

# EXECUTIVE SUMMARY

*“...I know the plans I have for you...plans to prosper you and not to harm you, plans to give you hope and a future”  
(Jeremiah 29:11)<sup>2</sup>*

## Introduction

Jamaica, the largest English-speaking island in the Caribbean, is known worldwide for its vibrant culture, sporting prowess and physical beauty; and boasts of its political stability, favourable climate, geographic location and abundant natural resources. Our island is home to a warm-hearted, talented and diverse people.

We have made considerable progress towards meeting international standards in a number of our key social indicators, including the achievement of high life expectancy, near universal enrolment in primary and junior secondary education, and widespread access to potable water. By 2015, we will have achieved many of the Millennium Development Goals related to poverty, child nutrition, universal primary education, and access to safe drinking water, among others.

In spite of these achievements, since gaining independence in 1962, our country's development has been characterized by paradoxes and potential: periods of expansion have alternated with periods of poor economic performance; growth has occurred alongside social issues of inequity including inequalities in wealth and opportunity; and we have experienced major social and political reforms, structural adjustment

processes, and a collapse of some locally-owned financial institutions from 1995 to 1997.

We also have experienced relatively low rates of economic growth that compare unfavourably with our regional and international counterparts, low productivity in most sectors, lack of national consensus on critical socio-economic issues, poor student outcomes, severe environmental degradation, and high rates of violent crime. Governance has been an area of particular concern, with erosion of social capital and trust, an inefficient justice system, political polarization, and weak accountability mechanisms in the public sector. One profound impact of this has been the sustained outward migration of many Jamaicans, including the highly educated, who have chosen other countries in which to live and dedicate their talents.

Our quest for economic development has been affected by a series of external shocks including hurricanes, the impact of the terrorism attack in the USA in September 2001, a steep rise in oil prices and international recessions. Nonetheless, we have seen consolidations of structural adjustment and liberalization processes, reductions in poverty levels, and dynamic expansion

<sup>2</sup> The Bible - New International Version (NIV).

in the tourism, financial services, telecommunications, entertainment, and distribution sectors.

Since 2007, we have been facing a global economic crisis that exceeds the scope of previous downturns experienced since Independence and, if not addressed, could affect the implementation of this Plan. Its impact is likely to limit, in the near term, our access to capital markets, reduce the profitability of local businesses, stymie economic growth, reduce employment in critical sectors of the economy and worsen our balance of payments. The unfolding situation also has negative implications for the advancement of our social development agenda as well for the timely achievement of the Millennium Development Goals.

Within this context, therefore, we are forced to examine and to strategically and explicitly address the factors that limit decisive progress towards higher levels of development in order to advance the well-being of our nation. Importantly, we must chart a new direction for realizing our hopes and aspirations for a brighter tomorrow and forge an irreversible path to sustainable prosperity for all.

For decades we have relied upon our natural endowments and short- and medium-term national development plans to realize our national development objectives. Our planning efforts have had only limited success, due to inherent weaknesses which included relatively short-term planning horizon, inadequate resources to support implementation, an ineffective

monitoring and evaluation framework, limited involvement of non-state actors and weak synergies between targets, indicators and budgets.

The present status of Jamaica's national development reflects the accumulation of choices we have made in the past. To change this path, we have to make new choices.

## Vision 2030 Jamaica – Our Road to Sustainable Prosperity

**Vision 2030 Jamaica** is our country's first long-term National Development Plan which aims to put Jamaica in a position to achieve developed country status by 2030. It is based on a comprehensive vision:

***“Jamaica, the place of choice to live, work, raise families, and do business”.***

This envisages a major transformation from a middle income developing country to one which affords its citizens a high quality of life and world-class standards in critical areas including education, health care, nutrition, basic amenities, access to environmental goods and services, civility and social order. In the Jamaican context, these elements are fundamental to the achievement of progress towards a more sustainable society which integrates and balances the economic, social, environmental, and governance components of national development - a development that “meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>3</sup>

<sup>3</sup> World Commission on Environment and Development: Our Common Future. Oxford: Oxford University Press. 1987.

## The New Paradigm

Vision 2030 Jamaica introduces a new paradigm which redefines the strategic direction for Jamaica and puts us on a different path – a path that will lead to sustainable prosperity. The new paradigm will move from dependence on the lower forms of capital – our sun and sand tourism and exporting sub-soil assets and basic agricultural commodities, to development of the country’s higher forms of capital – our cultural, human, knowledge and institutional capital stocks that will move us into higher stages of development.<sup>4</sup>

The central challenge is to create the conditions in which our productive enterprises are able to generate greater levels of wealth, and in which the social and environmental conditions and general well-being of the society are enhanced.

## Guiding Principles

Vision 2030 Jamaica aims at enabling Jamaica to achieve developed country status by 2030. It is based on seven Guiding Principles which put people at the centre of Jamaica’s development. These are: transformational leadership; partnership; transparency and accountability; social cohesion; equity; sustainability; and urban and rural development. They give priority attention to elements that are essential to delivering a world-class quality of life for all Jamaicans and reflect the key pillars of change needed to realize the Vision for our nation.



**Figure 2:**  
The Guiding Principles

<sup>4</sup> There are seven forms of capital, namely: natural, man-made, financial (lower forms), knowledge, human, institutional and cultural (higher forms).

Deliberate steps must be taken to change the mindset of our nation and address traits that are likely to inhibit progress towards our development. Core values such as respect, honesty and truthfulness, forgiveness, tolerance, trust, honour, discipline, responsibility, cooperation, good work ethic and punctuality, are essential for transitioning this society to a prosperous one.

### National Goals

Vision 2030 Jamaica is built on four strategic goals for our country’s development. These goals are mutually reinforcing and synergistic in design, and their achievement cannot be realized in isolation from each other. They give greater articulation to our vision statement and are the pillars on which the new paradigm for Jamaica’s sustainable prosperity rests. These goals are presented in Figure 3 below.



Figure 3: National Goals

## National Outcomes and Strategies

Operationally, the four National Goals are mapped into 15 National Outcomes, which in turn will be pursued through National Strategies. The National Outcomes reflect the desired changes in

development conditions and, when accomplished, lead to the achievement of the National Goals. Each outcome is aligned to a specific goal, and collectively they provide the roadmap for achievement and success under Vision 2030 Jamaica.

National Goals	National Outcomes
<b>1</b> Jamaicans are empowered to achieve their fullest potential	1. A Healthy and Stable Population
	2. World-Class Education and Training
	3. Effective Social Protection
	4. Authentic and Transformational Culture
<b>2</b> The Jamaican society is safe, cohesive and just	5. Security and Safety
	6. Effective Governance
<b>3</b> Jamaica's economy is prosperous	7. A Stable Macroeconomy
	8. An Enabling Business Environment
	9. Strong Economic Infrastructure
	10. Energy Security and Efficiency
	11. A Technology-Enabled Society
	12. Internationally Competitive Industry Structures <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Manufacturing</li> <li>• Mining and Quarrying</li> <li>• Construction</li> <li>• Creative Industries</li> <li>• Sport</li> <li>• Information and Communications Technology</li> <li>• Services</li> <li>• Tourism</li> </ul>
	13. Sustainable Management and Use of Environmental and Natural Resources
<b>4</b> Jamaica has a healthy natural environment	14. Hazard Risk Reduction and Adaptation to Climate Change
	15. Sustainable Urban and Rural Development

Table 2: National Outcomes Linked to Goals

These outcomes, as summarized below, will be achieved through the implementation of a range of National Strategies which address the development challenges facing Jamaica and take full advantage of our strengths and opportunities. The National Strategies in turn guide the implementation of the sector plans which contain detailed sector strategies and action plans for the development of Jamaica's economic, social, environmental and governance sectors to 2030.

A synopsis of the 15 National Outcomes is presented below.

**National Outcome # 1:  
A Healthy and Stable Population**

We recognize that the ultimate objective of Vision 2030 Jamaica is to improve the quality of life of our population. Vision 2030 Jamaica will integrate our population concerns, including the various dimensions of our society, such as gender, youth, working age, the elderly and persons with disabilities, into our development planning. We will ensure that our population is balanced and grows at a rate that is sustainable. We will build on the positive achievements in the health sector and ensure that where the health outcomes are weak (such as the maternal mortality and infant mortality rates) these will be improved to acceptable levels. We expect our average life expectancy to increase to more than 76 years by 2030. To achieve this, we will implement the Health Promotion Approach and encourage healthy lifestyles. We will strengthen and emphasize our primary health care delivery while improving our secondary and tertiary care. We will build partnerships among the public and private sectors and civil society to improve

governance and management and increase the level of resources for the health sector.

**National Outcome # 2:  
World-Class Education and Training**

Under Vision 2030 Jamaica, our country will develop an education and training system that produces well rounded and qualified individuals who are able to function as creative and productive individuals in all spheres of our society and be competitive in a global context. We will build on the foundation of the education transformation processes which are progressing towards improvement of the education system at all levels. The contribution of the HEART Trust/NTA to the delivery of training in Jamaica will be further strengthened as it continues to contribute to the creation of a society of lifelong learners. Our initial emphasis will be to improve our capacity to support the holistic development of the child and provide opportunities for the education and training of our under-trained population, particularly our unattached youth. We will continue to enhance our tertiary institutions to ensure that we have world-class graduates who are able to contribute to a knowledge-based and innovative society. At the very minimum, the average beneficiary of our education and training system will: have completed the secondary level of education; acquired a vocational skill; be proficient in English Language, a foreign language, Mathematics, a science subject and Information Technology; participate in sports and the arts; be aware and proud of our local culture; and possess excellent interpersonal skills and workplace attitudes. By 2030, more than 98 per cent of our population who are 15 years and older will be fully literate.

### **National Outcome # 3: Effective Social Protection**

Vision 2030 Jamaica puts people at the centre of its programmes and sees it as important to identify and support the vulnerable in our society. Under this outcome, Vision 2030 Jamaica will reduce the vulnerability of our population by effectively addressing the needs of those who are unable to provide adequately for themselves, and by ensuring that the eligible population is covered under some form of pension or social insurance scheme, recognizing that a higher proportion of elderly will be in our population by 2030. The strategies to achieve this outcome include: measures to identify and create employment and business opportunities for the unemployed and underemployed poor; improved targeting of and the provision of benefits to the needy; and measures to increase the participation of persons with disabilities in all spheres of national life.

### **National Outcome # 4: Authentic and Transformational Culture**

We recognize the uniqueness of our Jamaican culture, its impact on the world stage particularly with respect to music, the visual and performing arts and sports, and the importance of having a shared sense of identity, values and wholesome attitudes. Under this outcome, Vision 2030 Jamaica will ensure that our heritage is respected and preserved by our people and all who come to our shores, and that the material value of our culture as expressed through our creative industries contribute meaningfully to the development of our society. Additionally, we recognize that a positive sense of self and pro-social and transformational values such as respect for others and their rights, punctuality, honesty

and respect for the differences between us, are essential to the maintenance of harmony and a productive environment. Our strategies will include measures to identify and promote our core values, strengthen our families as the foundation of our society, deepen our involvement in and support for sport, and integrate our Nation Brand into national development.

### **National Outcome # 5: Security and Safety**

Vision 2030 Jamaica will not be realized while our nation operates under a cloud of fear and without cohesion. This outcome will restore a sense of security and safety to our society by: reducing the level of crime and violence in our country; providing adequate security and rehabilitation for individuals who are custodial clients in correctional institutions; and providing restitution to those who have been victimized. The Plan is sensitive to social and demographic dimensions such as gender and age and to the relationships between law enforcement agencies and communities. It will address the varying dimensions of crime such as the role of criminal gangs, the drugs-for-guns trade, “donmanship” and border security. Our strategies emphasize increasing the capacity of law enforcement agencies, modernizing our law enforcement institutions and legal framework, and empowering communities to participate fully in mainstream society while decreasing the influence of criminal networks.

### **National Outcome # 6: Effective Governance**

Vision 2030 Jamaica proposes a strengthening of our model of governance to overcome the various challenges that cut across our country’s developmental spheres. The Plan recognizes the following as

fundamental to the development of our society: strong and accountable institutions; political commitment to effective management of the State; transparency in government; a justice system that is accessible and accountable; equity in all spheres of society; and tolerance and respect for human rights and freedoms. Under Vision 2030 Jamaica we will focus on justice sector reform, public sector modernization, constitutional reform, and a vibrant civil society that balances the power of the Government and holds it accountable for delivering better services and improving the well-being of all. The Plan presents a framework for the achievement of social transformation through a new paradigm of local governance which will give communities greater scope for their self-management and enable them to actively participate in policy decisions at the national level.

### **National Outcome #7: A Stable Macroeconomy**

Economic development benefits from stable and predictable macroeconomic conditions which reduce risk and uncertainty in decision-making by economic actors. Our macroeconomic challenges include high levels of public debt, persistent fiscal deficits and a complex and cumbersome tax system. Vision 2030 Jamaica will address these challenges to create favourable macroeconomic conditions for high and sustained growth in the standard of living of our people. We will undertake the necessary steps to improve macroeconomic performance in the short- and medium-term, while laying the foundation for fiscal and debt sustainability, an efficient and equitable tax system, financial system stability, and price stability over the long term. We will: eliminate fiscal deficits; reduce the relative size and servicing costs of the public debt; reduce the cost of public bodies

to the Budget; undertake fundamental tax reform including the incentives system; improve and simplify tax administration and payment processes; strengthen the legislative, regulatory and institutional framework for the financial system; enhance the effectiveness of monetary policy tools; and bring fiscal policy and monetary policy into closer alignment.

### **National Outcome # 8: An Enabling Business Environment**

A competitive and enabling business environment supports economic growth and development. Efficient and transparent public institutions reduce transaction costs and well-functioning markets promote efficient resource allocation. While we have made progress in improving some aspects of our business environment, other aspects are inefficient and unnecessarily burdensome. Under Vision 2030 Jamaica, we will make the necessary improvements to the business environment by enhancing our institutional and regulatory framework for business investment and operations, developing efficient local and external markets for goods, services, labour and capital, and improving opportunities for micro, small and medium-sized enterprises. We will: improve and streamline bureaucratic processes including those related to land ownership, titling and transfer; strengthen the framework for e-commerce and protection of intellectual property rights; strengthen our bilateral, regional and multilateral relations; expand the involvement of the Jamaican Diaspora in national development; strengthen investment promotion and trade facilitation; improve labour productivity and worker satisfaction; promote and develop entrepreneurship; increase training and credit facilities for MSMEs; and encourage formalization of informal enterprises and individuals.

### **National Outcome # 9: Strong Economic Infrastructure**

High-quality infrastructure facilitates the efficient movement of persons, goods, services and information, increases the productivity of economic processes and contributes to balanced and sustainable spatial development. Vision 2030 Jamaica will ensure the development of world-class transport, telecommunications, water supply and sanitation infrastructure that contributes to the competitiveness of our producers and improved quality of life for our people. Our transport system will be expanded and adapted to meet the evolving needs of our economy and society. We will: improve and rationalize the road transport infrastructure; ensure the completion of the island-wide highway network; improve flow of traffic in urban centres; and plan modern railway linkages along key routes. We will expand our domestic and international air transport infrastructure and services, and establish Jamaica as an integrated maritime centre. The development of a modernized public transport system and a multimodal regional logistics hub will be priorities. We will ensure that broadband infrastructure and access are expanded island-wide, and provide adequate and safe water supply and sanitation services for economic and social uses. Public-private partnerships will be a key approach in developing strong economic infrastructure for our future.

### **National Outcome # 10: Energy Security and Efficiency**

Energy represents an essential input for modern economies and social life. Jamaica is almost entirely dependent on imported petroleum as its primary source of energy. The long-term planning for the energy sector must focus on the heaviest users of energy – transport, the bauxite and alumina industry and electricity generation – to achieve meaningful improvements.

Vision 2030 Jamaica will provide a secure and sustainable energy supply for our country. We will diversify our energy supply, and increase use of renewable energy. We will coordinate decision-making between the bauxite and alumina industry and the public electricity supply to resolve the fundamental medium-term fuel choice between coal and natural gas to replace dependence on petroleum, based on economic and environmental considerations. At the same time, we will become more efficient in our use of energy throughout our economy and society. Over the long term, we will take advantage of emerging technologies that will reduce our dependence on fossil fuels permanently.

### **National Outcome # 11: A Technology-Enabled Society**

Science, technology and innovation (STI) play a fundamental role in the creation of wealth and improvement of quality of life. Vision 2030 Jamaica will deepen the application of science and technology to benefit all aspects of national development and unleash the full creative potential of our people. We will implement strategies to build our capacity for undertaking research and development, and for applying science and technology to practical and productive uses. We will develop a viable and robust STI policy and promote lifelong learning and literacy in information and communications technologies (ICTs). Under the Plan, we will establish a dynamic and responsive National Innovation System to create effective linkages and partnerships among key STI stakeholders, and build the critical mass that will enable us to ‘catch up’ as quickly as possible and take a leap forward in our application of STI. These strategies also will lay the foundation for our long-term transition to a knowledge-based society and innovation-based economy.

### **National Outcome # 12: Internationally Competitive Industry Structures**

A nation's productivity ultimately depends on the performance of its economic enterprises at the microeconomic level. Vision 2030 Jamaica will increase international competitiveness at the enterprise and industry levels by: enhancing company sophistication; developing economic linkages and clusters; promoting economies of scale and scope through regional collaboration; strengthening the framework for competition among enterprises; and promoting eco-efficiency and development of the green economy. The development of internationally competitive industry structures will provide the microeconomic conditions for increased productivity throughout the Jamaican economy, including our main goods- and services-producing sectors and industries.

#### **Agriculture**

Our agricultural sector has exhibited persistently low productivity and has been vulnerable to increased competition from imports. Given its potential contribution to GDP, employment, rural livelihoods, environmental sustainability and food security, agriculture occupies an important position in the planning for Vision 2030 Jamaica. Our vision is for the transformation of the Jamaican agricultural sector through a research-oriented, technological, market-driven and private sector-led revolution, which repositions agriculture to focus on high value production and contribute to national food security. The National Development Plan will: develop modern, efficient farming systems including intensive, protected and mechanized agriculture; implement development plans for key traditional and non-traditional sub-sectors; strengthen agricultural marketing structures and linkages with other sectors; expand agricultural training; improve the policy and institutional framework, infrastructure,

extension services and access to credit; support long-term development of rural communities; promote environmental sustainability and strengthen hazard mitigation; and implement key food security projects.

#### **Manufacturing**

Despite a relative decline since 1990, manufacturing remains the largest contributor to GDP among the goods-producing sectors in our economy. The fundamental requirement for the sector is to achieve levels of productivity that will enable it to compete successfully in domestic and export markets. Vision 2030 Jamaica will enable manufacturing to make the transition to higher levels of productivity and value-added production. We will: strengthen relationships between manufacturing and educational, training and research institutions; increase exposure of manufacturers to innovative production technologies; establish a centre of excellence for manufacturers; ensure availability and access to competitive factory space; strengthen relevant industry associations; promote the use of clean technology and compliance with relevant environmental standards and regulations; improve customer service; and use creative aspects of Brand Jamaica in marketing Jamaican manufactured products.

#### **Mining and Quarrying**

The most important metallic mineral for our mining and quarrying sector is bauxite, the ore from which alumina and aluminium are derived. Jamaica's bauxite industry is at a mature stage, and is vulnerable to international competition and to fluctuations in the global economy and commodity markets. Jamaica's limestone resources are by far the largest mineral resources possessed by the country. Limestone has the most diverse end-use structure of any industrial material. Vision 2030 Jamaica provides a path to regain our

competitiveness in the bauxite and alumina industry, and take greater advantage of our other mineral resources, particularly through development of value-added products based on limestone. The strategic approach will: develop cost-efficient energy solutions for the bauxite and alumina industry and non-metallic minerals sub-sector as a priority; provide an integrated approach to land use planning, reserves management and infrastructure development for the sector; establish a national entity to lead the development of non-metallic minerals; encourage value-added production through market studies and application of research and technology; enhance labour relations and productivity; assist in building viable mining communities; improve rehabilitation of mined-out lands; and promote greater compliance with environmental standards and legislation.

### **Construction**

Construction has been a fundamental part of the Jamaican economy for centuries. The modern construction sector provides the means by which the new Jamaica is being built, and has many linkages with other sectors. Vision 2030 Jamaica will develop a competitive construction sector that supports sustainable development, with the flexibility to adopt and adapt new construction technologies. We will: expand certification and licensing for operatives, contractors and professionals; improve the enabling framework and business environment; reduce the sector's carbon footprint and waste generation; undertake demonstration projects that embody best practices; strengthen and improve the Government contracting system; establish a new construction industry policy and development board; encourage application of life-cycle costing and value engineering; and support increased participation by local construction sector enterprises in domestic, regional and international markets.

### **Creative Industries**

Jamaica is distinguished by the worldwide reach of its culture, particularly music. Cultural and creative industries are among the fastest growing aspects of the global economy, representing up to 7 per cent of the world's GDP. We possess the potential to develop our cultural and creative industries into a major contributor to economic growth based on our demonstrated competitive advantages and the projected long-term expansion of the global creative economy. Vision 2030 Jamaica will realize this potential, through strategies to: enhance the capacity of creative enterprises, associations and individuals; build horizontal and vertical clusters and networks within the creative industries; establish processes to encourage formalization of creative enterprises; promote application of ICT to production, distribution and marketing of creative products and services; and develop the policy, legal and institutional framework and financing mechanisms to facilitate and encourage the development of our creative industries.

### **Sport**

Our sportsmen and sportswomen have demonstrated the ability to compete successfully at the highest international levels. The successes of national sporting teams such as the Reggae Boys and Sunshine Girls in international competitions, and the performance of the Jamaican track and field team at the Beijing Olympics, have provided occasions for unprecedented demonstrations of national pride and unity. While our policy framework identifies sport as a strategic priority for Jamaica, the economic potential of sport has not been developed. Vision 2030 Jamaica will increase the growth of sport as a business and commercial activity that contributes to our economic development, and provides a source of wealth for a wide range of professions, including athletes, coaches,

trainers, managers, promoters and entrepreneurs. We will: build the capacity of MSMEs geared at meeting the needs of the 'Business of Sport'; develop a sport museum as a resource centre and attraction for local and foreign visitors; promote Jamaica as a sports tourism destination; and mobilize enterprises within other sectors and industries to expand the value chain and linkages with sport. To ensure the consistent production of elite athletes, we will: establish strong research capabilities and advanced sport programmes; develop financial support systems; and facilitate the holistic development of our professional athletes.

### **Information and Communications Technology (ICT)**

The information and communications technology (ICT) industry in Jamaica includes the information technology industries, telecommunications industries and the broadcast media. While the telecommunications network is included in the expansion of strong economic infrastructure, and the role of ICT as an enabler of other sectors is considered under a technology-enabled society, the development of ICT as an industry in its own right is also an important part of our Plan. Under Vision 2030 Jamaica, we will develop an advanced private sector-driven ICT industry that achieves sustained global competitiveness and enhances the productivity of our goods- and services-producing sectors. In building a strong and competitive ICT industry Vision 2030 Jamaica will: create a favourable business environment and supporting framework for ICT investments and operations; develop ICT-focused business parks and funding mechanisms; encourage greater use and application of ICT by Government and private enterprise, including MSMEs; and increase the capacity to gather and apply information on the ICT industry.

### **Services**

#### **(Financial, Business and Distribution)**

Services have emerged as the driving force in modern economies, and global trade in services has grown faster than merchandise trade over the past two decades. The most fundamental change in the structure of our economy since Independence has been the overall growth of services, which represented 53.9 per cent of GDP in 1962 but increased to 68.1 per cent of GDP by 2007; financial services, business services and distribution showed the highest relative growth. Under Vision 2030 Jamaica, we will have high quality, knowledge-based financial, business, and distribution services that are able to evolve and expand to achieve and maintain global competitiveness. We will: diversify the range of financial institutions and products; establish a fully automated financial trading system; develop offshore banking; develop the capacity of service providers to meet international standards of certification; expand use of the full range of modes of delivery of export services; improve levels of training by services enterprises for managers and staff; develop advanced ICT networks and applications for services; and strengthen the technology and innovation capacity of service providers.

### **Tourism**

Tourism is one of the leading growth industries in the global economy. Jamaica has been one of the best-known resort vacation destinations in the world for decades, and has seen sustained growth of its tourism industry since Independence. In 2006, total arrivals, comprising stopover visitors and cruise passengers, passed the 3 million mark for the first time. Tourism is one of our leading industries and is a major contributor to GDP and employment as well as a leading earner of foreign exchange. Vision 2030 Jamaica will realize the vision of an inclusive, world-class, distinctly

Jamaican tourism industry that is a major contributor to socio-economic and cultural development, with a well-educated, highly skilled and motivated workforce at all levels within a safe, secure and sustainably managed environment. We will: widen the participation in the tourism industry by local stakeholders; improve training and working conditions at all levels; promote investment and economic linkages; diversify our tourism product, source markets and market segments; improve standards and levels of customer service; increase the value earned and retained from each tourist; increase the use of Jamaican inputs and culture in all areas of the industry; and strengthen the integration of tourism development with sustainable land use planning and environmental management.

**National Outcome # 13 :  
Sustainable Management and Use of  
Environmental and Natural Resources**

Vision 2030 Jamaica will ensure that environmental considerations become integral factors in socio-economic decision-making, thereby moving us into the realm of a green economy. To achieve this outcome, Vision 2030 Jamaica will give priority attention to: increasing environmental awareness of the general population and their participation in the management of natural resources; providing an effective regulatory framework for the conservation of our natural resources; incorporating environmental considerations into decision-making processes; determining the economic value of our biodiversity and ecosystem services, as well as the long-term economic consequences of the continuing loss of biodiversity; and preserving and renewing ecological capital. Our Plan articulates a mix of national strategies that focus on the effective management of our country's environmental and natural resources. This will ensure the continued provision of essential environmental goods and services as we recognize that proactive

environmental management is increasingly becoming the basis for the success of economies and social systems.

**National Outcome # 14 :  
Hazard Risk Reduction and  
Adaptation to Climate Change**

Natural and man-made hazards which lead to disasters have dire consequences for economic activities, infrastructure, human welfare and natural resources management. To a large extent, disasters result from the failures of development policy to mitigate vulnerability to hazard events. Climate change is likely to increase the incidence of natural disasters by causing extreme weather events to occur more frequently. Under Vision 2030 Jamaica we will place greater emphasis on hazard risk management activities and programmes for reducing our existing and future vulnerability. We will incorporate climate change scenarios in future economic and land use planning and provide a framework to ensure that we reduce the risks associated with natural hazards by integrating hazard considerations into our country's development planning.

**National Outcome # 15 :  
Sustainable Urban and Rural  
Development**

Physical planning approaches employed in past decades are inadequate for today's Jamaica. Vision 2030 Jamaica creates a framework for urban and rural development that supports the economic and social development of all parishes to achieve their full potential, thereby creating sustainable communities. We acknowledge that poor spatial planning in the past has resulted in various problems as is evidenced by run-down town centres, urban sprawl, environmental degradation, unsafe and dilapidated housing, planned and unplanned development in ecologically-sensitive areas, crime and disorder, rural-urban migration, and poverty.

*The Plan proposes a spatial arrangement of land use that facilitates social and economic development, respects the environment and satisfies the need for safety, efficiency, aesthetics and social justice. We will encourage the development of new and progressive legislation to reflect the country's changing demands, and a modernized planning system, including clarification and strengthening of the roles of the various agencies involved in physical planning.*

### **Implementation, Monitoring and Evaluation Framework**

The success of Vision 2030 Jamaica depends on the effectiveness of its implementation. This process will involve the efforts of a wide range of stakeholders (ministries, departments and agencies of Government, civil society bodies, the private sector, trade unions and international development partners) over the short, medium and long term.

The Plan will be implemented through a series of 3-yearly Medium Term Socio-Economic Policy Frameworks (MTFs) underpinned by a results-based monitoring and evaluation mechanism that establishes specific targets and indicators to measure and track performance. The 31 sector plans provide the framework for implementation at the sectoral level and also represent the basis on which the MTFs are developed.

The monitoring and evaluation system for the Plan will be highly participatory and include the Government, private sector, civil society and international development partners (IDPs). The institutional framework defines roles and responsibilities at three levels: political, technical and consultative.

The Cabinet has ultimate responsibility for implementation of the National Development Plan, and will be responsible to Parliament for reporting on the implementation and coordination of Vision 2030 Jamaica. The Planning Institute of Jamaica is the Technical Secretariat for the National Development Plan. The Secretariat will systematically analyze and interpret social and economic data and information, and monitor and appraise public and private sector programmes and activities based on Vision 2030 Jamaica goals and outcomes. It will play a leading role in coordinating the efforts of both public and private sector stakeholders in the day-to-day monitoring and evaluation operations, and will ensure the timely preparation of reports to stakeholders. The Plan implementation will be dynamic and flexible, and adjustments will be made to ensure successful achievement of our national goals and outcomes to ensure a secure and prosperous future for Jamaica.