

APPENDIX 1

VISION 2030 JAMAICA PLAN DEVELOPMENT PROCESS

The first step in the planning process was the articulation of a draft Vision Statement: “Jamaica, the place of choice to live, work, raise families, and do business”. This Vision statement is consistent with ideas expressed during the National Sustainable Development Framework (NSDF) visioning exercise and through the PIOJ’s “Dialogue for Development” series. The next step was the identification of twelve areas of strategic focus and a set of guiding principles which are critical for fulfilling the objectives of the Plan and Vision. Four goals were distilled from the vision statement, each of which supports the principles of sustainable development. These goals are:

2. The Jamaican society is secure, cohesive, and just
3. Jamaica’s economy is prosperous
4. Jamaica has a healthy natural environment

1. *Jamaicans are empowered to achieve their fullest potential*

To ensure the successful preparation, implementation and ownership of a national plan which reflects the dreams and aspirations of every Jamaican, we facilitated a process which ensured a high degree of consensus and the participation of a wide cross-section of the society. To this end, a number of approaches were adopted and the initiatives described below pursued.

The organizational chart below and the narrative which follows, describe the various bodies involved in the Plan preparation process.

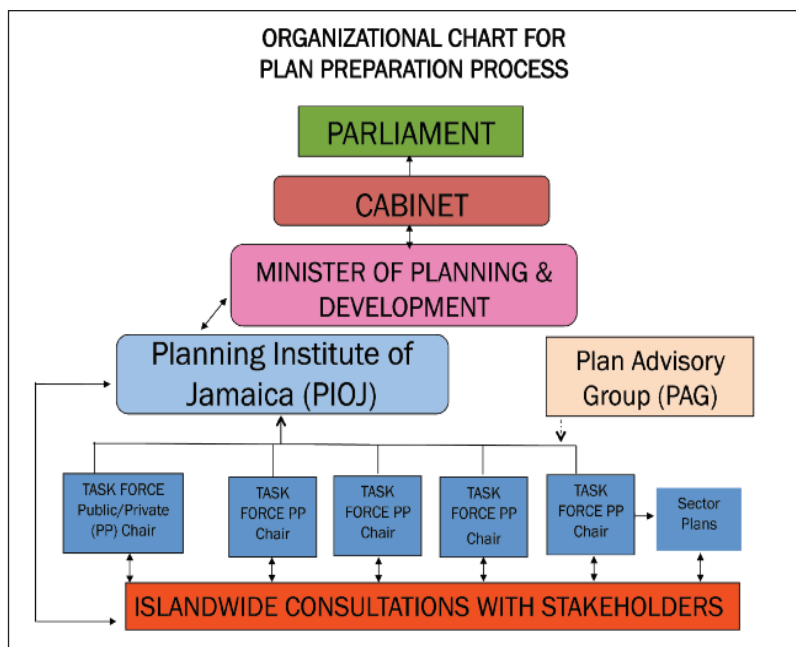


Figure 25: Organizational Chart for Plan Development Process

I. The Plan Advisory Group

A small Plan Advisory Group (PAG) was established, consisting primarily of industry leaders, academia and leaders from various sectors, with responsibility for bringing its perspectives on the plan development process and for championing support for the Plan particularly among private sector groups, civil society and in the Diaspora. Most of these persons served as co-chairs or members of Task Forces.

2. The Establishment of 31 Task Forces and the Development of Sector Plans

Thirty-one Task Forces were established in March 2007, each of which was responsible for developing a sector plan. These Task Forces constituted an effective liaison and interface among the PIOJ, the agencies of Government, the private sector and civil society. Approximately 20 persons representing a wide array of professionals with sector-specific knowledge and experience were invited to participate on each Task Force. Officials from the IDPs were also involved. Appendix 4 lists the chairpersons of each Task Force.

Each sector plan contains the Situation and SWOT analyses, a Vision Statement, and a Strategic Framework comprising the sectoral goals, objectives, strategies as a phase I and an action plan in the second phase. The first draft of each sector plan was developed using a

combination of the methodologies below.

- Task force meetings were the main source of ideas and views from professionals and experts on issues and challenges related to each sector.
- Incorporation into the Sector Plans of existing policies, programmes and sector plans, the Medium Term Socio-Economic Policy Framework, the National Industrial Policy, commitments embodied in the Millennium Development Goals and other international agreements
- International best practices that could be adapted to the Jamaican context.
- Workshops which targeted key persons not involved in the task forces but who were considered critical thinkers and experts in the respective sectors
- Presentations by task force members on key issues and research relevant to the sector
- Presentations on Threshold 21 (T21) Model and its potential application in the Plan Development process.
- Strategic meetings between Chairs of the task forces and the PIOJ.
- Establishment of small working groups to drive the preparation of the first draft.

The first draft sector plans were completed by August 2007 after 165 Task Force meetings and several workshops.

Review of First Draft Sector Plans

Upon completion of the first phase of the sector plans, the PIOJ initiated a thorough review process. To facilitate the review, sector plans were placed in eight clusters with demonstrable links/synergies. Some sector plans were reviewed within more than one cluster, due to the nature of the issues incorporated in the sector plans. Additionally, the clusters also considered cross-cutting issues presented in other sector plans.

Participants in the reviews were critical thinkers with a high level of experience and perspective which would add value to the Sector Plans. These participants were drawn primarily from the private sector, academia (including students at the tertiary level) and civil society. Over 100 persons collectively participated in the review process. Comments from these reviews formed the basis for the revision of the first draft sector plans and established the foundation for the integration process.

Action Plans

Action plans were prepared from the strategies identified in the various sectors. This work commenced in November 2007 and similar to the phase before, involved ministries and agencies of Government working with the task forces to identify actions, indicators and targets, responsibility centres, timelines and tentative costs. The involvement of ministries and agencies was to strengthen ownership of the Plan by the implementing agencies at this level, thus ensuring the successful implementation and monitoring.

3. Process of Integration

The process of integrating all 31 sector plans into one coherent long-term national development plan for Jamaica commenced at the end of October 2007. The integration aspect gave significant consideration to the guiding principles which were already infused into the sector plans. These related to international competitiveness, balanced development in urban and regional areas, social cohesion and partnership, a people-centred and knowledge-based society and equity.

The first level of integration resulted in the identification of national concerns from the sector plans using a methodology based on the following criteria: 1) seriousness of the problem; 2) interest and demand of the society; 3) burden of condition; and 4) feasibility of addressing a particular issue. These then formed the basis for identifying the 15 National Outcomes. Seventy National strategies were later drawn from the sector plans, specifically the sector objectives. See Appendix 2 for details on the Methodology.

4. MTF 2009-2012

Implementation, monitoring and evaluation of Vision 2030 Jamaica will be done through a series of three-yearly Medium-Term Socio-Economic Policy Frameworks (MTFs), the first of which is MTF 2009-2012. As the vehicle for operationalizing the long term goals and outcomes of Vision 2030 Jamaica, the MTF utilized the long term planning process to select short term priorities, strategies, programmes and actions and indicators for the preparation of MTF 2009-2012. MTF 2009-2012 was therefore prepared as a companion document to the Plan and is inextricably linked to the national goals and

outcomes. MTF 2009-2012 is also participatory having benefited from the extensive collaborations and consultations relating to the Plan preparation process. These priorities were selected largely through a series of meetings with the various ministries and agencies. In addition, priorities were determined through consideration of external opportunities and threats, quick wins, binding constraints, long-run transformative potential, existing programmes and plans.

5. Monitoring and Evaluation Framework

Successful implementation of the Plan will require the application of Results-Based Management principles in the process. Indicators were identified from the objectives established in Phase I of the sector plans. Complementing the identification of indicators was a series

of one-day training workshops in Results-Based Management in October 2007 and February 2008 with officers from line ministries and relevant agencies of Government.

6. Communicating Vision 2030 Jamaica

The communication strategy was designed as a critical component of the articulation of the Vision. It sought to inform and educate the population about Vision 2030 Jamaica, solicit their views and opinions, and enlist their full participation, through a continuous, iterative process of dialogue, engagement and involvement in the formulation and monitoring of the processes. Ultimately the aim is to create of a culture of enthusiasm, excitement and unstinting support for nation building.

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Photograph by Warren Hutchinson

Key communication interventions included: the official public launch of the process by the Hon. Bruce Golding, Prime Minister and Minister of Planning and Development, under the theme, “*Planning for a Secure and Prosperous Future*”. which was broadcast live on national radio and streamed live via the Internet; upgrading of the PIOJ’s web site to assist in the dissemination of information to educate and create awareness of the pertinent issues among all stakeholders, including the Jamaican Diaspora; and the production and use of print and electronic media materials such as fliers, brochures, radio commercials, video stories, television advertisement presenting the National Vision Statement and request for public feedback, a specially commissioned Vision 2030 Jamaica Theme Song and jingle composed and arranged in the popular genre, and PowerPoint presentations.

Face-to-face interactions through presentations and consultations provided the stimulus for all stakeholders to share their dreams and aspirations for themselves and the society, as well as their views and opinions on how these may be realized. These presentations and consultations were held in two phases for: (1) special interest groups; and (2) the public.

During Phases I and II, over 84 presentations/consultations for **special interest groups** were made to government and non-government organizations, the private sector, the youth in the formal and non formal system, IDPs, and Civil Society.

Consultations were also held with over 25 schools disaggregated in seven

clusters, engaging approximately 1,200 Fifth and Sixth Form students. They articulated their perspective on developed country status for Jamaica.

Island-wide public consultations began in January 2008 and focused on presenting the National Goals and Outcomes of Vision 2030 Jamaica and selected National Strategies that will enable the country to achieve developed country status by the year 2030. Between January and September 2008, ten public consultations covered the parishes of St. James and Trelawny; Manchester and St. Elizabeth; Westmoreland and Hanover; Clarendon; St. Catherine; Portland; Kingston and St. Andrew; St. Ann and St. Thomas. Appendix 7 lists the consultations.

In preparation for these consultations, the sector plans were placed in each parish library and the PIOJ website was upgraded to support the dissemination of information on the planning process and integrated Plan.

On-going island-wide public education and interaction with stakeholders will continue throughout the implementation, monitoring and evaluation of Vision 2030 Jamaica – National Development Plan.

7. Cabinet Approval of Vision 2030 Jamaica and MTF 2009-2012

The final draft of the National Development Plan and the MTF 2009-2012 were approved by Cabinet on November 17, 2008 and was followed by the tabling of the corresponding Ministry Paper in the houses of Parliament on November 18, 2008.



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