Overview of the National Goals

The key underlying objective of Vision 2030 Jamaica is to secure sustained and broad-based improvement in the quality of life of our people that will transform Jamaica into “the place of choice to live, work, raise families and do business”. In order to achieve this objective, the National Development Plan articulates a comprehensive and integrated strategy around four fundamental goals:

**Goal 1:** Jamaicans are empowered to achieve their fullest potential

**Goal 2:** The Jamaican society is secure, cohesive and just

**Goal 3:** Jamaica’s economy is prosperous

**Goal 4:** Jamaica has a healthy natural environment

These National Goals are mutually reinforcing and synergistic in design, and their achievement cannot be realized in isolation from each other. Selection of these goals, and the design of the associated outcomes, strategies and programmes, collectively represent a new approach to development planning in Jamaica. This approach is broad in scope, participatory in design and intended implementation, long-term in

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Figure 6: National Goals
reach and transformational in character. The Plan thus provides a comprehensive framework in which the linkages among economic, social, environmental and governance spheres are made, and presents a broad strategic thrust for the transformation of the Jamaican economy and society towards sustainable development and prosperity for the Jamaican people.

Vision 2030 Jamaica recognizes that economic growth, while necessary, is not sufficient to engender the establishment of sustainable prosperity for the Jamaican people. For this to be achieved, sustained economic growth must be complemented with measures that ensure broad participation in the benefits of growth, and an environment that fosters creation of a society in which citizens feel empowered and secure enough to pursue a high quality of life. Indeed, enhanced empowerment, improved security and fairness, and greater attention to environmental quality are not only ends in themselves, but are also essential ingredients in the attainment of sustainable prosperity.

In the broadest sense, the new paradigm contained in the Plan seeks to achieve the four goals by developing, preserving and deploying the nation’s capital stocks, in a concerted effort to shift from the employment of lower forms of capital to higher forms of capital, thereby boosting productivity and establishing the basis for a higher standard of living.

“Many of us dare to believe that this country ... may go out into the world to make a contribution larger than our size alone would lead one to expect.”


higher forms of capital, thereby boosting productivity and establishing the basis for a higher standard of living.

A SECURE AND PROSPEROUS FUTURE BY 2030

Figure 7: The Path to a Secure and Prosperous Future for Jamaica

“JAMAICA, THE PLACE OF CHOICE TO LIVE, WORK, RAISE FAMILIES AND DO BUSINESS”
The four National Goals give greater articulation to our vision statement and are the pillars on which the new paradigm for Jamaica’s sustainable prosperity rests. Cascading from these goals, are fifteen National Outcomes which reflect the actual or intended changes in development conditions. Each goal is aligned to a number of these outcomes which provide the roadmap for success.

**GOAL 1:**
**Jamaicans are Empowered to Achieve their Fullest Potential**

Vision 2030 Jamaica will create a society in which all Jamaicans are empowered to participate fully in the development of their country and to develop their talents and abilities, thereby elevating their standard of living and quality of life. By 2030 we will achieve an HDI score of 0.800 or higher that will rank us among the countries of the world with high human development.

Jamaica’s working age population will reach a maximum of 66.5 per cent of the total population by 2025, up from 63.4 per cent in 2007. This is referred to as the “demographic bonus” or “dividend.” This increase in the working-age population of almost 200,000 persons represents a unique one-off opportunity to increase the size and productive potential of Jamaica’s human capital that will not be repeated in the foreseeable future. However, the country faces higher costs associated with an aging population and increased longevity and must use the opportunity for economic growth presented by its demographic dividend to prepare for these long-term trends.
While virtually all our citizens would like to attain a high standard of living, and many have attained it, too many are hindered by a wide range of obstacles. This is a major development challenge facing the country. The real purpose behind economic development is to improve the well-being of individuals. We know that increased well-being of individuals fuels their ability to be productive contributors to economic development. The empowerment of Jamaicans should be seen both as a contributor to their future personal development and a result of the economic development that is being pursued – a veritable virtuous cycle.

What are the tools needed to empower individuals? The Human Development Report\(^2\) highlights a number of variables as indicative of the level of development of a society. These include economic and social variables such as health, gender equity, population parameters and education. The Global Competitiveness Report\(^3\) points to other variables such as workforce development and training as important social factors that contribute to economic development. Other areas highlighted that contribute to human capital formation include culture, innovation and values and attitudes. These perspectives echo wider sentiments that support the themes of education and training, health, culture and values and population planning as essential areas of focus for enabling individuals and society in general to develop.

There are some who may be in need of higher levels of support than the majority in the society. These include vulnerable subgroups such as the poor, the elderly and persons with disabilities. The society must ensure that provisions are made to enable these subgroups through appropriate social protection programmes.

As a society, we must be cognizant of the differences that exist between the two population subgroups, males and females. Each gender is affected and responds differently to the same policies and

\[\text{\ldots In Jamaica, the participation rate and performance of individuals in the school system differ substantially between males and females. The labour force participation and employment rates are also markedly different by gender. Most notably, the high propensity for males to be the perpetrators and victims of violent crimes... clearly points to the need for a gendered approach to development planning and implementation.}\]

\(^2\) Human Development Report, UNDP
\(^3\) Published by the World Economic Forum.
Vision 2030 Jamaica seeks to build on mixed progress... in the social areas, in order to empower our people by focusing on achievement of a high level of human resource development (education, training and health system reform), fostering of innovation and cultural preservation, and strengthening of systems geared to protecting vulnerable groups in the society.

We have had mixed progress towards the empowerment of our people. Measured by the HDI, we have done well in areas such as life expectancy (72.4 years in 2007), but we have not done as well with respect to some of our educational outcomes such as literacy. We also have had mixed progress with respect to the MDGs. We have done well with our enrolment at the primary level. The prevalence of poverty has been trending downwards, and in 2007 was reported to be 9.9 per cent, down from 14.3 per cent in 2006. However, maternal and infant mortality rates continue to be higher than desired, with the latter estimated at just over 21 per 1,000 live births in 2005. The global economic crisis that began in 2007 will impact our economy negatively and may affect our ability to meet our MDG targets for 2015.

Vision 2030 Jamaica will empower Jamaicans to achieve their fullest potential through four National Outcomes. These are:

- A Healthy and Stable Population
- World-Class Education and Training
- Effective Social Protection
- Authentic and Transformational Culture

Through these outcomes, we will improve on the mixed progress made to date in the social areas by ensuring a high level of human resource development (education, training and health system reform) fostering of innovation, cultural preservation, and strengthening of systems geared to protect vulnerable groups in the society.

**GOAL 2: The Jamaican Society is Secure, Cohesive and Just**

Vision 2030 Jamaica recognizes that in an environment characterized by high levels of crime and violence and inequitable dispensation of justice, citizens are alienated and less productive than they might be, and are more likely to engage in destructive behaviour. This fuels a vicious cycle that militates against achievement of positive social, economic and cultural outcomes. Under this goal,
we will improve the overall situation in the country with regard to security and governance.

This goal establishes the importance of a society that is safe, respects the rights of all, operates with a sense of shared values and offers justice and fair play in the eyes of its members. Security and justice may only be attained and sustained in an environment in which human rights are respected and where there is consensus around a set of common values.

The issue of crime and violence has become one of the most pressing concerns for Jamaicans. It has had a negative impact on all spheres of society and has been cited as being a major factor contributing to the low levels of GDP growth Jamaica has experienced over the last 30 years. Segments of our society are crippled by fear and already scarce resources have been re-allocated into crime prevention and control. Private firms are forced to pay large sums for security and many that operate in certain communities also pay indeterminate amounts of extortion “fees”. Community members are sometimes unable to pursue gainful occupations and schooling due to the impact of gang violence in their communities.

Governance has become central to the development discourse in recent decades. This is largely founded on the recognition that strong and accountable institutions, political commitment to effective management of the State, and a vibrant and organized civil society are fundamental to development.

Governance is most effective when it involves a partnership between the State and non-state participants (private sector and civil society).

Jamaica is globally recognized as a country that has a strong democratic tradition. The World Bank speaks of the country as a stable democracy with a high calibre bureaucracy, a good regulatory framework, strong institutions and a well-developed public sector, staffed by highly qualified individuals. The Bank notes that these advantages have not translated into public perception of good governance. There is a high level of public discontent and a perception of poor quality service in the public sector. This perception is rooted in real deficiencies in the regulatory and institutional frameworks that include outdated laws and excessive bureaucratic processes.

The society also shows signs of social and political polarization and has a history of political violence, which makes

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22 In the World Bank Report on Crime, Violence and Development: Trends, Cost and Policy Options in the Caribbean, March 2007, it is stated that “were Jamaica and Haiti to reduce their rates of homicide to the level of Costa Rica, each country would see an increase in its growth rate of 5.4% annually.”

it difficult to form consensus on policies that are in the public interest and entail a long planning horizon.

Elements contributing to the weakening of governance in Jamaica include:

- apathy towards, and alienation from existing political institutions and processes and increasing disregard for the norms of civil society by a growing number of persons, especially the young;
- poor performance of the economy and the persistence of poverty;
- increased criminal activity, including drug trafficking;
- the inability of the State to sustain levels of welfare that were put in place in the post-independence era;
- the redefined position of the State from its previous function as a development agency to that of a facilitator of market-driven policies.

Jamaica has made some strides towards improving governance. Many of these initiatives are being led by Government and involve the private sector and civil society, individually and collectively, seeking to meet the benchmarks of good governance. Examples of these initiatives include the Reform of the Public Sector, Access to Information Act, Local Government Reform, Local Sustainable Development Planning Framework and the MTF. Much remains to be done to enhance governance in Jamaica; the Plan will address the key obstacles to good governance.
Vision 2030 Jamaica will achieve the goal for the Jamaican society to be secure, cohesive and just through two National Outcomes:

• Security and Safety
• Effective Governance

The first outcome includes those strategies that will be implemented under the heading of national security, including the functions of the Jamaica Constabulary Force and the Department of Correctional Services. The second outcome focuses on the justice system, the role of the State, and other governance matters relating to areas such as social inclusiveness and rights.

**GOAL 3: Jamaica’s Economy is Prosperous**

Vision 2030 Jamaica has a clear and compelling mission in guiding the nation to a prosperous future — to prepare the conditions and means by which firms and individuals in the country will create wealth with ever-increasing levels of productivity that eventually compare favourably with the most productive nations in the world.

Prosperity matters because it helps to free people’s hearts and minds so that they may develop a healthy and rich emotional and spiritual life.24

Economic prosperity is the ability of an individual, group, or nation to provide shelter, nutrition, and other goods and services that enable people to live a good life, according to their own definition.25 For Jamaica, economic prosperity is a particularly important goal because it has proven elusive for the majority of our people throughout the island’s history.

The starting point in creating a prosperous future for Jamaica is to understand the wellspring from which economic prosperity flows. Prosperity is determined by the productivity with which a nation uses its resources to produce goods and services. The more efficiently a nation creates products and services that are highly valued and desired by its own citizens and by the world, the more prosperous it will be.

"Vision 2030 Jamaica has a clear and compelling mission... to prepare the conditions and means by which firms and individuals in the country will create wealth with ever-increasing levels of productivity that eventually compare favourably with the most productive nations in the world."

As barriers to the movement of goods, services, capital, people and information throughout the world have fallen, nations and firms strive increasingly to achieve international competitiveness. Competitiveness is determined by the relative levels of productivity26 between nations. Individuals around the world have vastly different purchasing power, and countries possess stocks of wealth in different proportions.

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26 Productivity may be defined as the amount of output produced (in terms of goods or services) per unit input used. One commonly applied measure is labour productivity as output per worker or output per labour-hour. Total factor productivity or multifactor productivity measures changes in output that are not directly caused by changes in inputs of capital and labour.
Competitiveness may be viewed as the set of institutions, policies, and factors that determine the level of productivity of a country or economy. The level of productivity, in turn, determines the sustainable level of economic prosperity that can be earned by a country.

Productivity supports high incomes and attractive returns to capital, leading to a high standard of living. More competitive economies have higher levels of productivity and are able to generate higher levels of income for their citizens. Competitive economies with high productivity also are more likely to achieve high and sustained growth rates over the long term. Empirical evidence indicates that, among countries, a correlation exists between high levels of productivity and competitiveness rankings and high levels of economic prosperity as measured by per capita GDP.

International reports indicate that the standard of living in many regions in Africa, Latin America and the Caribbean is threatened by declining productivity. This is certainly true for Jamaica. Growth accounting studies indicate that, despite positive contributions from accumulation of physical and human capital from 1960 to 2000, Jamaica has suffered from an overall decline in total factor productivity, which is substantially below the average levels achieved globally and within Latin America over the same period.

Despite its favourable endowments of natural and human resources, Jamaica has recorded disappointing economic performance over the period since its independence in 1962. Notwithstanding some early progress, our relatively low rates of economic growth compare unfavourably with regional and international counterparts. Nonetheless, Jamaica has recorded many economic achievements over past decades. Macroeconomic gains include the reduction of inflation from an all-time high of 80.2 per cent in 1991 to an average of 13.1 per cent per annum over the five years from 2004 to 2008. A number of economic sectors and industries have experienced relatively sustained growth throughout the entire post-Independence period, including tourism, the bauxite industry, financial services, distribution, energy, transport, and communications. The Jamaican economy has seen a marked increase in the contribution to GDP of the services sector and the number of professional and other knowledge-based occupations since Independence.

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27 See for example, ILO (2008), World Bank (2003a).
28 IMF (2006a), Penn World Tables (Version 6.2), Jamaica Productivity Centre, World Bank (2003). For example, one study indicates that unit labour productivity in Jamaica fell by a total of 27.5% from 1972 to 1998, while real unit labour costs rose by 32.5% over the same period - see Alleyne (2001) as quoted in Hussey (2002).
29 The Jamaican economy has grown by an annual rate of only 1.9% in real terms over the entire period from 1962-2007 (PIO), and by only 1.1% per annum from 1970-2007 (based on the United Nations Statistics Division National Accounts Main Aggregates Database). By contrast the world economy has grown by a rate of 3.1% per annum from 1970-2007.
30 Annual % change in CPI as measured from December to December (ESSJ 2004-2008).
31 Services increased their share of Jamaica’s GDP from 65.6% in 1982 to 68.1% in 2007 based on contribution to total goods and services production, i.e. GDP share excluding imputed bank service charges (PIO).
We confront profound challenges on the road to prosperity. These exist at many levels, ranging from constraints in the macroeconomy and business environment to weaknesses in the productive sectors. Many of the factors that affect economic development in Jamaica are outside the economic sectors, hence the need to address simultaneously the issues raised with regard to the other three goals.

The economic development challenges that Jamaica faces include: persistent fiscal deficits; very high levels of public debt; high dependence on imported petroleum and inefficient use of energy; poor performance in the formal education system; low levels of innovation and investment in research and development; high levels of violent crime; the economic cost of HIV/AIDS and other diseases; environmental pressures generated by our production and consumption patterns; and the impact of natural and man-made hazards on the economy.

An important challenge is presented by the global economic recession which commenced in US credit markets in 2007, and spread in 2008-2009 to affect the economies of developed and developing countries alike. The consequences for Jamaica are likely to include: reduced flows of direct investment; greater difficulty in sourcing financing from global capital markets; reduction in demand for Jamaica’s exports; and a downturn in tourism earnings. The impact will limit the prospects for growth in our economy and reduce funds available for spending on social services in the initial years of implementation of the National Development Plan, until recovery takes place.

We face a growing trade deficit on goods and services. The main sources of foreign exchange earnings for the past half-century continue to be tourism and exports of bauxite and alumina, along with growing inflows of remittances. Even though the share of total exports represented by non-traditional exports has risen in recent years, this growth is largely accounted for by the categories of crude materials and mineral fuels. The productive sectors that account for the larger shares of the country’s labour force are those with the lowest levels of productivity, namely agriculture, distribution and construction. The large informal sector constitutes a further drag on national productivity, as the levels of productivity in the informal economy are generally lower than in the formal economy. While services have increased their share of GDP over time, it is clear that we have not yet succeeded in diversifying our economy into higher value-added production and exports.

As described above, our economic development faces many challenges including low growth rates, high debt load, budget constraints, crime, weak export performance, poor education performance and energy dependence. However, these many challenges may be seen as the symptoms or outcomes of a deeper challenge: that the underlying basis for the productivity of the nation is obsolete. We are a nation whose prosperity historically has been based on sub-soil assets, location, sunshine and cheap labour.
Competing on these “basic factors” is the most easily imitated form of advantage that a nation can possess. Research suggests that the higher the percentage of exports represented by natural resources and raw materials, the higher the level of poverty that exists in a nation.\(^{32}\) There are many regional economic units, nations and states that are as close to major markets as Jamaica is, and that speak English, many of whom enjoy over three hundred days of sunshine, and have beaches, fertile soil, and mineral resources.

Dependence on these basic factors in a globalizing environment forces the nation and its firms to compete primarily on price. In the “Era of Total Global Competition,” this model has become rapidly more unsustainable, and cannot represent a path to developed country status for Jamaica.

There is another model. Competing based on the so-called higher forms of capital means using assets that are hard to measure, hard to see, but very important. This model depends on the protection of tangible and intangible property rights so that firms: may invest in innovation with little fear of someone stealing their ideas; have access to a judicial process that is quick and fair in administering justice; and spend substantial amounts of their revenue on new product and market knowledge, training their employees, and developing trusted partnerships and unique brands. This model allows long lead-times to develop complex products that meet the unique needs of demanding and sophisticated customers who have little price sensitivity when paying for perceived value. It also allows for part of the economic surplus to be used in the compensation and training of employees. This model is where revenue expansion and high and rising wages intersect, where economic growth and social equity converge. But it is possible only when the higher forms of capital are present and developed.

We are engaged in an historic process of regional integration, driven by the progressive implementation of the Caribbean Single Market and Economy (CSME), which will see a profound deepening of regional integration, including free movement of people, free trade in services and capital market integration. The CSME offers Jamaica the opportunity to participate more fully in expanded regional markets, and to benefit as a member state of CARICOM.

from stronger regional unity in hemispheric and global trade negotiations. However, regional integration opens our economy to greater competition from companies and producers throughout the region, and will require a wide range of fundamental supporting measures on our part and on that of other member states, that ultimately will challenge our existing concepts of national sovereignty.

Globalization brings opportunities, threats and risks to the economies of developing nations – opportunities for competitive enterprises to access global markets, threats to inefficient industries and firms from increased competition in domestic and export markets, and risks of exposure to crises in global capital, currency and commodity markets. Under the national goal for a prosperous economy, we will respond to the challenges of globalization by pursuing global competitiveness through the development of world-class industries and enterprises and improvement in productivity levels.

Vision 2030 Jamaica creates a new paradigm for economic prosperity. We will transform our economic model from dependence on natural, financial and man-made capital to development based on the higher forms of capital - institutional capital, knowledge resources, human capital and cultural capital.

To build the pillars of competitiveness of our economy and ultimately achieve high levels of economic development, we will take the following three fundamental steps in transforming our economic model based on our particular stage of development and specific circumstances:

• Fix the remaining constraints in the basic factors of production (Basic Factor Stage)
• Improve the efficiency enhancers of our economy to world-class levels (Efficiency Stage)
• Invest in the long-term transition to an innovation-based economy (Innovation Stage)

To achieve the goal of economic prosperity, Vision 2030 Jamaica will undertake measures that strengthen our natural, man-made and financial capital stocks to provide stable macroeconomic conditions, strong economic infrastructure and a secure, affordable energy supply as basic requirements for a competitive economy. We will address fundamental aspects of the business environment by building institutional capital and streamlining bureaucracy, and enhance the efficiency of our markets for goods, services, labour and capital. These steps will provide appropriate responses to short-term economic conditions, and also lay the foundation for long-term growth and development.

Under Vision 2030 Jamaica, we will strengthen our trade relations and investment promotion to increase
Chapter 2: National Goals

market access and build on the competitive advantages provided by Jamaica’s worldwide reputation and favourable Nation Brand. We will develop our higher forms of capital strategically to improve the international competitiveness of our productive sectors and support the long-term transition to an innovation-based economy by: enhancing the sophistication of our companies; building economic clusters and linkages; improving labour relations and productivity; investing in the creation of a green economy; and applying science, technology and innovation to all areas of national development. The steps that will be taken to achieve the goal of economic prosperity for Jamaica also will contribute to the achievement of Millennium Development Goal 8 to develop a global partnership for development.33

Vision 2030 Jamaica will achieve the goal for a prosperous economy through six national outcomes:

- A Stable Macroeconomy
- An Enabling Business Environment
- Strong Economic Infrastructure
- Energy Security and Efficiency
- A Technology-Enabled Society
- Internationally Competitive Industry Structures

The National Outcome for Internationally Competitive Industry Structures includes the development of the main goods- and services-producing sectors and industries of the Jamaican economy.

This model recognizes that it is possible for our country to build areas of competitive advantage for value-added production in a wide range of economic sectors given an efficient and enabling environment and strategic partnerships in the private and public sectors. It therefore avoids pre-selecting and targeting specific areas for preferential treatment.

33 MDG 8 has the following targets: Address the special needs of least developed countries, landlocked countries and small island developing states; develop further an open, rule-based, predictable, non-discriminatory trading and financial system; deal comprehensively with developing countries’ debt; provide access to affordable essential drugs in developing countries; and make available benefits of new technologies, especially information and communications.
GOAL 4:
Jamaica has a Healthy Natural Environment

Our quality of life depends on the quality of our natural environment. This goal recognizes the importance of the natural environment and ensures harmony among development activities, environmental sustainability and conservation of the country’s natural resources. It further recognizes that healthy, productive and protective environments, social systems and economies are the bases of development, sustainability and human welfare.

Ecosystems such as forests, mangroves and coral reefs, provide essential services such as flood control, recharging ground water, and waste assimilation which underpin economic development and sustain human health. Jamaica’s main industries, including agriculture, tourism, manufacturing, and mining and quarrying, rely heavily on the country’s rich natural resource base. These economic activities are not always practiced in a manner that is sensitive to the environment, partly due to unsustainable consumption and production patterns which result in these natural resources deteriorating faster than they can replenish themselves.

Although we have made substantial improvements in environmental management, many challenges still remain and need to be addressed. Recent evaluations of the state of the environment indicate a number of worrying trends. Among these are: deteriorating air and water quality; poor management of solid, liquid and hazardous wastes; loss of biodiversity; watershed degradation; net loss of forest cover; and increasing incidence of fires. While data and analysis of environmental problems have improved over the last 12 years, serious gaps and a lack of time-series data hamper efforts to use quantitative indicators to spot emerging problems, assess policy options and gauge the effectiveness of environmental programmes.34

Over the past three decades, fuelled by global developments, concern for environmental issues also has increased in Jamaica. Many new institutions, policies, pieces of legislation and standards have been implemented by the Government geared towards the proper management, conservation and protection of natural resources within the context of sustainable development.35 Inconsistent monitoring and enforcement of these laws and policies, inadequate financial and human resources, improper planning for development, and the general lack of awareness on the part of the citizenry have hindered the effective conservation and management of the island’s natural resources.36

Under this goal, Vision 2030 Jamaica focuses on the effective management of the country’s natural resources to ensure the continued provision of essential environmental services. It also focuses on the design of environmental policies that internalize the cost of pollution and environmental damage into the production costs of all economic activities.

34 2008 Environmental Performance Index, World Economic Forum.
activities. The strategies recognize that successful environmental management is increasingly becoming the basis for the success or failure of economies and social systems.  

Jamaica’s location, geography and geology make the island prone to several natural hazards. Major threats include landslides, hurricanes, floods, droughts and earthquakes. We are increasingly acknowledging the importance of climate change, the consequences of which are profound, particularly on Jamaica and other highly vulnerable Small Island Developing States (SIDS) which are characterized by a high concentration of development and essential infrastructure along the coasts. The impacts of climate change will include sea-level rise and the accelerated erosion of coastal zones, increased frequency and intensity of hurricanes, more flooding of coastal areas, coral reef destruction, and the spread of vector-borne diseases. This goal will focus on the development of a comprehensive integrated approach to hazard risk management and climate change.

Jamaica suffers from a proliferation of economic and social policies that do not adequately consider spatial implications for the achievement of balanced regional development in terms of equitable distribution and access to services and employment opportunities. While some benefits have been derived from the pattern of development, there exists a myriad of challenges including: fragmented subdivisions; unbalanced regional development; urban sprawl; limited availability of affordable housing; squatting; inequity and poverty; environmental degradation; and congested towns due to the increasing dependence on automobiles.

These challenges are inter-related. Although some effort has been made to address them, existing development policies have not been sufficiently comprehensive and far-reaching. Vision 2030 Jamaica proposes to: foster innovative urban and regional planning (based on sustainability principles); decentralize power and decision-making; optimize the use of resources; facilitate the development of multi-sectoral and spatial linkages; and identify and harness the growth potential of each area, to create sustainable rural and urban communities.

Vision 2030 Jamaica will achieve the goal for Jamaica to have a healthy natural environment through three National Outcomes. These are:

- Sustainable Management and Use of Environmental and Natural Resources
- Hazard Risk Reduction and Adaptation to Climate Change
- Sustainable Urban and Rural Development

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37 “Building Resilience in SIDS: The Environmental Vulnerability Index”, UNEP.
**From National Goals to National Outcomes and Strategies**

The Vision of making “Jamaica, the place of choice to live, work, raise families and do business” is the starting point for our Plan. Our four National Goals represent the ultimate desired state of our country through which we realize our National Vision. We can, and will, make progress that brings us ever closer toward these ideal goals over the planning horizon to 2030 and beyond.

**National Outcomes**

The results-based management approach that we employ calls for the identification of an intermediate level of results toward the achievement of the National Goals. Under Vision 2030 Jamaica, 15 National Outcomes aligned to the four National Goals are articulated as the discrete building blocks with which we construct the future of our nation. These outcomes are the desired results which we seek to achieve in each of the main areas of our national development. A range of indicators and targets aligned to the National Outcomes provide quantitative milestones against which we will measure our progress in implementing the National Development Plan over time.

**National Strategies and Sector Strategies**

Our National Strategies are the broad approaches which are designed to achieve our National Goals and Outcomes — they are what we choose to do to achieve the desired results for our country. The National Strategies are supported by a range of sector strategies which have been developed in the sector plans for each of the social, governance, economic and environmental sectors. These strategies form the link to the specific actions in the form of sector-level programmes and projects through which Vision 2030 Jamaica will be implemented. In our Plan, we consider a sector, in a broad sense, to refer to a major area of national development.

**The Next Chapter**

Chapter 3 contains a detailed presentation of each of the National Outcomes for Vision 2030 Jamaica. Each outcome contains an overview of the situation and an analysis of the main issues and challenges relevant to the achievement of the outcome. The National Strategies to achieve each outcome are presented in a summary table, followed by an elaboration of each National Strategy and a listing of some of the key selected sector strategies that will be pursued under each National Strategy. These are followed by the proposed outcome indicators and targets by which we will measure our progress toward each National Outcome.

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39 The United Nations System of National Accounts groups the resident institutional units that make up a country’s economy into five sectors: the non-financial corporations sector; the financial corporations sector; the general government sector; non-profit institutions serving households sector; and the households sector. The presentation of national economic data is often grouped under two sectors — the goods-producing sector and the services sector. Similarly national economic data are sometimes presented under individual productive sectors (e.g. manufacturing, mining and quarrying, distributive trade), while reference also may be made to the social sector as well as to individual social sectors (e.g. health, housing). The range of sectors as considered under Vision 2030 Jamaica is indicated by the list of Task Forces formed to develop sector plans (see Appendix 2).
Chapter 2: National Goals

National Vision Statement

"Jamaica, the place of choice to live, work, raise families, and do business"

Jamaicans are empowered to achieve their fullest potential

The Jamaican society is secure, cohesive and just

Jamaica’s economy is prosperous

Jamaica has a healthy natural environment

From National Goals To National Outcomes

A healthy and stable population

World-class education and training

Effective social protection

Authentic and transformational culture

Security and safety

Effective governance

A stable macroeconomy

An enabling business environment

Strong economic infrastructure

Energy security and efficiency

A technology-enabled society

Internationally competitive industry structures

Sustainable management and use of environmental and natural resources

Hazard risk reduction and adaptation to climate change

Sustainable urban and rural development

Figure 8: Alignment of Vision, Goals and Outcomes
Norman Manley International Airport (NMIA Limited)