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JAMAICA

# MEDIUM TERM

## SOCIO-ECONOMIC POLICY FRAMEWORK 2015-2018



Achieving Inclusive Growth and Sustainable Development



## National Development Plan

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### NATIONAL LIBRARY OF JAMAICA CATALOGUING-IN-PUBLICATION DATA

Vision 2030 Jamaica – National development plan: medium term socio-economic policy framework 2015-2018

p. : ill. ; cm.

ISBN 978-976-8103-63-5 (pbk)

1. Jamaica – Economic policy 2. Jamaica – Economic conditions
3. Economic development – Social aspects – Jamaica 4. Jamaica – Social policy
5. Strategic planning – Jamaica

338.97292 dc 23

Cover and book design by peartreeXpress

Printed in Jamaica by peartreeXpress



VISION  
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# Foreword

# Acknowledgements

**T**he Planning Institute of Jamaica (PIOJ) expresses sincere appreciation to all stakeholders from the public and private sectors, civil society, the Jamaican Diaspora and the international development community, who participated over several months to prepare the new Medium Term Socio-Economic Policy Framework (MTF) for the period 2015-2018: MTF 2015-2018.

Appreciation is extended to all who contributed to the drafting and finalization of the document, by providing strategic advice; coordinating substantive contributions; participating in consultative processes; and undertaking quality assurance. Particular thanks are given to the staff of the PIOJ, the Vision 2030 Jamaica Secretariat, and the MTF Planning Committee, for their roles in ensuring the production of MTF 2015-2018.

MTF 2015-2018 is the product of close and collaborative efforts. Indeed, many of the individuals who participated in this process were involved in the task forces that were part of the preparation of Vision 2030 Jamaica – National Development Plan approximately eight years ago, as well as the previous MTFs for 2009-2012 and 2012-2015. We thank you for your valuable time and effort. Your involvement speaks to your continued commitment to put Jamaica on the path to achieve sustainable prosperity.

# Abbreviations and Acronyms

AAJ	Airports Authority of Jamaica
ABM	Automated Banking Machine
ACB	Agricultural Credit Board
ACIJ	African Caribbean Institute of Jamaica
ACP	Agricultural Competitiveness Programme
ADRA	Adventist Development Relief Agency
ADSC	Anti-Dumping and Subsidies Commission
AFI	Approved Financial Institution
AGC	Attorney General's Chambers
AGD	Accountant General's Department
AIC	Agro-Investment Corporation
AIDS	Acquired Immune Deficiency Syndrome
AJAL	Association of Jamaica Attractions Limited
ALMD	Agriculture Land Management Division
AMANDA	Application Management and Data Automation Software
AMS	Accompanying Measures for Sugar Protocol Countries
APFIS	Automated Palm and Fingerprint Identification System
ARB	Architects Registration Board
ARV	Anti-retroviral
ASYCUDA	Automated System for Custom Data
ATO	Accredited Training Organization
AVL	Automatic Vehicle Location
B&B	Bed and Breakfast
BFHS	Bath Fountain Hotel and Spa
BGLC	Betting, Gaming and Lotteries Commission
BILD	Beckwith International Leadership Development
BOJ	Bank of Jamaica
BPO	Business Process Outsourcing
BSJ	Bureau of Standards Jamaica

BTU	British Thermal Unit
BWA	Bureau of Women's/Gender Affairs
CAC	Consumer Affairs Commission
CAD	Computer-Aided Dispatch
CADS	Communication Automated Data Systems
CAP	Career Advancement Programme
CAP	Community Access Point
CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CARIFESTA	Caribbean Festival of Arts
CARILED	Caribbean Local Economic Development Project
CARTFund	Caribbean Aid for Trade and Regional Integration Trust Fund
CBD	Convention on Biological Diversity
CBO	Community-Based Organization
CCB	Caribbean Council for the Blind
CCADRRP	Climate Change Adaptation and Disaster Risk Reduction Project
CCI	Cultural and Creative Industries
CCTV	Closed Circuit Television
CD	Communicable Disease
CDA	Child Development Agency
CDB	Caribbean Development Bank
CDC	Community Development Committee
CDP	Capital Development Programme
CEO	Chief Executive Officer
CFCU	Communication Forensics and Cybercrime Unit
CFTC	Commodity Futures Trading Commission
CGF	Caribbean Growth Forum
Chik V	Chikungunya Virus
CHEC	China Harbour Engineering Company
CIB	Central Investigations Bureau
CIC	Construction Industry Council
CIP	Construction Industry Policy

CIS	Collective Investment Scheme
CISOCA	Centre for the Investigation of Sexual Offences and Child Abuse
CITO	Central Information Technology Office
CIU	Coordination and Implementation Unit
CMI	Caribbean Maritime Institute
CMS	Court Management System
CNCD	Chronic Non-Communicable Disease
CO2	Carbon Dioxide
COJ	Companies Office of Jamaica
COMET II	Community Empowerment and Transformation Project
COP 21	21st Conference of the Parties (to the UNFCCC)
CPC	Chief Parliamentary Council
CPI	Consumer Price Index
CPTC	Creative Production and Training Centre Limited
CRP	Community Renewal Programme
CRPD	Convention on the Rights of Persons with Disabilities
CRDC	Construction Resource and Development Centre
CSEC	Caribbean Secondary Education Certificate
CSJP	Citizen Security and Justice Programme
CSME	CARICOM Single Market and Economy
CSO	Civil Society Organization
CTMS	Central Treasury Management System
CVSS	Council of Voluntary Social Services
DAC	Development Area Committee
DB	Doing Business (World Bank)
DBJ	Development Bank of Jamaica
DCS	Department of Correctional Services
DFAFT	Department of Foreign Affairs and Foreign Trade (Canada)
DFID	Department for International Development (United Kingdom)
DPP	Director of Public Prosecutions
DRGEP	Debt Reduction and Growth Enhancement Project
DRM	Disaster Risk Management

DTI	Deposit-Taking Institution
e-Gov	Electronic Government
e-LJam	e-Learning Jamaica Company Ltd.
EC	Early Childhood
ECC	Early Childhood Commission
ECI	Early Childhood Institution
ECD	Early Childhood Development
ECP	Early Childhood Practitioner
ECSAT	Eye Care Service Assessment Tool
EEZ	Exclusive Economic Zone
EFA	Education for All
EFF	Extended Fund Facility
eGovJa	eGov Jamaica Limited
EIA	Environmental Impact Assessment
EII	Energy Intensity Index
ELE	Electronic Labour Exchange
EMIS	Education Management Information System
EMS	Environmental Management System
EOJ	Electoral Office of Jamaica
EPA	Economic Partnership Agreement
EPI	Environmental Performance Index
EPIP	Effective Parenting Intervention Programme
EPOC	Economic Programme Oversight Committee
ERP	Economic Reform Programme
ESCO	Energy Services Company
ESSJ	Economic and Social Survey Jamaica
EU	European Union
EXIM	Export Import Bank
FAA	Financial Administration and Audit
FAD	Fiscal Affairs Department
FAMP	Fiscal Administration Modernization Programme
FAMPLAN	Jamaica Family Planning Association



FAO	Food and Agriculture Organization of the United Nations
FBO	Faith-Based Organization
FCJ	Factories Corporation of Jamaica
FDI	Foreign Direct Investment
FFIT	Full-fledged Inflation Targeting
FFP	Food for the Poor
FID	Financial Investigation Division
FINA	Fédération Internationale de Natation (International Swimming Federation)
FLA	Firearm Licensing Authority
FSC	Financial Services Commission
FSMA	Food Safety Modernization Act
FTC	Fair Trading Commission
FY	Fiscal Year
GAP	Good Agricultural Practices
GASC	Growth Agenda Subcommittee
GCI	Global Competitiveness Index
GCT	General Consumption Tax
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GEF SGP	Global Environmental Facility Small Grants Programme
GER	Government Electricity Regulator
GFP	Gender Focal Point
GFR	General Fertility Rate
GGHE	General Government Health Expenditure
GHG	Greenhouse Gas
GIS	Geographical Information System(s)
GLHI	Global Logistics Hub Initiative
GMP	Good Manufacturing Practices
GOJ	Government of Jamaica
GSAT	Grade Six Achievement Test
HACCP	Hazard Analysis and Critical Control Points
HAI	Housing Agency of Jamaica

HCMES	Human Capital Management Enterprise System
HDI	Human Development Index
HEART Trust/NTA	Human Employment and Resource Training Trust/National Training Agency
HFLE	Health and Family Life Education
HIV	Human Immunodeficiency Virus
HLSTUEI	Hugh Lawson Shearer Trade Union Education Institute
HQI	Housing Quality Index
HR	Human Resources
HRMIS	Human Resource Management Information System
HSDE	High School Diploma Equivalency
HSSIIP	High School Sport Infrastructure Improvement Project
IAEA	International Atomic Energy Agency
IAPIS	Interactive Advanced Passenger Information System
IBRD	International Bank for Reconstruction and Development (World Bank)
ICPD	International Conference on Population and Development
ICT	Information and Communications Technology
ICVIS	Integrated Crime and Violence Information System
IDB	Inter-American Development Bank
IDP	International Development Partner
IEC	International Electrotechnical Commission
IFC	International Finance Corporation
IFSLM	Institute of Forensic Sciences and Legal Medicine
IGDS	Institute of Gender and Development Studies
IGNITE	Innovation Grant from New Ideas to Entrepreneurship
IICA	Inter-American Institute for Cooperation on Agriculture
ILO	International Labour Organization
IMAJ	Incorporated Masterbuilders Association of Jamaica
IMF	International Monetary Fund
INSPORTS	Institute of Sports
INVOCAB	Improving Innovation Capacities in the Caribbean
IOJ	Institute of Jamaica
IOM	International Organization of Migration

IP	Intellectual Property
IP	Investment Project
IPL	Independence Park Limited
ISO	International Standards Organization
ISSA	Inter-Secondary Schools Sports Association
ITA	Island Traffic Authority
IUU	Illegal, Unreported and Unregulated (Fishing)
J-TEC	Jamaica Tertiary Education Commission
Ja REEACH	Jamaica Rural Economy and Ecosystems Adapting to Climate Change
JAAA	Jamaica Athletics Administrative Association
JACRA	Jamaica Agricultural Commodities Regulatory Authority
JADCo	Jamaica Anti-Doping Commission
JADEP	Jamaica Drug for the Elderly Programme
JAMALCO	Jamaica Alumina Company
JAMPRO	Jamaica Promotions Corporation
JAMSTATS	Jamaica Statistics
JAMVAC	Jamaica Vacations Limited
JANAAC	Jamaica National Agency for Accreditation
JAS	Jamaica Agricultural Society
JAVA	Jamaica Association of Villas and Apartments
JBA	Jamaica Bankers' Association
JBDC	Jamaica Business Development Corporation
JB I	Jamaica Bauxite Institute
JCA	Jamaica Cricket Association
JCA	Jamaica Customs Agency
JCC	Jamaica Chamber of Commerce
JCDC	Jamaica Cultural Development Commission
JCF	Jamaica Constabulary Force
JCO	Jamaica Crime Observatory
JCPD	Jamaica Council for Persons with Disabilities
JCSA	Jamaica Customer Service Association
JCSI	Jamaica Coalition of Service Industries

JCTU	Jamaica Confederation of Trade Unions
JDDDB	Jamaica Dairy Development Board
JDF	Jamaica Defence Force
JDI	Jamaica Diaspora Institute
JDIC	Jamaica Deposit Insurance Company
JEA	Jamaica Exporters' Association
JEEP	Jamaica Emergency Employment Programme
JEFA	Jamaica Egg Farmers Association
JFF	Jamaica Football Federation
JFLL	Jamaica Foundation for Lifelong Learning
JGGA	Jamaica Greenhouse Growers Association
JIFSA	Jamaica International Financial Services Authority
JLS	Jamaica Library Service
JHTA	Jamaica Hotel and Tourist Association
JIPO	Jamaica Intellectual Property Office
JIS	Jamaica Information Service
JMA	Jamaica Manufacturers' Association Limited
JMB	Jamaica Mortgage Bank
JNA	Jamaica Netball Association
JNHT	Jamaica National Heritage Trust
JNRWP	Jamaica Network of Rural Women Producers
JNSHC	Jamaica North South Highway Company Limited
JOA	Jamaica Olympic Association
JOAM	Jamaica Organic Agriculture Movement
JPC	Jamaica Productivity Centre
JPSCo	Jamaica Public Service Company Limited
JPU	Justice Protection Unit
JSAT	Justice Security Accountability and Transparency
JSE	Jamaica Stock Exchange
JSEA	Jamaica Solar Energy Association
JSIF	Jamaica Social Investment Fund
JSLC	Jamaica Survey of Living Conditions

JTAT	Jamaica Trade Adjustment Team
JTB	Jamaica Tourist Board
JTC	Jamaica Teaching Council
JUGC	Jamaica Umbrella Group of Churches
JUST	Justice Undertakings for Social Transformation
JUTC	Jamaica Urban Transit Company Limited
KCT	Kingston Container Terminal
KMA	Kingston Metropolitan Area
KMRB	Kingston Metropolitan Resort Board
KMTR	Kingston Metropolitan Transport Region
KPO	Knowledge Process Outsourcing
KSA	Kingston and St. Andrew
KSAC	Kingston and St. Andrew Corporation
KWH	Kilowatt Hour
LA	Local Authority
LAC	Latin America and the Caribbean
LAMP	Land Administration and Management Programme
LCEP	Least Cost Expansion Plan
LE	Life Expectancy
LFMC	Local Forestry Management Committee
LMRC	Labour Market Reform Commission
LNG	Liquefied Natural Gas
LPI	Logistics Performance Index
LSD	Local Sustainable Development
LSDP	Local Sustainable Development Planning
LTA	Land Transport Authority
M&E	Monitoring and Evaluation
MAJ	Maritime Authority of Jamaica
MCM	Monetary and Capital Market Division
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goal
MDP	Master Drainage Plan

MEFP	Memorandum of Economic and Fiscal Policies
Met Service	Meteorological Service, Jamaica
MIC	Middle-Income Country
MIDA	Micro Investment Development Agency
MIDP	Major Infrastructure Development Programme
MIIC	Ministry of Industry, Investment and Commerce
MIND	Management Institute for National Development
MLGCD	Ministry of Local Government and Community Development
MLSS	Ministry of Labour and Social Security
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MFI	Micro Financial Institution
MGD	Mines and Geology Division
MIDP	Major Infrastructure Development Programme
MNS	Ministry of National Security
MOAF	Ministry of Agriculture and Fisheries
MOCA	Major Organized Crime and Anti-Corruption Agency
MOE	Ministry of Education
MOFP	Ministry of Finance and Planning
MOH	Ministry of Health
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
MPO	Modernization Programme Office
MQAJ	Mining and Quarrying Association of Jamaica
MSM	Men who have Sex with Men
MSME	Micro, Small and Medium-sized Enterprise
MSTEM	Ministry of Science, Technology, Energy and Mining
MTAP	Medium Term Action Plan
MTCT	Mother-to-Child Transmission
MTE	Ministry of Tourism and Entertainment
MTEF	Medium Term Expenditure Framework
MTEP	Medium Term Economic Programme
MTF	Medium Term Socio-Economic Policy Framework

MTRBB	Medium Term Results Based Budgeting
MTWH	Ministry of Transport, Works and Housing
MW	Megawatt
MWLECC	Ministry of Water, Land, Environment and Climate Change
MYC	Ministry of Youth and Culture
NAITS	National Animal Identification and Traceability System
NAO	National Authorizing Officer
NASSCOM	National Association of Software and Services Companies
NBSAP	National Biodiversity Strategy and Action Plan
NCB	National Commercial Bank
NCBJ	National Certification Body of Jamaica
NCC	National Competitiveness Council
NCC	National Contracts Commission
NCCIC	National Cultural and Creative Industries Commission
NCD	Non-Communicable Disease
NCEL	National College for Educational Leadership
NCP	National Compliance Plan
NPCSS	National Crime Prevention and Community Safety Strategy
NCSC	National Council for Senior Citizens
NCST	National Commission on Science and Technology
NCU	Northern Caribbean University
NCYD	National Centre for Youth Development
NDP	National Development Plan
NEI	National Education Inspectorate
NEPA	National Environment and Planning Agency
NET	National Education Trust
NFPB	National Family Planning Board
NGJ	National Gallery of Jamaica
NGO	Non-Governmental Organization
NHF	National Health Fund
NHT	National Housing Trust
NIB	National Intelligence Bureau

NIC	National Irrigation Commission
NIDS	National Identification System
NIF	National Insurance Fund
NIN	National Identification Number
NIP	National Irrigation Programme
NIR	Net International Reserves
NIS	National Insurance Scheme
NLA	National Land Agency
NLI	National Library of Jamaica
NMIA	Norman Manley International Airport
NPSC	National Parenting Support Commission
NRA	National Registration Agency
NRC	National Registration Commission
NROCC	National Road Operating and Construction Company
NRV	Natural Resource Valuation
NRW	Non-Revenue Water
NSC	National Standard Curriculum
NSC	National Sports Council
NSIPP	National Security Interest in Personal Property Registry of Jamaica
NSP	National Security Policy
NSPC	National Social Protection Committee
NSS	National Statistics System
NSWMA	National Solid Waste Management Authority
NWA	National Works Agency
NWC	National Water Commission
NYS	National Youth Service
OAG	Office of the Accountant General
OAS	Organization of American States
OCA	Office of the Children's Advocate
OCR	Office of the Children's Registry
ODPEM	Office of Disaster Preparedness and Emergency Management
OIE	World Organisation for Animal Health

OPC	Office of the Parliamentary Counsel
OPM	Office of the Prime Minister
ORC	Office of the Registrar of Companies
OSHA	Occupational Safety and Health Act
OUR	Office of Utilities Regulation
PA	Protected Area
PAHO	Pan American Health Organization
PAJ	Port Authority of Jamaica
PATH	Programme of Advancement through Health and Education
PBCJ	Public Broadcasting Commission of Jamaica
PBMA	Public Bodies Management and Accountability
PBMA	Performance-Based Management Accounting
PCJ	Petroleum Corporation of Jamaica
PCOA	Police Civilian Oversight Authority
PCS	Port Community System
PDC	Parish Development Committee
PE	Public Enterprise
PEP	Primary Exit Profile
PEPA	Portland Environment Protection Association
PERB	Professional Engineers Registration Board
PESP	Primary Education Support Project
PETCOM	Petroleum Company
PFM	Public Financial Management
PFMRAP	Public Financial Management Reform Action Plan
PFT	Partnership for Transformation
PGRFA	Plant Genetic Resources for Food and Agriculture Programme
PHU	Population and Health Unit
PICA	Passport, Immigration and Citizenship Agency
PIMS	Public Investment Management System
PIOJ	Planning Institute of Jamaica
PLHIV	Persons Living with HIV
PMAS	Performance Management and Appraisal System

PMES	Performance Monitoring and Evaluation System
PMEU	Performance Monitoring and Evaluation Unit
PMI	Peace Management Initiative
PNR	Passenger Name Record
PRCU	Poverty Reduction Coordinating Unit
PROPEL	Promotion of Regional Opportunities for Produce through Enterprises and Linkages
PPCR	Pilot Programme for Climate Resilience
PPP	Public-Private Partnership
PSIP	Public Sector Investment Programme
PSMD	Public Sector Modernization Programme
PSMEU	Public Sector Monitoring and Evaluation Unit
PSOJ	Private Sector Organization of Jamaica
PSRA	Private Security Regulation Authority
PSTU	Public Sector Transformation Unit
PTA	Parent Teacher Association
PV	Photovoltaic
PWD	Persons with Disabilities
QEC	Quality Education Circle
R&D	Research and Development
RAD	Revenue Appeals Division
RADA	Rural Agricultural Development Authority
RBM	Results-Based Management
RDI	Research, Development and Innovation
RE	Renewable Energy
REDD	Reducing Emissions from Deforestation and forest Degradation
REB	Real Estate Board of Jamaica
REDI	Rural Economic Development Initiative
REER	Real Effective Exchange Rate
RGD	Registrar General's Department
RHA	Regional Health Authority
RSU	Road Safety Unit

RWSL	Rural Water Supply Limited
SBA	Stand-By Arrangement
SBAJ	Small Business Association of Jamaica
SBDC	Small Business Development Centre
SCHIP	Southern Coastal Highway Improvement Project
SDC	Social Development Commission
SDF	Sports Development Foundation
SDG	Sustainable Development Goal
SEZ	Special Economic Zone
SIDS	Small Island Developing States
SIPPA	Security Interests in Personal Property Act
SLTOP	School Leavers Training Opportunity Programme
SMA	Spectrum Management Authority
SME	Small and Medium Enterprise
SMEA	Small and Medium Enterprise Alliance
SPS	Social Protection Strategy
SRC	Scientific Research Council
SRIP	Shovel-Ready Investment Project
SRHA	Southern Regional Health Authority
SSF	Self Start Fund
STATIN	Statistical Institute of Jamaica
STD	Sexually Transmitted Disease
STEAM	Science, Technology, Engineering, Arts and Mathematics
STEAM	Sport Tourism Economic Assessment Model
STEM	Science, Technology, Engineering and Mathematics
STEW	Single Trade Electronic Window
STI	Science, Technology and Innovation
STI	Sexually Transmitted Infection
STU	Sugar Transformation Unit
SWOP	Strengths, Weaknesses, Opportunities, Threats
SWPBIS	School-Wide Positive Behaviour Intervention and Supports
TAJ	Tax Administration Jamaica

TEAM	Trade Enforcement Advisory Mechanism
TEF	Tourism Enhancement Fund
THE	Total Health Expenditure
TIS	Tablets in Schools
TJ	Things Jamaican
TMC	Technical Monitoring Committee
TNOC	Trans-National Organized Crime
TPDCo	Tourism Product Development Company
TSA	Treasury Single Account
TTI	Teacher Training Institution
TTIS	Traffic Ticket Issuing System
TTMS	Traffic Ticket Management System
TTS	Traffic Ticket System
TVET	Technical Vocational Education and Training
TWG	Thematic Working Group
UAF	Universal Access Fund
UCJ	University Council of Jamaica
UDC	Urban Development Corporation of Jamaica
UFC	Unite for Change
UH	Universal Health
UHC	Universal Health Coverage
UHWI	University Hospital of the West Indies
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNESCO	United Nations Education, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children Fund
USA	United States of America



USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USF	Universal Access Fund
USFSMA	United States Food Safety Modernization Act
UTech	University of Technology
UWI	University of the West Indies
VC	Venture Capital
VSD	Veterinary Services Division
WB	World Bank
WEF	World Economic Forum
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WoG	Whole-of-Government
WRA	Water Resources Authority
WTO	World Trade Organization
YEP	Youth Entrepreneurship Programme

# Executive Summary

## Introduction and Background

Vision 2030 Jamaica – National Development Plan is the country's first long-term strategic development plan. Vision 2030 Jamaica is implemented through a series of Medium Term Socio-Economic Policy Frameworks (MTFs), which identify the priority outcomes, strategies and actions for each three-year period from 2009 to 2030. The Medium Term Socio-Economic Policy Framework (MTF) 2015-2018 is the third medium-term strategic programme to advance the implementation of Vision 2030 Jamaica – National Development Plan, and builds on the results of the previous MTFs for 2009-2012 and 2012-2015. MTF 2015-2018 presents the priorities over the medium term to move Jamaica forward towards:

## Achieving Inclusive Growth and Sustainable Development

As with its predecessors, the preparation of MTF 2015-2018 has utilized the participatory and inclusive approach which is expressed in the guiding principles of Vision 2030 Jamaica. The Planning Institute of Jamaica (PIOJ) has guided the preparation process, ensuring the participation of key stakeholders in the public sector, private sector, trade unions, civil society, academia and the international development community.

### Country Context, Challenges and Opportunities

Jamaica is the largest English-speaking island in the Caribbean, spanning approximately 1 million hectares in size, with a population of approximately 2.7 million and an average annual population growth rate of 0.2 per cent (PIOJ, 2015). Jamaica is a highly indebted middle-income country which has graduated to the status of upper middle income after several years of straddling the lower-upper middle-income threshold. Jamaica's Human Development Index (HDI) value for 2013 was 0.715 – in the high human development category – positioning the country at 96th out of 187 countries and territories.

The main strategic policy frameworks for MTF 2015-2018 include Vision 2030 Jamaica – National Development Plan, the Government of Jamaica (GOJ) Medium Term Economic Programme

FY2015/16- FY2017/18, and the Growth Agenda Policy Paper FY2015/16. The policy context for MTF 2015-2018 is also framed by the international context, including Jamaica's relationship with the International Monetary Fund (IMF) and the 2030 Agenda for Sustainable Development.

Jamaica's economy faced deep challenges over the period 2012-2015, which saw the continuing impact of the global economic downturn of 2008-2009. After registering negative growth<sup>1</sup> from 2008 to 2010, the economy recorded positive real GDP growth of 1.4 per cent in 2011, followed by negative growth of -0.47 per cent in 2012, and modest positive growth of 0.20 per cent in 2013 and 0.53 per cent in 2014. During 2012-2015 the total public debt, unemployment and poverty increased. However, Jamaica showed improvement in a number of its macroeconomic indicators, including declines in the fiscal deficit and annual inflation rate. Agriculture, Forestry & Fishing and Hotels & Restaurants were among the industries contributing to economic growth during the period with both industries recording net growth over 2011-2014.

Jamaica continues to rank high among developing countries with respect to the health status of the population. The main causes of mortality

<sup>1</sup>As measured by annual change in real GDP

and morbidity in Jamaica are now chronic non-communicable diseases (NCDs), violence and injuries. Several initiatives have been implemented in recent years to improve educational outcomes in Jamaica. The adult literacy rate has most recently been reported by the JSLC in 2010 at 91.7 per cent compared to 86.8 per cent estimated in 2009 (based on UNESCO projections), while the percentage of Jamaica's labour force with vocational and/or professional training increased from 23.2 per cent in 2011 to 24.6 per cent in 2014. Student performance in key national examinations at various levels showed overall slight improvement during 2012-2015.

There was an overall improvement in citizen security with a decrease in the incidence of crime and violence. The major crime rate declined to 320 per 100,000 population in 2014, down 19.2 per cent from 396 per 100,000 population in 2011, and down 28.4 per cent from 447 per 100,000 population in 2009. The murder rate fell to 36.9 per 100,000 population in 2014, down 12.1 per cent from 42.0 per 100,000 population in 2011, and down 41.2 per cent from 62.8 per 100,000 population in 2009. Progress has been achieved under the Jamaican Justice System Reform Agenda during 2012-2015, including improvements in infrastructure, human and technological resources and processes such as court, case flow and data management, and reducing the burden on the justice system through greater integration of restorative justice principles and more efficient and effective utilization of available resources. Public sector reform also was advanced through the preparation of the Public Financial Management Reform Action Plan and local government reform. Local government reform was advanced through the preparation of draft strategic legislation to

define the responsibilities, powers and financing of local authorities, and enabling local authorities and local communities and stakeholders to collaborate in creating development in communities, including implementation of the Local Economic Development Initiative and the Caribbean Local Economic Development Project (CARILED) as a pilot in five parishes.

Jamaica's economic and social sustainability is dependent on its natural resources and ecosystems, which support key productive sectors such as tourism, agriculture, mining and quarrying, and manufacturing, and provide a range of environmental services including fresh water supply. The national outcomes for a healthy natural environment have shown mixed performance over the period 2012-2015. Jamaica's ranking on the Environmental Performance Index (EPI) improved in 2012 to 63rd out of 132 countries, with a score of 54.4, up from 89th out of 163 countries with a score of 58.0 in 2010. In 2014 Jamaica's ranking on the EPI improved to 55th out of 178 countries, with a score of 58.3. However, scores and rankings for the 2014 EPI cannot be compared directly with scores and rankings from earlier releases of the EPI, due to changes in data and methodology. In 2012, hazards caused damage and losses representing 0.8 per cent of GDP, due primarily to the impact of Hurricane Sandy. The Housing Quality Index also rose to 72.0 in 2012, up from 71.5 in 2010 and 68.1 in the baseline year 2007.

The challenges facing Jamaica in the various spheres of development, which must be addressed in the medium-term planning for the country, continue to include: high levels of crime and violence; an inefficient justice system; inadequate transparency and accountability in governance; consistently

low macroeconomic growth; lack of competitiveness and low productivity; high public debt; an inefficient tax system; rising levels of unemployment and poverty; low levels of student education outcomes, particularly among males; weaknesses in family structures and parenting; rising incidence of chronic diseases and HIV/AIDs; high dependency on imported petroleum and inefficient use of energy; poor environmental management; and vulnerability to natural hazards and the impact of climate change.

Over the period 2012-2015 Jamaica has, however, also strengthened its capacity to take advantage of several opportunities for its development over the medium term, including: increasing access to regional and world markets; growth of the working age population; competitive advantages in creative industries and sport; expansion of the Panama Canal and regional cargo traffic; a large Jamaican Diaspora and strong Nation Brand; and strong relationship with international development partners.

#### MTF 2015-2018 – National Priorities

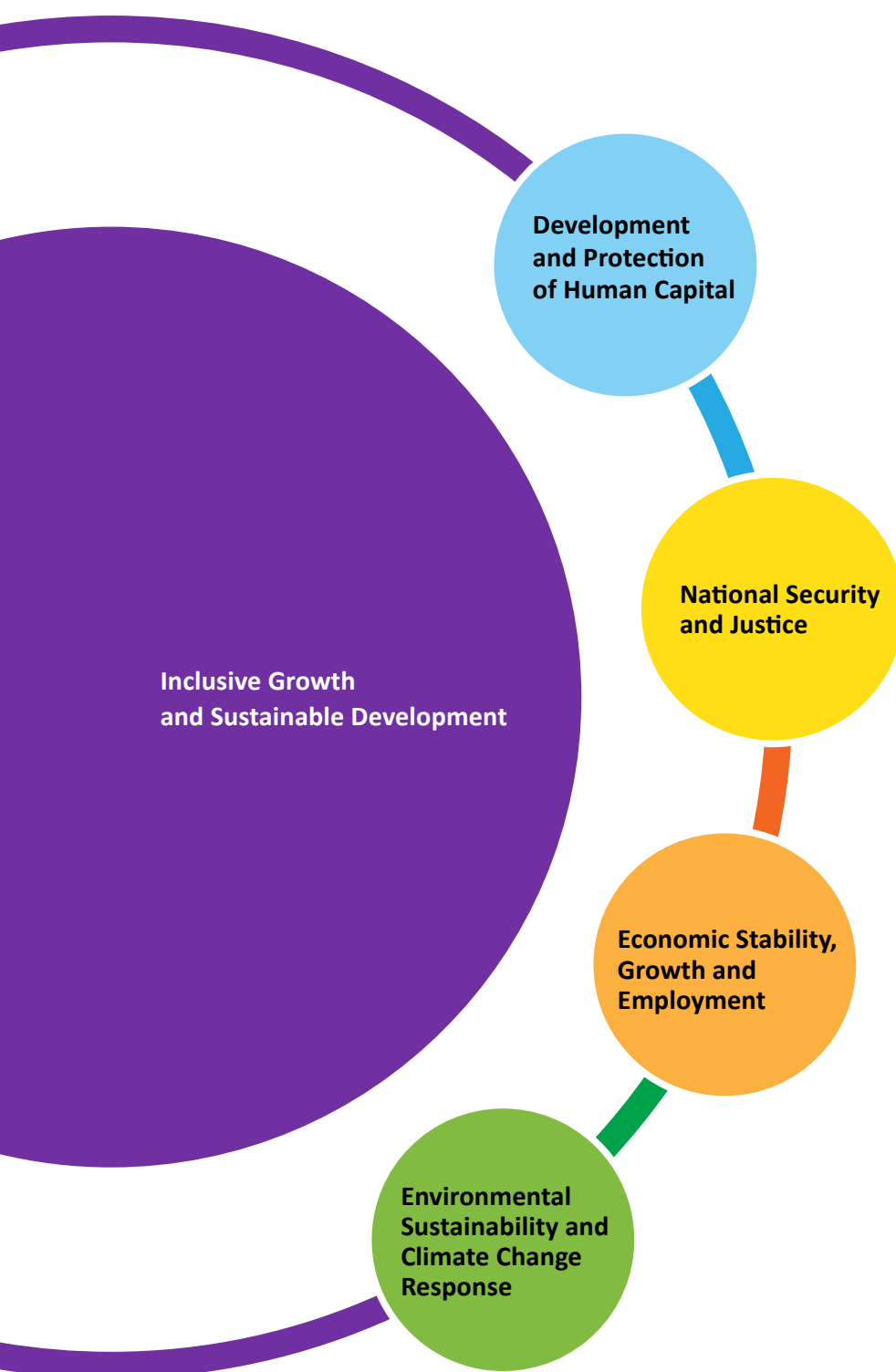
The medium-term priorities for MTF 2015-2018 are identified at two levels: i) national and ii) sectoral. The priorities at the national level represent the most important areas for the country to focus its efforts and resources over the medium term from 2015 to 2018 to address the greatest challenges to national development at this stage of implementation. The priorities at the sector level represent the most important strategies and actions to be implemented within each sector over the medium term, based on the key issues and challenges identified for each sector.

The two levels of prioritization for MTF 2015-2018 also correspond to the two levels at which resource allocation takes place within the annual government budgeting process. Firstly, the budgetary resources are allocated among ministries, reflecting the prioritization at the national level to address the greatest challenges to national development. Then, within the budgetary envelopes allocated to each ministry, further prioritization is undertaken to achieve the most important results for each sector. The structure of MTF 2015-2018 therefore deliberately reflects these two levels of prioritization and resource allocation.

The process of prioritization at the national and sectoral levels used in the development of MTF 2015-2018 included: identification by the PIOJ of the main issues and challenges facing Jamaica under each national outcome based on successive planning processes from 2009 to 2015; selection of the priority national issues and challenges for the medium term by stakeholders at the national level at the Vision 2030 Jamaica Country Assessment and National Prioritization Workshop held on June 11, 2015; selection of priority national issues and challenges by the Jamaican Diaspora through a questionnaire survey administered at the 6th Biennial Diaspora Conference held June 14-17, 2015; and identification of the priority actions to be taken over the next three years for each sector during 21 sector planning workshops held from May to July, 2015. The draft national priorities identified through this process were further cross-referenced with other key national planning documents and prioritization exercises, including: Jamaica Medium Term Economic Programme FY2015/16- FY2017/18; Cabinet Retreats in 2014 and 2015; the Growth Agenda Policy Paper FY2015/16; and the Whole-of-Government Business Plan 2015-2018, to ensure consistency and convergence.

The Medium Term Socio-Economic Policy Framework 2015-2018 is based on four broad strategic areas or Medium Term Themes, which are aligned to the four National Goals of Vision 2030 Jamaica. Under MTF 2015-2018, these four Medium Term Themes will move Jamaica forward towards:

## **Achieving Inclusive Growth and Sustainable Development**



The four Medium Term Themes to be addressed under MTF 2015-2018 are:

- Development and Protection of Human Capital
- National Security and Justice
- Economic Stability, Growth and Employment
- Environmental Sustainability and Climate Change Response

The four Medium Term Themes are directly aligned to 8 of the 15 National Outcomes, under the four National Goals of Vision 2030 Jamaica. By virtue of this alignment, the eight prioritized national outcomes are:

In addition, a number of priority national investment projects are included.

It should be noted that the four Medium Term Themes and the eight priority national outcomes to be addressed under MTF 2015-2018 remain the same as under the previous MTF (2012-2015), as the national prioritization exercises have re-affirmed and validated the existing national priorities for Jamaica's development in the medium term. The Medium Term Themes, priority national outcomes and priority areas of focus for the Medium Term Socio-Economic Policy Framework 2015-2018 are set out below, in alignment with the National Goals of Vision 2030 Jamaica and the Strategic Priorities of Government as expressed at Cabinet Retreats in 2014 and 2015 and in the Whole-of-Government Business Plan 2015-2018.

**Figure 1: Medium Term Themes under MTF 2015-2018**

**Table 1: Medium Term Themes, Priority National Outcomes and Priority Areas of Focus under MTF 2015-2018**

National Goals	Medium Term Themes	Priority National Outcomes	Government Strategic Priorities	Priority Areas		
National Goal #1: Jamaicans are Empowered To Achieve Their Fullest Potential	Development and Protection of Human Capital	A Healthy and Stable Population	Human Capital Development	Primary and Secondary Health Care		
				Health Information and Indicators		
				Disease Surveillance and Health Information System		
		Population Planning and Data Systems				
		Early Childhood Development				
		Educational System Reforms				
		World-Class Education and Training	Labour Force Training			
				Effective Social Protection	Social Inclusion	Social Protection
						Poverty Reduction
Persons with Disabilities						
National Goal #2: The Jamaican Society is Secure, Cohesive and Just	National Security and Justice	Security and Safety	Security and Justice	Jamaica Constabulary Force Reform		
				Anti-Crime Strategy		
				Protection and Care for Children and Youth		
		Effective Governance		Community Security		
				Justice System Reform		
				Local Governance		
National Goal #3: Jamaica's Economy is Prosperous	Economic Stability, Growth and Employment	A Stable Macroeconomy	Fiscal Prudence and Pursuit of a Credible Macroeconomic Programme	Fiscal Consolidation		
				Debt Management		
				Tax Reform		
		An Enabling Business Environment	Economic Growth and Job Creation	Competitive Business Environment		
				Labour Market Reform		
				Targeted Employment Programmes		
		Major Development Projects				
		- Road Infrastructure Development				
		- Agroparks				
		- ICT Parks				
		- Logistics Hub				
		- Tourism Product Development				
		- Creative Industries and Sport				
		- Urban Renewal				
- Energy Diversification Projects						
National Goal #4: Jamaica has a Healthy Natural Environment	Environmental Sustainability and Climate Change Response	Hazard Risk Reduction and Adaptation to Climate Change	Environmental and Climate Change Resilience	Environmental Sustainability and Hazard Risk Reduction		
				Climate Change Adaptation and Mitigation		

## MTF 2015-2018 – Sector Priorities by National Outcome

MTF 2015-2018 also presents the medium-term development priorities, strategies and actions to be pursued under each of the 15 National Outcomes under Vision 2030 Jamaica, including the nine (9) goods- and services-producing industries under National Outcome #12 (Internationally Competitive Industry Structures). It sets out the timeframe for implementation of the priority strategies and actions for each of the 15 National Outcomes, as well as the main agencies and stakeholders responsible for implementation of each priority strategy and action. In addition, it presents the key national indicators and targets that will provide a quantitative framework for measuring the progress toward achievement of MTF 2015-2018 and the long-term goals and outcomes of Vision 2030 Jamaica.

## MTF 2015-2018 – Indicative Programme Cost

Resources for the implementation of MTF 2015-2018 will come from a range of sources, including the GOJ budget, private sector investment, and civil society, international development partner (IDP) and Diaspora projects. Investments are required, both in the private sector to sustain and increase economic activity, and in the public sector to provide the enabling framework and impetus for growth and development. Emphasis is placed on ensuring that planning and budgeting and resource allocation mechanisms are successfully aligned and integrated for the implementation of MTF 2015-2018 priorities. The MTF 2015-2018 Indicative Programme comprises the main ongoing and new programmes and projects to support the implementation of the MTF 2015-2018 priority strategies and actions. The programmes and projects presented are a mix of GOJ, private investment and IDP-financed initiatives. Information on GOJ recurrent costs also is included where available. New or proposed projects indicated in the matrix are at various stages of preparation and in some cases, costs have not been determined. Some projects that are ongoing or will shortly commence implementation may not be fully completed within the timeframe of MTF 2015-2018.

## Implementation, Monitoring and Evaluation

The implementation of MTF 2015-2018 will involve a wide range of stakeholders, including government ministries, departments and agencies (MDAs), the private sector, trade unions, civil society and IDPs. However, the management and supervision of these activities will remain largely within the public sector entities with the responsibilities for their implementation, including alignment of the priority strategies and actions of MTF 2015-2018 in the strategic and operational plans and budgets of MDAs. The Vision 2030 Jamaica National Secretariat, located within the PIOJ will be the main coordination mechanism for implementation of MTF 2015-2018. Risk management will be important to mitigate the risks inherent in the implementation of the key priorities for the medium term.

MTF 2015-2018 will be monitored and evaluated as part of an improved accountability framework for Vision 2030 Jamaica and the GOJ towards managing for results, including quarterly briefings on progress under the National Dashboard of Indicators; timely production of annual progress reports; and through an online interactive e-Dashboard of progress on Vision 2030 Jamaica. The institutional framework for Vision 2030 Jamaica will be completed under MTF 2015-2018, including establishment of the Technical Monitoring Committee and the full complement of Thematic Working Groups (TWGs). The communication programme will employ a combination of media to provide information on the progress towards achieving outcomes and targets, and to mobilize and sustain participation in and commitment to the implementation of MTF 2015-2018 and Vision 2030 Jamaica by stakeholders and the public.



# CHAPTER

INTRODUCTION AND BACKGROUND

# 1

## Introduction

Vision 2030 Jamaica – National Development Plan, the country's first long-term strategic development plan, provides a comprehensive planning framework in which the economic, social, environmental and governance aspects of national development are integrated. The Plan, which was approved in Parliament in 2009, is intended to put Jamaica in a position to achieve developed country status by 2030 and is based on the vision statement: "Jamaica, the place of choice to live, work, raise families and do business".

Vision 2030 Jamaica is implemented through a series of Medium Term Socio-Economic Policy Frameworks (MTFs), which identify the priority outcomes, strategies and actions for each three-year period from 2009 to 2030. The MTF is an operational document designed to achieve realistic, specific, high priority national outcomes and targets towards the achievement of longer-term goals, using a results-based management approach.

The Medium Term Socio-Economic Policy Framework 2015-2018 is the third medium term strategic programme to advance the implementation of the Vision 2030 Jamaica – National Development Plan. MTF 2015-2018 is based on the nation's development

aspirations and guiding principles as articulated in the country's long-term development plan. MTF 2015-2018 will consolidate the gains made in the previous MTFs for 2009-2012 and 2012-2015, and strengthen the foundations for achieving the country's long-term results, taking into account the current developmental challenges and the global context.

MTF 2015-2018 is a strategic planning document to guide stakeholders to achieve the goals and outcomes of the long-term development plan. Jamaica faces persistent economic, social and national security challenges, pressures on the natural environment, and the increasing impacts of global climate change. However, the country has arrived at an enduring consensus on the need to undertake fundamental reforms to consolidate our macroeconomy, improve our international competitiveness, undertake holistic development in our most volatile and at risk communities, protect the most vulnerable groups in our society, and strengthen the resilience of our built and natural environment. MTF 2015-2018 presents the priorities over the medium term to move Jamaica forward towards:

### **Achieving Inclusive Growth and Sustainable Development**



## Results Achieved and Lessons Learned under MTF 2012-2015

### Summary of Progress – MTF 2012-2015

MTF 2012-2015 outlined the priority strategies and actions under four Medium Term Themes and eight priority National Outcomes.

### MTF 2012-2015 Medium Term Themes and Priority National Outcomes

Four Medium Term Themes:	Eight Priority National Outcomes:
<ol style="list-style-type: none"> <li>1. Development and Protection of Human Capital</li> <li>2. National Security and Justice</li> <li>3. Economic Stability, Competitiveness and Employment</li> <li>4. Environmental Sustainability and Climate Change Response</li> </ol>	<ul style="list-style-type: none"> <li>• A Healthy and Stable Population</li> <li>• World-Class Education and Training</li> <li>• Effective Social Protection</li> <li>• Security and Safety</li> <li>• Effective Governance</li> <li>• A Stable Macroeconomy</li> <li>• An Enabling Business Environment</li> <li>• Hazard Risk Reduction and Adaptation to Climate Change</li> </ul>









The overall progress of implementation under MTF 2012-2015 was mixed. Implementation took place within the context of gradual recovery from the global economic downturn of 2008-2009. During the period, Jamaica made gains in several areas, including human capital development, reduction in crime rates and macroeconomic stability. However, the period also saw increases in the rates of unemployment and poverty, and economic growth was marginal. A draft 2-year progress report on the medium term themes and supporting national outcomes for MTF 2012-2015 was prepared and circulated to stakeholders during the preparation process for MTF 2015-2018.

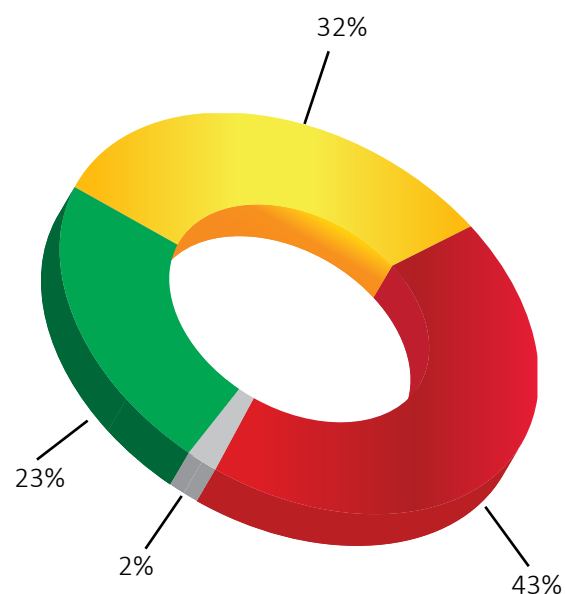
A summary of the progress made under MTF 2012-2015 as measured by the framework of national indicators and targets for Vision 2030 Jamaica – National Development

Plan is presented in Appendix 1.

As shown in Table 2, the assessment of the 47 national indicators used to monitor progress under MTF 2012-2015 indicates that: 23 per cent of the Vision 2030 Jamaica targets for 2015 were already met after the implementation of MTF 2012-2015 (based on results to 2014); 32 per cent of indicators showed some improvement towards achieving the targets; and 43 per cent of indicators showed no improvement or worsened during 2012-2015. Two per cent could not be compared in this way due to lack of agreed targets for the relevant periods. A number of technical revisions have been made to the framework of national indicators and targets for MTF 2015-2018, as detailed in Appendix 2.

**Table 2: Vision 2030 Jamaica Indicators – Dashboard of Performance 2009-2014**

Vision 2030 Jamaica Indicators - Dashboard of Performance 2009 - 2014		
Traffic Signal	No. of Indicators	Percentage of Total Indicators
Green 	11	23%
Yellow 	15	32%
Red 	20	43%
Grey 	1	2%
TOTAL	47	100%
Traffic Signals ( based on results up to and including 2014):		
Green 	Met or exceeded target (2015)	
Yellow 	Improved over baseline but did not meet target	
Red 	Equal to or worse than baseline year of 2007	
Grey 	Not applicable	
Note: Measurement is against 2015 target for indicators with 2013, 2014 or 2015 data, and against 2012 target for indicators with per-2013 data		



Progress also was achieved with respect to the monitoring and evaluation (M&E) of MTF 2012-2015, including: alignment with planning and budgeting mechanisms in the public sector such as the Performance Monitoring and Evaluation System (PMES); establishment of 13 Thematic Working Groups (TWGs) as key multi-stakeholder mechanisms to support implementation and monitoring of strategies and actions under priority national and supporting outcomes; preparation of a 3-Year Progress

Report on the implementation of MTF 2009-2012 and a draft 2-Year Progress Report on the implementation of MTF 2012-2015; staging of a course on advanced topics in monitoring and evaluation (M&E) in collaboration with the Cabinet Office and the Management Institute for National Development (MIND) for Corporate Planners and other key M&E staff in the public sector; quarterly reporting on a National Dashboard of Indicators for Vision 2030 Jamaica; and introduction of an online interactive e-Dashboard

## **Lessons Learned**

The implementation of MTF 2009-2012 and M&TF 2012-2015 provided a number of lessons which are relevant for the preparation and implementation of MTF 2015-2018:

- I. The successful implementation of Vision 2030 Jamaica is dependent on the institutionalization and mainstreaming of processes to align the MTF with the strategic and operational plans and budgets of MDAs. Progress was made in the alignment of MDA plans and budgets with Vision 2030 Jamaica under MTF 2009-2012 and MTF 2012-2015 under the phased establishment of the PMES in the public sector and development of the Whole-of-Government Business Plan 2015-2018 by the Cabinet Office. This process should be strengthened under MTF 2015-2018, including through the full establishment of the Public Investment Management System (PIMS) and Medium Term Results Based Budgeting (MTRBB) in the public sector.
- II. Regular and timely reporting of performance is an integral element to notify stakeholders on the country's progress, and to engender accountability, trust and commitment by stakeholders. The reporting of performance under MTF 2012-2015 included the preparation of a 3-Year Progress Report on the implementation of MTF 2009-2012 and a draft 2-Year Progress Report on the implementation of MTF 2012-2015, quarterly reporting on a National Dashboard of Indicators for Vision 2030 Jamaica, and introduction of an online interactive e-Dashboard of Indicators. Under MTF 2015-2018 performance reporting must be strengthened to ensure timely preparation of annual progress reports, upgrading and updating of the e-Dashboard of Indicators, along with deepening of communication and stakeholder participation processes.
- III. A fully operational governance framework is required to oversee the implementation of Vision 2030 Jamaica and coordinate the monitoring and evaluation of implementation progress. The institutional arrangement to monitor and evaluate the implementation of the MTF is not fully in place. While a technical secretariat (the Vision 2030 Jamaica National Secretariat) is in place at the PIOJ and 13 of the proposed 18 Thematic Working Groups have been established, the Technical Monitoring Committee to provide overall oversight has not yet been established. The establishment of the Vision 2030 Jamaica governance framework must be completed under MTF 2015-2018.
- IV. Vision 2030 Jamaica and the MTF are underpinned by a results-based management (RBM) system. However, the national culture of and capacity for RBM and monitoring and evaluation, particularly within the public sector, is insufficient. Capacity in RBM and M&E in the public sector must be further strengthened for sustainability under MTF 2015-2018, including in alignment with the establishment of the PIMS and MTRBB frameworks and the broader processes of strategic transformation and modernization in the public sector.

### **Process for Preparation of MTF 2015-2018**

The preparation of MTF 2015-2018 utilized a participatory and inclusive approach which has been a hallmark of the Vision 2030 Jamaica process. The Planning Institute of Jamaica (PIOJ) guided the process for the preparation of MTF 2015-2018, ensuring the participation of key stakeholders in the public sector, private sector, trade unions, civil society, academia, the international development community, youth and children and the Diaspora. Appendix 3 provides a detailed overview of the process for preparation of MTF 2015-2018.



## Structure of the Document

This document, the Medium Term Socio-Economic Framework 2015-2018, is organized into six chapters.

- Chapter 1** covers the background which provides an introduction to the preparation of MTF 2015-2018, achievements under the previous MTF (2012-2015) and the main lessons learned from its implementation.
- Chapter 2** outlines the context within which MTF 2015-2018 was developed, highlighting the key aspects of the current social, governance, economic and environmental situation, policy context, international outlook and major challenges and opportunities facing Jamaica.
- Chapter 3** presents the priority national outcomes, strategies, actions, programmes and projects to be pursued under MTF 2015-2018.
- Chapter 4** presents the priorities for each sector and industry for MTF 2015-2018 under each of the fifteen national outcomes, including the agencies responsible for implementation and the key indicators and targets to be achieved over the medium term.
- Chapter 5** sets out the indicative programme for financing MTF 2015-2018, including the main capital investment projects that will contribute to its implementation, and the estimated resource requirements for aspects of MTF 2015-2018.
- Chapter 6** details the framework for implementation, monitoring, evaluation and communication of MTF 2015-2018.

This document also includes a number of appendices that contain relevant technical and supporting information.

Data in MTF 2015-2018 are taken from the Economic and Social Survey Jamaica (PIOJ – various years) unless otherwise noted.



# CHAPTER 2

COUNTRY CONTEXT, CHALLENGES AND OPPORTUNITIES

Jamaica is the largest English-speaking island in the Caribbean, spanning approximately 1 million hectares in size, with a population of approximately 2.7 million and an average annual population growth rate of 0.2 per cent (PIOJ 2015). Jamaica is a highly indebted middle income country which has graduated to the status of upper middle income country after several years of straddling the lower-upper middle income threshold. Jamaica's Human Development Index (HDI) value for 2013 was 0.715 – in the high human development category – positioning the country at 96th out of 187 countries and territories (UNDP 2014).

### Policy Context

The main strategic policy frameworks for MTF 2015-2018 include Vision 2030 Jamaica – National Development Plan, the Government of Jamaica (GOJ) Medium Term Economic Programme for FY2015/16 - FY2017/18, the new Whole-of-Government Business Plan 2015-2018 and the growth agenda for Jamaica. The policy context for MTF 2015-2018 is framed also by the international context, including Jamaica's relationship with the International Monetary Fund (IMF) and the articulation of the Sustainable Development Goals (SDGs) outlined in the post-2015 development agenda, "Transforming Our World: The 2030 Agenda for Sustainable Development"

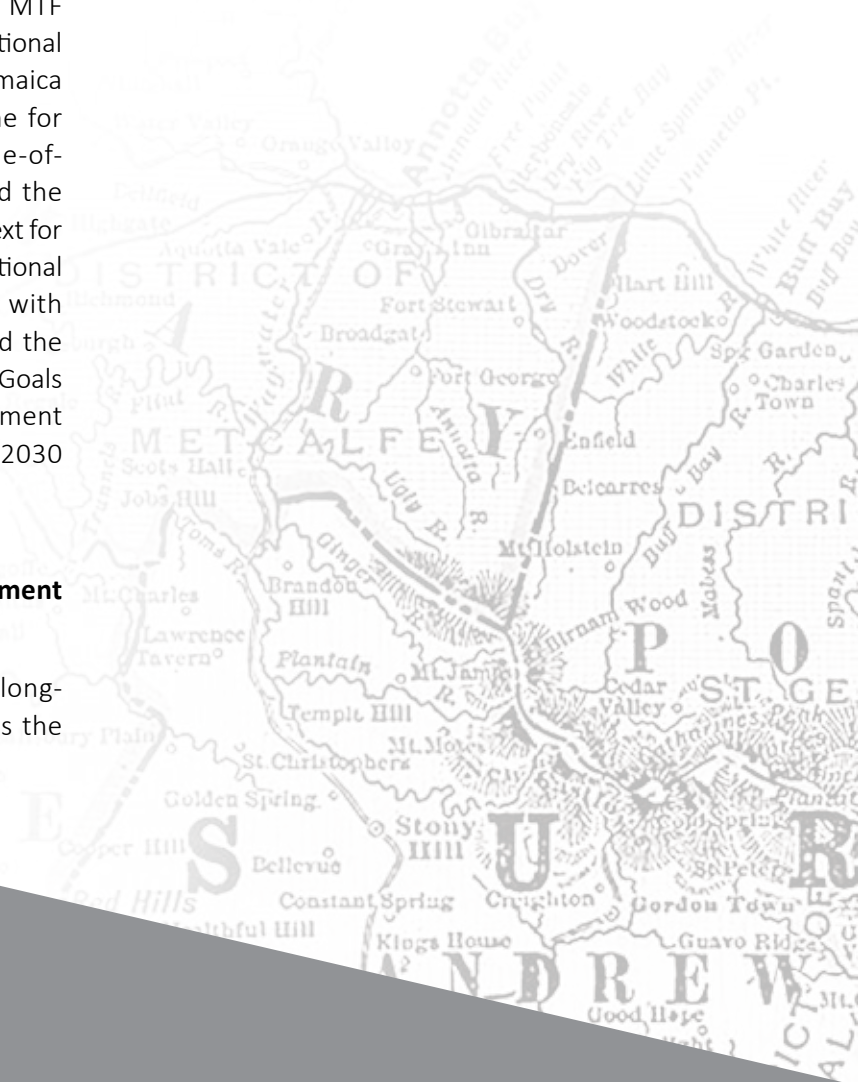
### Vision 2030 Jamaica – National Development Plan

Vision 2030 Jamaica, the country's first long-term strategic development plan, provides the

overarching policy framework for MTF 2015-2018.

The Plan is built on four strategic goals which are mutually reinforcing and synergistic in design. The National Goals are further mapped into 15 National Outcomes and a range of national and sector strategies and actions.

Vision 2030 Jamaica is implemented through a series of Medium Term Socio-Economic Policy Frameworks (MTFs), which identify the priority outcomes, strategies and actions for each three-year period from 2009 to 2030. The Medium Term Socio-Economic Policy Framework (MTF) 2015-2018 is the third medium-term strategic programme to advance the implementation of Vision 2030 Jamaica – National Development Plan.



**Table 3: Vision 2030 Jamaica - National Goals and Outcomes**

NATIONAL GOALS	NATIONAL OUTCOMES
<b>1. Jamaicans are empowered to achieve their fullest potential</b>	1. A Healthy and Stable Population
	2. World-Class Education and Training
	3. Effective Social Protection
	4. Authentic and Transformational Culture
<b>2. The Jamaican society is secure, cohesive and just</b>	5. Security and Safety
	6. Effective Governance
<b>3. Jamaica's economy is prosperous</b>	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 (ICT)</li> <li>• Services</li> <li>• Tourism</li> </ul>
	13. Sustainable Management and Use of Environmental and Natural Resources
	14. Hazard Risk Reduction and Adaptation to Climate Change
	15. Sustainable Urban and Rural Development
<b>4. Jamaica has a healthy natural environment</b>	13. Sustainable Management and Use of Environmental and Natural Resources
	14. Hazard Risk Reduction and Adaptation to Climate Change
	15. Sustainable Urban and Rural Development

## Medium Term Economic Programme

The Government's Medium Term Economic Programme for FY2015/16- FY2017/18, which is aligned to the core elements of the growth agenda, contains two inter-related phases of reforms and growth initiatives. First, the initial phase of reforms is targeted at improving the dynamic efficiency of the economy through an enhancement of the business environment, including improvement of the processes for registering businesses and obtaining development approvals, improving access to credit especially for small and medium-size enterprises, and promoting labour market reform. Other critical market level reforms include: diversification of energy sources from oil to natural gas and renewables; strengthening the resilience of the country to natural hazards through targeted public infrastructure projects and adaptation of key sectors; and utilizing policies for privatization and public-private partnerships to increase the role of the private sector in implementing the Medium Term Economic Programme.

The second phase to be superimposed on the platform of the first phase of microeconomic and market reforms involves the facilitation of key strategic investments including: infrastructure and logistics investments to establish Jamaica as an integrated multi-modal logistics hub; completion of the island-wide highway network by advancing the construction of the North-South and East-West Links for Highway 2000; development of vertically integrated agro parks to stabilize the agricultural supply chain; implementation of energy diversification projects; development of ICT and outsourcing facilities; promotion of the cultural and creative industries; and initiatives for urban renewal, including an emphasis on downtown Kingston. The Government also is pursuing other reforms geared not only at economic efficiency but also at securing

macroeconomic stability over the medium term and beyond. These reforms include: tax reform, pension reform, public sector reform, and fiscal and debt management reform. The Medium Term Economic Programme also includes measures to enhance social protection and strengthen the resilience of the natural and built environments as integral components of the strategy for robust, broad-based and inclusive growth.

## Growth Agenda

The growth agenda for Jamaica, which establishes a comprehensive strategic framework for robust economic growth in the short and medium term, is based on the Growth-Inducement Strategy which was developed by the PIOJ in 2011. This strategy, which is aligned with Vision 2030 Jamaica, addresses the binding constraints that the economy faces, and provides a framework to mobilize potentially productive assets and unleash entrepreneurial dynamism. The core elements of the growth agenda include: fiscal consolidation; enhancement of the international competitiveness of the business environment; a range of strategic investment projects to provide catalytic capital investments and employment; human capital development, social protection, national and community security, and strengthening the resilience of the natural and built environments.



**Table 4: Summary of Growth Agenda**

Component	Role
<b>1. Fiscal Consolidation</b>	Provides macroeconomic stability
<b>2. Business Environment Competitiveness Reforms</b>	Addresses constraints in the business environment and facilitates MSME capacity building and enhanced access to financing
<b>3. Strategic Investment Projects</b>	Provides catalytic capital investments and employment; improves business environment
<b>4. Human Capital Development, Social Protection, Security and Resilience</b>	Builds labour productivity; provides social protection; addresses crime and violence constraints; reduces impact of natural hazards and climate change

The implementation of the growth agenda has been supported by the preparation of the Growth Agenda Policy Paper for FY2015/2016 which was approved by Cabinet and tabled in Parliament in March 2015. An institutional framework for the implementation and monitoring of the growth agenda has been established, including the Growth Agenda Subcommittee (GASC) of Cabinet, supported by a GASC Technical Team and GASC Secretariat.

### International Context

Jamaica, like many other countries worldwide, was severely affected by the global economic downturn of 2008-2009, and has been making a gradual recovery over the period 2011-2014. The global trade and economic landscape continues to evolve, presenting new challenges and opportunities for the domestic economy. Jamaica is a small open economy which has traditionally relied on the export of primary products to preferential markets in Europe and North America. However, during the last two decades the changes in the global economic and trade landscape have included a significant erosion of preferential market access resulting in a reduction in export earnings and marginal economic growth due in part to weak external trade performance.

The global economy is projected to grow by 3.5 per cent

during 2015 and 3.7 per cent during 2016, predicated on continued expansion of economic activities in the USA, and steady improvement in the economies of the Euro Area and improved prospects for emerging market and developing economies. This compares with projected annual growth averaging just over 2.0 per cent for the Jamaican economy during the medium term. The disparity in growth rates highlights the need for deliberate policy intervention to encourage stronger economic growth through a re-orientation of focus towards increased production for external markets, as well as satisfying a larger share of the growing domestic demand.

### Jamaica and the IMF

The Government of Jamaica and the IMF approved a 27-month Stand-By Arrangement (SBA) on February 4, 2010, which sought to undertake fiscal consolidation, reduce the debt-to-GDP ratio, strengthen fiscal accountability and discipline, undertake reforms of the financial sector, and encourage economic growth. However, the IMF SBA was suspended in 2011 and expired in May 2012 without fully achieving the programme's targets and objectives. Subsequently, Jamaica entered into an Extended Fund Facility (EFF) Arrangement with the IMF, which was approved by the Board of the IMF on May 1, 2013. The commitments under the IMF EFF are aligned

with the Government's Economic Reform Programme (ERP) with specific focus on raising the real GDP growth rate; decreasing the public debt ratio; increasing fiscal discipline and accountability; and maintaining financial stability. Since entering the new IMF EFF arrangement, the GOJ has successfully passed nine (9) quarterly reviews during the period 2013 to 2015.



### Jamaica and the Millennium Development Goals

According to the UN 2012 Report on the Millennium Development Goals (MDGs), the world met some important targets ahead of the 2015 deadline. However, achievements were unequally distributed across and within regions and countries. In addition, the results showed that progress had slowed for some MDGs.

The most recent Comprehensive Assessment of Jamaica's Progress towards the MDGs (2014) revealed that Jamaica has shown mixed results. Jamaica has already achieved Goal 2 of the MDGs, having attained universal access at the early childhood, primary, and lower secondary levels of the education system, although concerns exist about the quality of education being received. The country is on track in meeting the MDG targets related to HIV and between 2007 and 2010, HIV prevalence fell from 1.9 per cent to 1.7 per cent. Jamaica is also on track to meet the MDG targets for the halting and reversal of malaria and other diseases. Upsurges of pandemics such as the resurgence of malaria due to cross-border transmission have been brought under control over the period 2009-2012. Provision of safe drinking water and basic sanitation has been improved. Overall, the country has a good health record. However, the maternal mortality rate has not undergone any change between 2008 and 2010,

consistently registering at 93.7/100,000 over that period, 21 per cent lower than 1990 levels, but still far below the target of a reduction by three-quarters between 1990 and 2015 established under MDG 5. It is also clear that the child mortality targets will not be met, given the slow pace of progress in this area. Jamaica also has recorded a slippage in meeting its targets for MDG 1, with 17.6 per cent of Jamaicans living below the poverty line in 2010, 3.4 percentage points higher than the established poverty target. The poverty rate has subsequently increased to 19.9 per cent in 2012. While significant achievements have been made in reducing the gender gap between men and women in various societal sectors, Jamaica continues to lag behind in meeting MDG 3 regarding gender equality and women's empowerment. The performance in the area of environmental sustainability also has been mixed, with some targets being achieved, but others remaining unmet.

A summary of the most recent available report on Jamaica's progress toward the MDGs is included as Appendix 4.



### Jamaica and Transforming Our World: Agenda 2030 for Sustainable Development

Jamaica also has participated in the global process to prepare the proposed Sustainable Development Goals (SDGs) for the post-2015 development agenda which will succeed the MDGs. This includes 17 goals (see box below), and 169 targets toward the achievement of sustainable development by 2030. This new global development framework was agreed upon by the United Nations in September 2015. MTF 2015-2018 is fully aligned with this process and the proposed goals identified.

## Transforming Our World: Agenda 2030 for Sustainable Development

### (Sustainable Development Goals)

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

### New International Climate Change Agreement

The growing challenges of climate change are of particular importance to small island developing states (SIDS) including Jamaica, which are particularly vulnerable to the impacts of climate change, including rising sea levels; increased frequency and severity

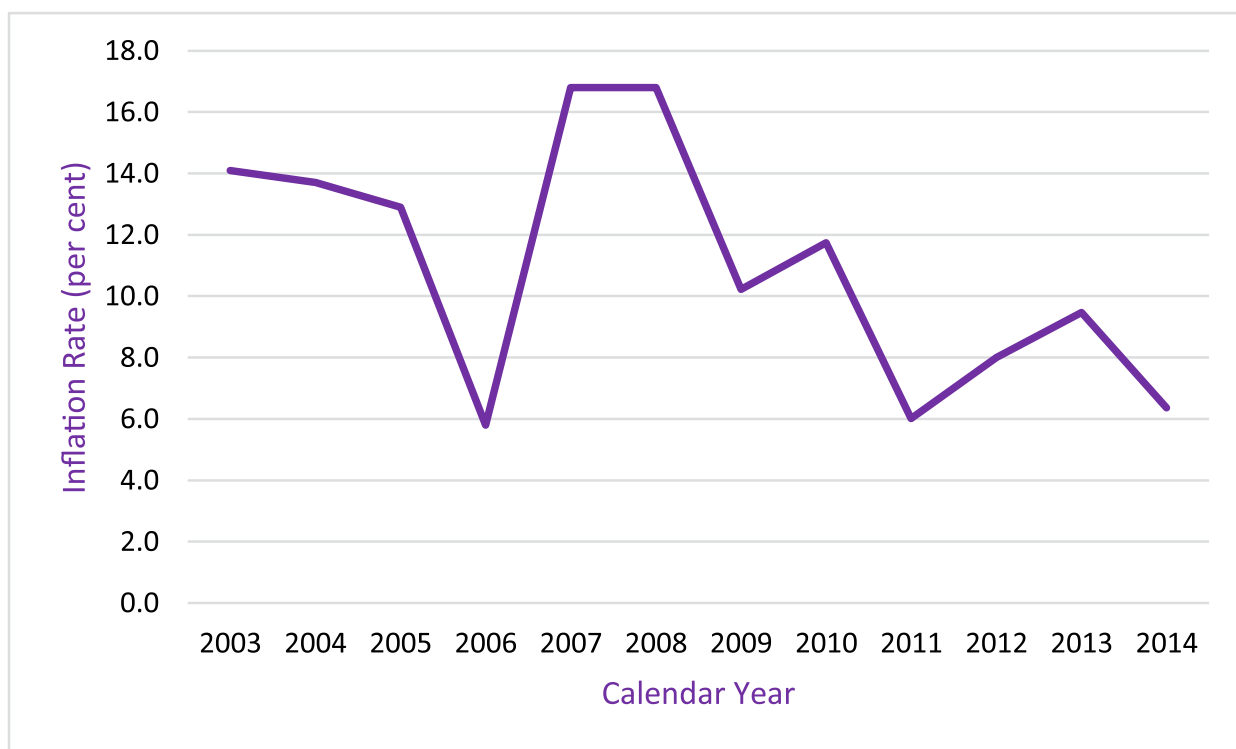
of extreme weather events; threats to freshwater supplies, agricultural production and food security; and negative impacts on coastal zone ecosystems, human settlements and economic sectors such as the tourism and transport sectors. The 2030 Agenda for Sustainable Development acknowledges that the United Nations Framework Convention on Climate Change (UNFCCC)

is the primary international, intergovernmental forum for negotiating the global response to climate change. The United Nations Climate Change Conference to be held in Paris, France, from November 30 to December 11, 2015, representing the 21st Conference of the Parties (COP 21) under the UNFCCC, is intended to achieve a legally binding and universal agreement on climate, from all the nations of the world. Jamaica's participation in these global climate negotiations and commitment to their outcomes is fully represented in MTF 2015-2018, including the mainstreaming of climate change adaptation and mitigation measures across all sectors of national development.

### Economic Development

Jamaica's economy has faced deep challenges over the 2012-2015 period which saw gradual recovery from the continuing impact of the global economic downturn of 2008-2009. After registering negative growth from 2008 to 2010, the economy recorded positive real GDP growth of 1.4 per cent in 2011, followed by negative growth of -0.47 per cent in 2012, and modest positive growth of 0.20 per cent in 2013 and 0.53 per cent in 2014.

Unemployment increased from 12.6 per cent in 2011 to 13.7 per cent in 2014. However, despite the difficult global economic environment, Jamaica showed improvement in a number of its macroeconomic indicators. The annual inflation rate fell from 8.0 per cent in 2012 to 6.4 per cent in 2014. Additionally, the ratio of debt to GDP declined from 135.2 per cent at the end of FY2012/2013 to 133.3 per cent at the end of FY2013/2014 and to an estimated 130.6 per cent at the end of FY2014/2015. The fiscal balance also showed notable improvements, as it moved from -4.07 per cent of GDP in FY 2012/2013 to a fiscal surplus of 0.12 per cent of GDP in FY 2013/2014, while a small fiscal deficit of -0.5 per cent of GDP is estimated for FY 2014/2015. The Net International Reserves (NIR) increased by 77.9 per cent from US\$1,125.58 million at the end of 2012 to US\$2,001.97 million at the end of 2014. However, nominal GDP per capita denominated in United States dollars declined by 7.4 per cent over the period from US\$5460.31 in 2012 to US\$5054.57 in 2014. This decline was due to the marginal growth performance of the economy, combined with the 25 per cent depreciation in the annual average nominal exchange rate of the Jamaican currency from J\$88.99 to US\$1.00 in 2012 to J\$111.22 to US\$1.00 in 2014.



**Figure 2: Annual Inflation Rate – Jamaica, 2003-2014**

For 2014, real Gross Domestic Product (GDP) grew by an estimated 0.5 per cent, with the Goods Producing Industries growing by 0.2 per cent and the Services Industries growing by 0.6 per cent (STATIN 2014). The industries recording the largest declines in real value added in 2014 were Manufacturing and Electricity & Water Supply. The industries that registered the largest increases in 2014 were Hotels & Restaurants, Construction, Other Services and Mining & Quarrying.

Within the microeconomic context, improvements were noted in the conditions for growth through a series of reforms to the business environment which saw improvement in Jamaica's ranking on two international indices of competitiveness. Of particular note is Jamaica ascending 27 places on the Doing Business Index from position 85 for the year 2014 to 58th position for the year 2015.<sup>2</sup>



## Social Development and Governance

Jamaica remained in the high human development category of the Human Development Index (HDI) with a value of 0.715 and a rank position of 96th out of 187 countries and territories in 2013. According to the 2011 Population and Housing Census, Jamaica has a population of 2,723,283 (50.5 per cent female and 49.5 per cent male). Since the previous Census in 2001, the country has recorded an average annual population growth rate of 0.3 per cent. According to the Jamaica Survey of Living Conditions (JSLC), the prevalence of poverty has increased to 19.9 per cent in 2012, from 12.3 per cent in 2008 and

17.6 per cent in 2010, with the highest prevalence of poverty in rural areas. Despite the challenges of the global economic crisis, the Government continued the reform of the social protection system aimed at protecting the vulnerable through the approval of a comprehensive Social Protection Strategy in 2014, while consolidating existing programmes such as the Programme of Advancement Through Health and Education (PATH) that improved benefits; and protecting the levels of real expenditure on social protection programmes in the annual budgets. The Poverty Reduction Coordinating Unit (PRCU) was established in the PIOJ in late 2013 to spearhead the drafting of a new national policy and programme for poverty reduction.

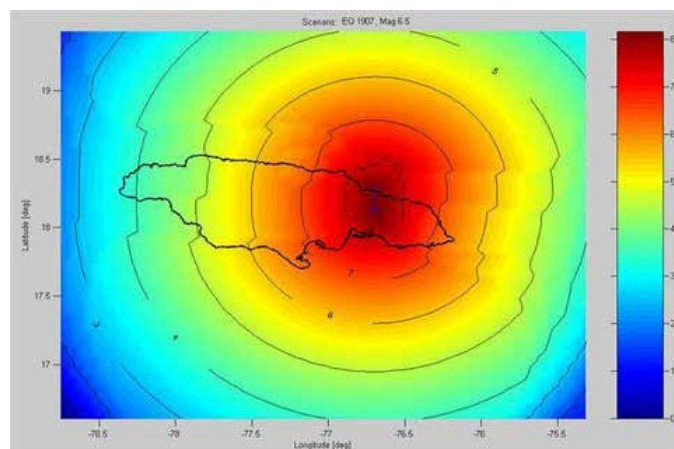
Jamaica continues to rank high among developing countries with respect to the health status of the population. In 2014, average life expectancy at birth was 74.15 years. The main causes of mortality and morbidity in Jamaica are now chronic non-communicable diseases (NCDs) such as hypertension, cardio-vascular (heart) conditions, diabetes, obesity and some cancers; lifestyle practices such as tobacco consumption and substance abuse; violence; and injuries. The management of these conditions represents a burden on the health services. During 2014-2015, the Government undertook a review of the framework of indicators used to measure the health outcomes of the Jamaican population and the levels of performance of the health system.

Several initiatives have been implemented in recent years to improve the educational offerings and outcomes in Jamaica. The country has achieved universal access at the early childhood, primary, and lower secondary level of the education system. The adult literacy rate as reported by the JSLC in 2010 was 91.7 per cent compared to 86.8 per cent estimated in 2009 (based on UNESCO projections). Over the review period, educational development policy and programmes focused on: improving and institutionalizing a regulations, standards and accountability framework; integration of learning resources, environment, and holistic capacity building of instructors/agents of socialization; and the utilization of social partnerships to achieve desired learning outcomes. There was increased emphasis on developing parenting skills and parental involvement in the education of children, and equipping

<sup>2</sup> The Doing Business Report 2016 which was released on October 27, 2015 has revised Jamaica's 2015 rank from 58th position to position 71.

teachers to be greater facilitators of integrated and lifelong learning. The implementation of the National Parenting Support Policy was bolstered by the establishment of the National Parenting Support Commission which became operational in June 2013. Student performance at key national examinations at the various levels showed overall improvement since 2012. The percentage of Jamaica's labour force with vocational and/or professional training increased from 23.2 per cent in 2011 to 24.6 per cent in 2014.

There was an overall improvement in citizen security with a decrease in the incidence of crime and violence. The major crime rate declined to 320 per 100,000 population in 2014, down 19.2 per cent from 396 per 100,000 population in 2011, and down 28.4 per cent from 447 per 100,000 population in 2009. The murder rate fell to 36.9 per 100,000 population in 2014, down 12.1 per cent from 42.0 per 100,000 population in 2011, and down 41.2 per cent from 62.8 per 100,000 population in 2009. Progress has been achieved under the Jamaican Justice System Reform Agenda during 2012-2015, including improvements in infrastructure, human and technological resources and processes such as court, case flow and data management, and reducing the burden on the justice system through greater integration of restorative justice principles and more efficient and effective utilization of available resources. Public sector reform also was advanced through the preparation of the Public Financial Management Reform Action Plan and local government reform. Local government reform was advanced through the preparation of draft strategic legislation to define the responsibilities, powers and financing of local authorities, and by enabling local authorities and local communities and stakeholders to collaborate in creating development in communities, including implementation of the Local Economic Development Initiative and the Caribbean Local Economic Development Project (CARILED) as a pilot in five parishes. However, while there has been progress in the implementation of projects and programmes to enhance governance and improve outcomes, only two of the World Bank's Worldwide Governance Indicators (Rule of Law and Voice and Accountability) for Jamaica have improved over the period 2011-2014.



## Environmental Management and Climate Change

Jamaica's economic and social sustainability is dependent on its natural resources and ecosystems, which support key productive sectors such as tourism, agriculture, mining and quarrying, and manufacturing, and also provide a range of environmental services including fresh water supply. The national outcomes for a healthy natural environment have shown mixed performance over the period 2012-2015. Jamaica's ranking on the Environmental Performance Index (EPI) improved in 2012 to 63rd out of 132 countries, with a score of 54.4, from 89th out of 163 countries with a score of 58.0 in 2010. In 2014 Jamaica's ranking on the EPI improved to 55th out of 178 countries, with a score of 58.3. However, scores and rankings for the 2014 EPI cannot be compared directly with scores and rankings from earlier releases of the EPI, due to changes in data and methodology. In 2012, natural hazards caused damage and losses representing 0.8 per cent of GDP, due primarily to the impact of Hurricane Sandy. The Housing Quality Index rose to 72.0 in 2012, from 71.5 in 2010 and 68.1 in the baseline year 2007.

Steps toward protecting the health of Jamaica's natural environment during 2012-2015 included: finalization of the Watersheds Policy of Jamaica; preparation of Jamaica's Forest Policy and subsequent approval by Cabinet; preparation of the Forest Management Plan for the Cockpit Country Forest Reserve; and establishment of a Climate Change Advisory Committee and a Climate Change Division in the Ministry of Water, Land, Environment and Climate Change.

## Development Challenges and Opportunities

Jamaica continues to face a number of challenges and opportunities in the various spheres of development, which must be addressed in the medium-term planning for the country. The development challenges and opportunities identified under the previous MTF (2012-2015) have been validated as continuing to be relevant for MTF 2015-2018.

The main challenges that currently affect sustainable development in Jamaica include:

- High levels of crime and violence
- An inefficient justice system
- Consistently low macroeconomic growth
- Lack of competitiveness and low productivity
- Persistent fiscal deficits and high public debt
- An inefficient tax system
- Rising levels of unemployment and poverty
- Low levels of student education outcomes, particularly among males
- Rising incidence of chronic diseases and HIV/AIDs
- High dependency on imported petroleum and inefficient use of energy
- High cost of production inputs including energy and capital
- Poor environment management
- Vulnerability to natural hazards and impacts of climate change
- Inadequate transparency and accountability in governance

Jamaica is in a position to take advantage of several opportunities for its development over the medium term among which are:

- Increasing access to regional and world markets
- Demographic dividend with growth of the working age population
- Growth in economic value of global cultural industries and markets
- Competitive advantages in creative industries and sport
- Expansion of the Panama Canal and regional cargo traffic
- Global advances in science, technology and innovation



- Development of the Green Economy
- Large Jamaican Diaspora
- Strength of Jamaica's Nation Brand
- Strong relationship with international development partners

A detailed list of the main issues and challenges facing each area of development for Jamaica was prepared as a background document for the preparation of MTF 2015-2018, and is included as Appendix 5.



# CHAPTER 3

MTF 2015-2018 NATIONAL PRIORITIES

## MTF 2015-2018 – National Priorities

MTF 2015-2018 is designed to support the attainment of the country's national goals and outcomes as contained in the country's national development plan - Vision 2030 Jamaica. This section outlines the national priorities under MTF 2015-2018, including the priority medium-term themes, national outcomes, and areas of focus to be pursued over the medium term. This section also outlines the process of prioritization at the national and sectoral levels conducted during the preparation of MTF 2015-2018.

### National and Sectoral Prioritization

The medium-term priorities for MTF 2015-2018 are identified at two levels: i) national and ii) sectoral. The priorities at the national level represent the most important areas for the country to focus its efforts and resources over the medium term from 2015 to 2018 to address the greatest challenges to national development at this stage. The priorities at the sectoral level represent the most important strategies and actions to be implemented within each sector over the medium term, based on the key issues and challenges identified for each sector. It should be clearly understood that the national priorities represent a sub-set of the priorities at the sector level, being those strategies and actions that have been identified as having the greatest impact on national development and the greatest contribution towards achievement of the national goals and outcomes. The two levels of prioritization for MTF 2015-2018 also correspond to the two levels at which

resource allocation takes place, within the annual government budgeting process. Firstly, the budgetary resources are allocated among ministries, reflecting the prioritization at the national level to address the greatest challenges to national development. Then, within the budgetary envelopes allocated to each ministry, further prioritization is undertaken to achieve the most important results for each sector. The structure of MTF 2015-2018 therefore deliberately reflects these two levels of prioritization and resource allocation.

#### National Priority Areas for 2015-2018 Identified at National Prioritization Workshop on June 11, 2015

1. National Security and Justice
2. Education and Training
3. Early Childhood Development, Family Structures and Parenting
4. Unemployment, Economic Growth and Tax Reform
5. Natural Environment, Waste Management and Climate Change
6. Poverty and Social Protection
7. Health Care

## Methodology for Prioritization

1. The development of MTF 2015-2018 involved a process of prioritization at both the national and sectoral levels. The methodology of prioritization for MTF 2015-2018 involved the following main steps:  
  
The main issues and challenges facing Jamaica under each national outcome were identified by the PIOJ based on a review of the current available documentation and information on the status of Jamaica's national development, within the regional and international context (see Appendix 5).
2. The main issues and challenges identified were used as the basis for the selection of priority national issues and challenges by national stakeholders and the Jamaican Diaspora. The selection of priority national issues and challenges by national stakeholders was undertaken at the Vision 2030 Jamaica Country Assessment and National Prioritization Workshop held on June 11, 2015. The selection of priority national issues and challenges by the Jamaican Diaspora was undertaken through survey questionnaires administered at the 6th Biennial Diaspora Conference held June 14-17, 2015, which broadly confirmed the results of the National Prioritization Workshop. Based on these prioritization processes seven priority areas for national development were identified (see box above).
3. In addition to these national prioritization exercises, a total of 21 sector planning workshops were staged from May to July 2015, to identify the priority issues affecting each sector and priority actions to be taken over 2015-2018 to address these priority issues. Each sector planning workshop was chaired by a Permanent Secretary or head of a government agency with responsibility for the sector or a senior official of a government entity, and was attended by relevant stakeholders from the public sector, private sector, civil society and international development partners (see Appendix 3 for the list of sector planning workshops held to support the preparation of MTF 2015-2018). The total number of participants at these workshops exceeded 650.
4. The results of the sector planning workshops were used to develop the draft sector level priorities for 2015-2018, for inclusion in the draft MTF 2015-2018 to obtain feedback by the respective ministries, agencies and other stakeholders prior to the completion of the final MTF 2015-2018.
5. The draft national priorities were identified based on the results of the national prioritization exercises, which used the following criteria: i) Which issues are currently having the greatest negative impact on the country's development? ii) Which issues, when addressed, will have the greatest positive impact on the country's development in the medium term? iii) Which issues, if addressed, will have the greatest long-term transformational impact?
6. The draft national priorities were further cross-referenced with other key national planning documents and prioritization exercises to ensure consistency and convergence of national priorities over the medium term 2015-2018, including the following: i) Jamaica Medium Term Economic Programme FY2015/16 - FY2017/18; ii) Cabinet Retreats in 2014 and 2015; iii) Growth Agenda Policy Paper FY2015/16; iv) Whole-of-Government Business Plan 2015-2018.

## Medium Term Themes and Priority National Outcomes

The Medium Term Socio-Economic Policy Framework (MTF) 2015-2018 is based on four broad strategic areas or Medium Term Themes, which are aligned to the four National Goals of Vision 2030 Jamaica. The Medium Term Themes for MTF 2015-2018 confirm and validate the Medium Term Themes for the previous MTF (2012-

2015) based on the results of the national and sectoral prioritization processes undertaken for the preparation of MTF 2015-2018. Under MTF 2015-2018, these four Medium Term Themes will move Jamaica forward towards:

### Achieving Inclusive Growth and Sustainable Development



Figure 3: Medium Term Themes under MTF 2015-2018



#### 1. Development and Protection of Human Capital

The basis of Vision 2030 Jamaica and each successive 23MTF has been the holistic development of our people. Human capital development is the necessary foundation for the sustainable development of the Jamaican society. While the health outcomes achieved by Jamaica for its population compare favourably with international benchmarks, the levels of educational outcomes achieved to date have shown weaknesses, while the previous gains in poverty reduction have been eroded by the impact of the global economic downturn of 2008-2009. The gains in advancing the Development and Protection of Human Capital health of our people must be protected by strengthening primary care including reducing infant and maternal mortality, advancing the health promotion

approach, strengthening the system of surveillance and treatment of infectious diseases including HIV/AIDS, and improving the performance of the health service system. We must also undertake strategic investments in human capital development to unleash the full potential of our people, by strengthening early childhood development, undertaking targeted reforms of the educational system to improve student outcomes, and expanding labour force training with a particular focus on unattached youth. As the country continues to respond to the impacts of the global economic downturn, including an increase in poverty and unemployment, we must increase our efforts to protect the most vulnerable groups in our population, including children, the elderly, persons in poverty and persons with disabilities.



## **2. National Security and Justice**

Jamaica's high rate of violent crime has been consistently regarded as one of the main concerns affecting the country's development, imposing costs on the health and well-being of our people and on our economy. This view has been validated by the most recent round of national prioritization activities carried out for the preparation of MTF 2015-2018. We must therefore take decisive steps to address the roots of violent crime by holistic development programmes in the most volatile and vulnerable communities. We must also continue the reform of the security forces and the justice system to improve their efficiency, effectiveness and accountability. A particular area of focus will be to improve the conditions and treatment of children and youth in the protection and care of the state.



## **3. Economic Stability, Growth and Employment**

As a small, open and highly-indebted economy, Jamaica remains highly vulnerable to the effects of ongoing uncertainties in the global economy. While the country has achieved progress in stabilizing the economy following the impact of the 2008-2009 global economic downturn, the levels of economic growth achieved since then remain marginal. In this regard, the Medium Term Economic Programme and growth agenda begin with implementation of measures to provide a stable macroeconomic framework, including fiscal consolidation, debt management and tax reform. These measures are combined with reforms targeted at improving the dynamic efficiency of the economy through enhancement of the business environment to increase competitiveness. Reforms include: streamlining development approvals; improving land ownership, titling and transfer processes; increasing access to capital; improving the efficiency of labour markets; and strengthening the capacities and performance of micro, small and medium-sized enterprises (MSMEs). We must reduce the economic and environmental cost of our energy supply by diversifying fuel sources, increasing the supply of renewable energy, implementing energy conservation and efficiency initiatives, as well as undertaking reforms to increase competition in the electricity sector. Jamaica will build on this platform of macroeconomic and business environment reforms to facilitate the implementation of strategic capital investment projects including agro parks, logistics hub facilities, ICT and technology parks, major tourism and resort development projects, infrastructure projects, cultural and creative industries and sport-based initiatives, urban renewal, and low- and middle-income housing.



#### **4. Environmental Sustainability and Climate Change Response**

As a small island developing state, Jamaica also is highly vulnerable to hazards and the impacts of climate change, which threaten the sustainability of social and economic gains, and the quality of our natural and built environment. We will take deliberate steps to improve resilience to all forms of hazards through forward planning, infrastructure design and development, hazard risk reduction and disaster management, strengthening systems of environmental management, creating a modernized and effective system of spatial planning and land use management, developing and coordinating sector-specific action plans for climate change mitigation and adaptation in all sectors, and strengthening Jamaica's role in negotiation of and participation in binding global climate change agreements.

The four Medium Term Themes for MTF 2015-2018 are directly aligned to eight National Outcomes, which in turn are structured under each of the four National Goals of Vision 2030 Jamaica. By virtue of this alignment, the eight prioritized national outcomes are:

- A Healthy and Stable Population
- World-Class Education and Training
- Effective Social Protection
- Security and Safety
- Effective Governance
- A Stable Macroeconomy
- An Enabling Business Environment

- Hazard Risk Reduction and Adaptation to Climate Change

It is important to note that the four Medium Term Themes and eight priority national outcomes for MTF 2015-2018 remain the same as under the preceding MTF 2012-2015, based on the results of the process of prioritization at both the national and sectoral levels undertaken in the preparation of MTF 2015-2018, which have re-affirmed and validated the continuity of the main issues and challenges for the development of Jamaica in the medium term.

The Medium Term Themes, priority national outcomes and priority areas of focus for MTF 2015-2018 are set out in Table 5 below, which also shows their alignment to the National Goals of Vision 2030 Jamaica and to the Strategic Priorities of Government as expressed at Cabinet Retreats in 2014 and 2015 and in the Whole-of-Government Business Plan 2015-2018.

Table 5 includes also Priority Economic Projects, which represent major development projects under a number of national outcomes that have been identified as priorities for the medium-term period from FY2015/2016 to FY2017/2018, based on their potential contribution to economic development and employment.

**Table 5: MTF 2015-2018 Themes, Priority National Outcomes and Priority Focal Areas Aligned to National Goals and Government Strategic Priorities**

National Goals	Medium Term Themes	Priority National Outcomes	Government Strategic Priorities	Priority Areas
National Goal #1: Jamaicans are Empowered To Achieve Their Fullest Potential	Development and Protection of Human Capital	A Healthy and Stable Population	Human Capital Development	Primary and Secondary Health Care
				Health Information and Indicators
				Disease Surveillance and Health Information Systems
		Population Planning and Data Systems		
		Early Childhood Development		
		Educational System Reforms		
		World-Class Education and Training	Social Inclusion	Labour Force Training
				Social Protection
				Poverty Reduction
Effective Social Protection	Social Inclusion	Persons with Disabilities		
National Goal #2: The Jamaican Society is Secure, Cohesive and Just	National Security and Justice	Security and Safety	Security and Justice	Jamaica Constabulary Force Reform
				Anti-Crime Strategy
				Protection and Care for Children and Youth
		Effective Governance		Community Security
				Justice System Reform
				Local Governance
National Goal #3: Jamaica's Economy is Prosperous	Economic Stability, Growth and Employment	A Stable Macroeconomy	Fiscal Prudence and Pursuit of a Credible Macroeconomic Programme	Fiscal Consolidation
				Debt Management
				Tax Reform
		An Enabling Business Environment	Economic Growth and Job Creation	Competitive Business Environment
				Labour Market Reform
				Targeted Employment Programmes
		Major Development Projects		
		- Road Infrastructure Development		
		- Agroparks		
		- ICT Parks		
		- Logistics Hub		
		- Tourism Product Development		
		- Creative Industries and Sport		
		- Urban Renewal		
Priority Economic Projects	Economic Growth and Job Creation	- Energy Diversification Projects		
National Goal #4: Jamaica has a Healthy Natural Environment	Environmental Sustainability and Climate Change Response	Hazard Risk Reduction and Adaptation to Climate Change	Environment and Climate Change Resilience	Environmental Sustainability and Hazard Risk Reduction
				Climate Change Adaptation and Mitigation

The Priority Economic Projects represent major development projects under a number of national outcomes that have been identified as priorities for the medium-term period from FY2015/2016 – FY2017/2018, based on their potential contribution to economic development and employment.

The Priority National Outcomes and priority areas identified at the national level, shown in Table 5, represent the most important areas for the country to address over the medium term – from 2015 to 2018. As stated above, however, MTF 2015-2018 also identifies the most important strategies and actions to be implemented within each sector over the medium term, based on the key issues and challenges identified for each sector. These are presented under the respective sections for each sector below.

It is important to note that the MTF represents a priority subset of the Government of Jamaica's (GOJ's) overall work programme and budget. Therefore, not all actions and programmes to be undertaken by the Government over this three-year period are included in this MTF. The full range of GOJ actions will be implemented in the work plans and programmes of MDAs and relevant partners.

Finally, it should also be noted that inequalities and disparities between women and men are still evident in our education system, the labour market, health delivery, crime and violence, employment opportunities and other aspects of our society. As under the previous MTF, a gendered approach to development planning and implementation will be employed. The specific strategy for gender equity is included under the Priority National Outcome for Effective Governance. Additionally, each policy and programme will be evaluated for its differential impact on men and women, and the gender lens will be used to evaluate societal issues to support the development of appropriate policies and programmes.

The Medium Term Socio-Economic Policy Framework 2015-2018 will remain in force as the expression of the medium-term development priorities for Jamaica under Vision 2030 Jamaica – National Development Plan until it is replaced by the next Medium Term Socio-Economic Policy Framework.

Table 6 below details the most important actions to be implemented under the priority national outcomes and priority areas of focus for MTF 2015-2018.

**Table 6: MTF 2015-2018 National Priorities Matrix**

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Strategies and Actions
<b>National Goal # 1: Jamaicans Are Empowered To Achieve Their Fullest Potential</b>			
<b>Development and Protection of Human Capital</b>	A Healthy and Stable Population	Primary and Secondary Health Care	Improve health centres
			Strengthen maternal and child health
		Health Information and Indicators	Develop National Health Information System (NHIS) Policy, Strategic and Action Plan
		Disease Surveillance and HIV/AIDS	Strengthen surveillance systems for effective response to emerging and re-emerging health conditions including HIV/AIDS
		Population Planning and Data Systems	Implement the National Policy on International Migration and Development
			Revise the National Population Policy
	World-Class Education and Training	Early Childhood Development	Undertake modernization of the Civil Registration and Vital Statistics System
			Increase access to publicly funded early childhood institutions
			Strengthen and expand early stimulation strategies
		Educational System Reforms	Increase parental involvement and support to influence educational outcomes
			Improve teacher quality through legislation, regulatory policies, teaching standards and quality assurance
			Widen curricula to expose all students to a liberal arts curriculum that includes STEAM and TVET, a foreign language and physical education
			Expand mechanisms to provide access to education and training for all, including unattached youth and persons with disabilities
			Promote a culture of lifelong learning among the general populace
			Increase the use of media and ICT in the delivery of relevant and current curricula and assessment for improved educational outcomes
		Training	Improve targeting of training programmes to meet the needs of priority growth industries

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Strategies and Actions
	Effective Social Protection		Repurpose three TVET institutes and four workforce colleges for increased autonomy and greater efficiency
			Develop and maintain a Labour Market Portal
		Social Welfare and Social Security	Implement and monitor the comprehensive Social Protection Strategy
			Increase the coverage of the National Insurance Scheme (NIS) and private pension schemes
		Poverty Reduction	Develop and implement the new National Policy on Poverty and Poverty Reduction Programme
		Persons with Disabilities	Revise the National Policy for Persons with Disabilities and pursue the enactment of the Disabilities Bill
National Goal # 2: The Jamaican Society Is Secure, Cohesive and Just			
National Security and Justice	Security and Safety	Jamaica Constabulary Force Reform	Adopt an intelligence-led total policing strategy
			Strengthen accountability frameworks within law enforcement agencies
			Strengthen the Major Organised Crime and Anti-Corruption Agency (MOCA) and the Major Investigation Task Force
			Strengthen police capability in community policing
			Improve the conditions of police stations and motor vehicle fleet
		Anti-Crime Strategy	Improve the national security communication and information technology infrastructure
			Disrupt transnational and organized crime, gangs and criminal structures
			Strengthen border security and reduce human trafficking
		Community Security	Undertake implementation of community security projects and programmes
		Protection and Care for Children and Youth	Improve state care and state detention of children and youth
			Establish a juvenile facility for girls
			Strengthen the use of diversionary sentencing options for children and youth
			Ensure that children in need of care and protection are kept in separate facilities from adults accused and/or convicted of crimes
	Effective Governance	Justice System Reform	Undertake reconstruction and rehabilitation of selected courthouses on a priority basis

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Strategies and Actions
			Increase the use of technology in the courts
			Establish a National Human Rights Institute
			Strengthen and modernize the Office of the Parliamentary Counsel
			Establish a consolidated anti-corruption body
			Implement recommendations for the modernization of the Office of the Director of Public Prosecutions
		Local Governance	Approve and promulgate the strategic laws and selected operational laws for local government reform and entrench the system of local government in the Constitution
			Strengthen the capacity of local organizations and bodies to facilitate citizen participation in decision-making processes
National Goal # 3: Jamaica's Economy Is Prosperous			
Economic Stability, Growth and Employment	A Stable Macroeconomy	Fiscal Consolidation	Expand the coverage and functionality of the Central Treasury Management System (CTMS)
			Implement the Public Investment Management System (PIMS) and results-based budgeting system for the public sector
			Undertake public sector pension reform
			Implement the Public Financial Management Reform Action Plan
			Rationalize the public sector, including divestment of loss-making public entities
			Implement programme priorities for public sector transformation and modernization
			Strengthen and improve the procurement processes in the public sector
		Debt Management	Implement the Debt Management Strategy
			Undertake measures to reduce the public debt stock, including debt exchanges, debt buy-backs, debt-asset swaps and reductions in government-guaranteed debt
		Tax Reform	Increase property tax compliance and implement the tax National Compliance Plan
			Improve and rationalize tax administration and payment processes including those for customs and border transactions
			Develop a regulatory framework for the Large-Scale Projects and Pioneer Industries legislation

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Strategies and Actions
Economic Stability, Growth and Employment	An Enabling Business Environment	Competitive Business Environment	Implement the action plan of reforms to the development applications process
			Finalize and promulgate legislation related to the international financial centre
			Streamline the process of incorporation of companies
			Accelerate land registration and titling
			Develop and implement the Trade Facilitation Implementation Plan
			Pass the new Patents & Design Bill, revise the Copyright Act, finalize and enact the Trade Marks (Amendment) Act and support Jamaica's accession to the Madrid Protocol
			Establish and operationalize a Single Trade Electronic Window (STEW)
			Support implementation of collateral reform and the new Insolvency and Bankruptcy regime
			Establish the Jamaica Venture Capital Eco-System
			Develop and promulgate the new Foreign Trade Policy
			Strengthen the involvement of the Jamaican Diaspora in national development
			Strengthen capacity and access to capital, markets and value chains for MSMEs
		Labour Market and Productivity	Strengthen and improve access to electronic platforms for labour market information
			Undertake comprehensive labour market reform
		Targeted Employment Programmes	Implement the Jamaica Emergency Employment Programme (JEEP)
			Expedite development of the National Employment Policy
	Priority Economic Projects	Infrastructure Development	Complete the construction of the North-South Link for Highway 2000
			Undertake implementation of the Major Infrastructure Development Programme (MIDP)
			Undertake implementation of the South Coast Highway Improvement Project
			Expand water supply and management infrastructure

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Strategies and Actions
		Agro Parks	Develop and expand agro parks to strengthen the agricultural value chain
		ICT Parks	Develop ICT parks at Portmore, Kingston, Montego Bay and other locations along with supporting measures for training, marketing and provision of financing
		Logistics Hub	Complete the privatization and expansion of the Kingston Container Terminal (KCT)
			Establish Jamaica as an international shipping centre
			Prepare a master plan for development of the Logistics Hub
			Complete the privatization and expansion of the Norman Manley International Airport (NMIA)
			Undertake development of the new Special Economic Zone (SEZ) regime
		Tourism	Develop new tourism market segments including sports tourism, health and wellness tourism, heritage tourism and community tourism
			Develop diversified geographic source markets including Latin America and other emerging markets
			Promote and facilitate major tourism hotel accommodation projects
		Creative Industries and Sport	Complete the Creative Economy Policy and Master Plan and Cultural and Creative Industries Business Plan
			Complete establishment of the Jamaica Music Museum and permanent sports museum
			Establish a national multi-media and performance centre
		Urban Renewal	Complete the comprehensive plan for downtown Kingston redevelopment
			Develop economic and affordable housing projects
		Energy	Implement energy diversification projects
National Goal # 4: Jamaica Has a Healthy Natural Environment			
Environmental Sustainability and Climate Change Response	Hazard Risk Reduction and Adaptation to Climate Change	Environmental Sustainability and Hazard Risk Reduction	Develop mechanisms that integrate disaster risk reduction in development planning
		Climate Change Adaptation and Mitigation	Climate proof national policies and plans and integrate/infuse relevant actions into plans of key social and economic sectors

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Strategies and Actions
			Strengthen capacity of the Climate Change Division Participate in negotiation of the new international climate change agreement

# CHAPTER 4

MTF 2015-2018: PRIORITY STRATEGIES AND ACTIONS BY  
NATIONAL OUTCOME



This section outlines the medium-term development priorities, associated strategies and the package of interventions/actions to be pursued during the medium term. The broad medium-term themes provide the framework for sector-specific strategies and actions to be pursued to ensure their achievement. This section outlines these priority strategies and actions under the 15 national outcomes under Vision 2030 Jamaica, including the nine goods- and services-producing industries under National Outcome #12.

This section of MTF 2015-2018 also presents the timeframes for implementation of the priority strategies and actions for each of the 15 national outcomes, as well as the main agencies and stakeholders responsible for implementation of each priority strategy and action, inclusive of ministries, departments and agencies in the public sector; the private sector; trade unions; civil society organizations; international development partners and the Jamaican Diaspora. The entity with lead responsibility for implementation of each action is shown in bold.

MTF 2015-2018 also presents the key national indicators and targets that will provide a quantitative framework for measuring the progress towards achievement of MTF 2015-2018 and the long-term goals and outcomes of Vision 2030 Jamaica. Targets are set for 2015, 2018 and 2030.

The available information on the capital and recurrent costs of implementation of the priority strategies and actions for MTF 2015-2018 is included in Chapter 5 on the indicative programme cost. The timeframes for implementation of the priority strategies and actions as presented in this section represent the most detailed information available from MDAs at the time of completion of MTF 2015-2018.

# NATIONAL OUTCOME #1

## A HEALTHY AND STABLE POPULATION



### Introduction

Approaches to and perspectives on development have evolved over the past fifty years – representing shifts from a disproportionate focus on economic development and short-term planning. These shifts have resulted in greater emphasis on long-term development planning and inclusiveness that gives focus to the different development needs of each segment of a society throughout the life-cycle, and the wider gamut of factors that impact life chances and survivability. They also include increased focus on sustainable social and economic development and sustainable management of the environment. These realities have elevated the significance of effective planning for the health and stability of the population as fundamental requirements for the achievement of sustainable and inclusive development.

Against this background, health has been increasingly recognized, within the international and national

agendas, as essential to development – a precondition, indicator and outcome of sustainable development. The health system in itself is a key determinant of the health status of the population. Socio-economic conditions and living standards adequate for the health and well-being of the individual and the family contribute to the enjoyment of the highest attainable standard of physical and mental health, which is internationally recognized as a right of every human being. The world has been called upon to implement actions for Universal Health Coverage (UN resolution 12 December 2012) and this implies strengthening the capacity of the health system to serve the needs of the entire population, including the availability of infrastructure, human resources, health technologies (including medicines) and financing. At the same time, the importance of policies and actions in non-health sectors, social participation and broad partnerships

- including those between the public and private sectors
- are all acknowledged as necessary contributing factors to health and well-being for all at all ages.

Health is the specific focus of Goal 3 of the 2030 Agenda for Sustainable Development, otherwise referred to as the Sustainable Development Goals (SDGs).

SDG 3 states: “Ensure healthy lives and promote well-being for all at all ages”<sup>3</sup>. Health is also a cross-cutting theme in Goal 2, “End hunger, achieve food security and improved nutrition and promote sustainable agriculture” and Goal 6, “Ensure availability and sustainable management of water and sanitation for all”<sup>4</sup>.

Globally, there is evidence to support linkages between population dynamics, health and sustainable development issues, including climate change. Within the evolving development landscape, the area of population is readily recognized as a cross-cutting issue, and growing emphasis has been given to the significance of population characteristics and dynamics as determinants of sustainable and inclusive development. There has been progress in achieving the 2012 and 2015 targets for the population-based national outcome indicators under Vision 2030 Jamaica. Targets for life expectancy and population growth rate have been achieved and there has been a positive trend in Jamaica’s score for the Human Development Index (HDI). The progress in achieving targets under the national outcome indicators are attributable to the development framework, policies and programmes that have been pursued.

While the national outcome indicators demonstrate progress in achieving development goals for population, situational analyses signal the need for shifts in the approach to and areas of focus for population development policy and planning, with recognition of the significance of inter-sectoral linkages. Jamaica is at the intermediate stage of the demographic transition with an increasing working age and elderly population and decreasing child population. Effective development planning requires policies and programmes that will facilitate capitalizing on the demographic bonus/dividend associated with a large working age population, and appropriately allocating

resources and programmes to address the needs of a decreasing child population and increasing elderly population. This changing demographic structure requires increased development focus on the entire population and the different stages of the individual’s life cycle. The focus on promoting and protecting the well-being of each citizen throughout the life cycle is a central component of the framework for Jamaica’s Social Protection Strategy (SPS) and is critical to ensuring that the health, education, economic and other needs of citizens are protected during their entire life span.

## Population

There has been significant progress in achieving development outcomes for population under Vision 2030 Jamaica. The Vision for the Jamaican population states:

“A population which meets the sustainable development needs of the country”<sup>5</sup>

Population is a cross-cutting theme in the Sustainable Development Goals for the post-2015 development agenda and, like health, functions as an indicator and area of focus for development. Currently, the development planning framework for population includes the National Population Policy (1995), the Population Sector Plan under Vision 2030 Jamaica as well as supporting policies and programmes that have been developed to promote key areas, including migration. The Population Sector Plan presents ten goals for population development as part of the Vision 2030 Jamaica Results Framework. These goals cover: achievement of a stable population; optimally spatially distributed population; population dynamics and population characteristics; key demographic groups of children, youth, the elderly and persons with disabilities (PWDs); and data and information capacity building. Strengthening of the planning framework is underway with work in progress to revise the Population Policy and the Population Sector Plan.

Key programmes are being implemented and/or developed to maintain gains and build capacity in areas such as civil registration and vital statistics, migration and development, family planning, and reproductive and sexual health.

<sup>3</sup> Transforming our World: The 2030 Agenda for Sustainable Development (finalized text for adoption) August 1, 2015, pg. 12

<sup>4</sup> Transforming our World: The 2030 Agenda for Sustainable Development (finalized text for adoption) August 1, 2015, pg. 12

<sup>5</sup> Population Sector Plan, 2009

## Vision 2030 Jamaica –

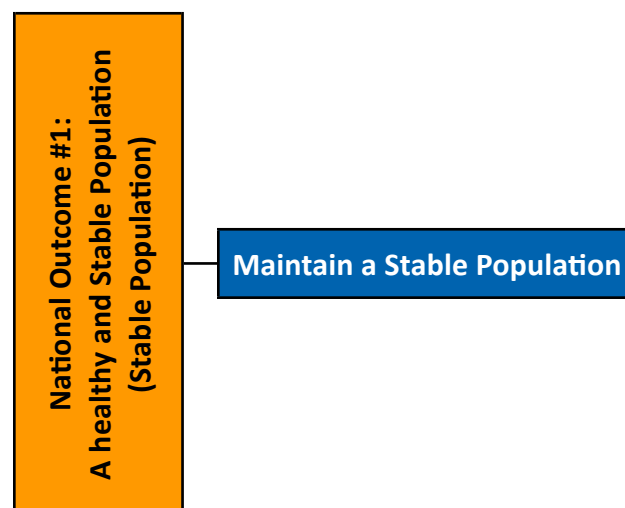
### Population Development Goals

1. The population growth rate is at zero in 2030
2. The rights, survival and holistic development of the child are fully realized and s/he can become a productive and well integrated member of the family and society
3. Adolescents and youth are fully empowered, protected and enabled to fully realize their social, cultural and human rights; and fulfill their physical, economic and social aspirations
4. Ensure adequate provision for the empowerment, protection and well-being of senior citizens
5. Accurate measurement, timely analysis and provision of data on Persons with Disabilities (PWDs) for policy, planning and programme development purposes
6. International migration is adequately measured, monitored and influenced to serve the development needs of Jamaica
7. Spatial distribution of the population is optimal and supports sustainable development
8. The size, structure, distribution and characteristics of the population are optimal and ensure that the population is able to meet the sustainable development needs and quality of life of the nation
9. Demographic factors are fully integrated in all national, regional and sector planning and programme development systems and processes
10. There are adequate capacities and systems for the measurement and dissemination of good quality demographic data and information for policy planning and research

(Source: Population Sector Plan, 2009)

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions for a healthy and stable population (stable population) will be pursued are reflected in the figure below.



**Figure 4: National Strategies – A Healthy and Stable Population (Stable Population) – 2015-2018**

The governance arrangements for the population sector have centered on coordinating and clearly defining and communicating the ambit of population development issues and facilitating increased interlinkage of key areas and agencies. This includes developing the institutional, legislative, policy and programmatic framework for population development, and addressing issues relating to population dynamics and data. Within the policy and planning space, governance of the sector has largely been led by the Population and Health Unit (PHU) of the Planning Institute of Jamaica (PIOJ). The PHU also chairs and provides secretariat functions for the Population Thematic Working Group that contributes to monitoring, evaluating and informing the implementation of population issues under Vision 2030 Jamaica. Jamaica is also actively involved in the work of global organizations and programmes mandated to promote the study of and planning for population. Jamaica is party to the International Conference on Population and Development (ICPD) and in 2014 the country produced a national status

report on an assessment of Jamaica's implementation of the Programme of Action.

There have been important developments in planning for and mainstreaming migration issues in national development planning and action. The Migration Policy Unit, established in the PIOJ in 2011 through support from the Global Migration Group, has made significant strides in achieving its two core objectives: (1) development of a National Policy and Plan of Action on International Migration and Development; and (2) mainstreaming migration within national development processes, including Vision 2030 Jamaica. The draft Policy has been approved by Cabinet for tabling in Parliament as a Green Paper. The Policy and Action Plan covers nine thematic areas: Governance and Policy Coherence; Diaspora and Development; Labour Mobility and Development; Remittance and Development; Human Rights and Social Protection; Public Order, Safety and Security; Data, Research and Information Systems; Return, Integration and Reintegration of Migrants; and Family, Migration and Development. A Migration Database is being developed in collaboration with the Statistical Institute of Jamaica (STATIN), under the Global Project on Mainstreaming Migration in National Development. A draft Diaspora Policy has been completed by the Ministry of Foreign Affairs and Foreign Trade (MFAFT), the Jamaica Diaspora Institute and the PIOJ and it is slated to be finalized in 2016/17.

Important actions in developing the data and statistics systems to support evidence-based approaches to policy and programmes in the area of population and development have been completed since commencement of the implementation of Vision 2030 Jamaica in 2009. There have been increased gains in improving the civil registration and vital statistics systems, and the Vital Statistics Commission has continued its efforts to build human and institutional capacity for improved quality data and data management systems. STATIN has been engaged in developing a coordinated National Statistics System (NSS), which includes revision of the Statistics Act (1949) and the identification of statistical capacity building needs to inform programmes for improved data quality. A National Identification System (NIDS) is being implemented through a secretariat housed in the Office of the Prime Minister through support from the Inter-American Development Bank (IDB). The introduction of the NIDS

has recognized implications for improved evidence-based decision making in all sectors, particularly in the areas of planning for the development needs of the citizenry. These initiatives are intended to support efforts for greater coordination in the operation of state institutions that is being promoted under initiatives such as the Performance Monitoring and Evaluation System (PMES), including the development of a Whole-of-Government (WoG) Monitoring and Evaluation Framework, Strategic Business Plan and Performance Report. Quality official demographic statistics will also be of significance in the development of the Public Investment Management System (PIMS), which should result in improved coordination, efficiency and effectiveness in the allocation of state resources aligned with state priorities and commitments.

The stakeholder consultations to inform MTF 2015-2018 identified challenges that are to be addressed if the population outcomes and goals under Vision 2030 Jamaica are to be achieved:

- Inadequate data systems, data quality and availability
- Inadequate population and development integration programmes for ensuring sectoral coordination in policy and planning
- Negative effects of international migration on family, educational achievement, criminality, delinquency and social integration
- Inadequate human resources
- Inadequate alignment of local demographic-based training programmes with market demand

## Health

In the past 50 years Jamaica has undergone epidemiological and demographic transitions, resulting in a more urbanized, ageing population, and a rise in non-communicable diseases (NCDs) as leading causes of morbidity and mortality<sup>6</sup>. NCDs accounted for at least four of the five leading causes of death in males and females for the period 2010-2012<sup>7</sup>, while the results of the 2008 Jamaica

Health and Lifestyle Survey indicated that 1 in every 12 Jamaicans were diabetic, and 1 in every 4 Jamaicans were hypertensive<sup>8</sup>. Cancers were also leading causes of death for Jamaicans between 2010 and 2012<sup>9</sup>. Data from the Jamaica Cancer Registry at the University of the West Indies (UWI), indicate that the leading sites for cancer incidence for the period 2003-2007 were the prostate, bronchus and large bowel for males and the breast, cervix, uteri and large bowel for females.<sup>10</sup> NCDs are multi-causal, and are closely linked with lifestyle and other related factors such as physical inactivity, unhealthy diet, tobacco use and harmful use of alcohol.<sup>11</sup>

Jamaica faces the double burden of preventing and treating both NCDs and infectious diseases, and has had to heighten surveillance for emerging and re-emerging diseases. Jamaica was recertified as malaria-free in 2012 after an outbreak in 2006, while there was an outbreak of Chikungunya in 2014-2015. Despite these threats, measles, polio and rubella have been eliminated from Jamaica, and this is attributed to high rates of immunization coverage for vaccine-preventable diseases. There has also been positive progress in improving the health and survivability of persons living with HIV/AIDS, including access to anti-retroviral treatment; and there has been progress in reducing the prevalence rate, with Jamaica advancing to near zero mother-to-child transmission.<sup>12</sup>

The health status of the Jamaican people is affected by a wide range of factors including individual lifestyle behaviours as well as conditions in which ‘people are born, grow, live work and age’. These include the governance and policy environment, gender, socio-economic status, cultural norms as well as the health system.<sup>4</sup> The health response, therefore, has to address these determinants and use strategic approaches to achieve and maintain “good health”. This response includes the strengthening

of existing individual, family and community-centered approaches throughout the life course.

The Ministry of Health (MOH) has identified areas for strengthening the public health system and has taken action in this regard. These broad areas are: improving service delivery (quality and access); enhancing the capacity of the health work force (sufficient numbers and skills mix); establishing effective health information systems; improving access to essential medicines; financing health to ensure affordability, accessibility and sustainability; and ensuring an effective governance system for management and oversight. The MOH has continued in its efforts to protect the health system from external shocks through institutionalizing a risk management system, strengthening its international regulatory capacity, and improving disease surveillance to inform decision making and mitigate threats from new and re-emerging diseases.

Due to the dynamism and complexity of health care, stakeholder partnerships have been utilized to address the social determinants of health. Health promotion and protection have been used as vehicles to further strengthen the health system by having an empowered population that will not only be responsible for their individual health but collectively be the first line of defense against health risks. Social participation has been demonstrated to provide the impetus for people-centered care that recognizes the individual’s health needs within the context of the family and other social units. When parents/family members are involved it assures greater success in reinforcing healthy lifestyle and health-seeking behaviour and also positively impacts on compliance with a healthcare regimen. Social participation also serves to create a health system that is empathetic and responsive to citizenry needs, and increases accountability and more effective and efficient management of financial resources. The MOH is seeking

<sup>6</sup> Ferguson TS, Tulloch-Reid MK, Cunningham-Myrie CA, Davidson-Sadler T, Copeland S, Lewis-Fuller E, Wilks R. Chronic diseases in the Caribbean: Strategies to respond to the public health challenge in the region. What can we learn from Jamaica’s experience? *West Indian Medical J* 2011; 60 (4): 397.

<sup>7</sup> Demographic Statistics 2013. Statistical Institute of Jamaica. 2014.

<sup>8</sup> Wilks R, Younger N, Tulloch-Reid M, McFarlane S, Francis D for the Jamaica Health and Lifestyle Survey Research Group. Jamaica Health and Lifestyle Survey 2007-8. Technical Report. Epidemiology Research Unit. Tropical Medicine Research Institute. University of the West Indies, Mona. 2008.

<sup>9</sup> Gibson TN, Hanchard B, Waugh N, McNaughton D. Age-Specific Incidence of Cancer in Kingston and St. Andrew, Jamaica, 2003-2007. *West Indian Med J*. 2010; 59(5): 456-464.

<sup>11</sup> Global Status Report on Non-Communicable Diseases 2010. World Health Organization 2011.

<sup>12</sup> Jamaica HIV/AIDS Update prepared by: Monitoring & Evaluation Unit. Reference: Ministry of Health, National HIV/STI Programme, Jamaica. AIDS Report 2013, Kingston Jamaica, Released on November 30, 2014

UCL Institute of Health Equity. Review of social determinants and the health divide in the WHO European Region: Final Report. World Health Organization 2014.

to increase partnerships with the private sector in order to expand the resource pool in support of health service delivery.

The local trends in the demand for quality health care and the state's response are aligned with increasing global promotion of universal access to health and universal health coverage (known collectively as universal health-UH). Universal access forms part of the first strategic line of the Strategy for Universal Access to Health and Universal Health Coverage.

Jamaica was a member of a working group that developed the Strategy – which was later adopted by member countries – at the Directing Council meeting of the Pan American Health Organization (PAHO), which again included Jamaica. The four strategic lines proposed in the resolution were:

1. Strategic line 1: Expanding equitable access to comprehensive, quality, people- and community-centered health services
2. Strategic line 2: Strengthening stewardship and governance
3. Strategic line 3: Increasing and improving financing, with equity and efficiency, and advancing toward the elimination of direct payment that constitutes a barrier to access at the point of service
4. Strategic line 4: Strengthening intersectoral coordination to address social determinants of health

The resolution document outlines that for UH it is necessary that “all people and communities have access, without any kind of discrimination, to comprehensive, appropriate and timely, quality health services determined at the national level according to needs, as well as access to safe, effective, and affordable quality medicines, while ensuring that the use of such services does not expose users to financial difficulties, especially groups in conditions of vulnerability. Universal access to health and universal health coverage require determining and implementing policies and actions with a multisectoral approach to address the social determinants of health and

promote a society-wide commitment to fostering health and well-being”.

The country has implemented a number of concrete measures which are inter alia: the decentralization of the health management structure; increased access to pharmaceuticals; renewal of the primary health care infrastructure; improvement of the secondary health care infrastructure; increased equipment in the health sector; the establishment of the Jamaica Drug for the Elderly Programme (JADEP) and the National Health Fund; and the policy to remove user fees for public patients from out of pocket. The Ministry of Health has collaborated with PAHO / World Health Organization (WHO) in hosting two conferences, the first on discussing the strategy document and the second on universal access to health and universal health coverage. The main goal of the latter was to engage key stakeholders in consultation for the development of a multi-sectoral plan towards Jamaica's full achievement of universal access to health and universal health coverage. The conference was the culmination of a series of consultations which started with the nine consultative fora relating to health financing. All these elements will be incorporated in the Universal Access to Health and Universal Health Coverage Roadmap.

Other key public health policy and actions over the last decade include:

- Recertification of Jamaica as malaria-free in 2012
- Development of the National Strategy and Action Plan for the Prevention and Control of Non-Communicable Diseases in Jamaica (2013-2018)
- Strengthening of primary care facilities through infrastructural development of health centres, which includes the establishment of the four centres of excellence
- Transfer of Health Corporation Limited to the National Health Fund
- Cabinet approval of the Primary Health Care Renewal Programme
- Review of the National HIV/AIDS Policy (2005)
- Approval of the National Infant and Young Child Feeding Policy

- Producing the Draft National Integrated Strategic Plan (NISP) for Sexual Health and HIV (2014-2019), which reflects the merger of the National Family Planning Board and the National HIV programme into a Sexual and Reproductive Health Agency
- Development of the Foodbased Dietary Guidelines for Jamaica, pretested by the National Nutrition Task Force
- Approval of the National e-Health Information System Strategic Plan

A SWOT analysis of the Jamaican health sector in June 2015 recognized that despite the efforts to develop the national health system, resource and capacity limitations continue to contribute to highly impactful challenges that need to be addressed if development goals are to be achieved. These limitations include:

- Inadequate delivery of demand-driven patient-centred care
- Inadequate attention to adolescent-specific health needs
- Inadequate capacity to address the health needs of the rapidly changing demographic structure, particularly the ageing population
- An inadequate health financing framework
- An inadequate governance framework
- Gaps between policy and programme delivery
- Weak integration of primary, secondary and tertiary health care systems
- Inadequate capacity to deliver chronic care
- Poor lifecycle management for assets and equipment
- Lack of a robust information culture, and inadequate quality and coordination of data and information systems and use of evidence in practice
- Lack of a comprehensive manpower plan

The developments and challenges in the health sector warranted a re-examination of the strategic roadmap to achieving health outcomes and goals at the sectoral level and within the context of Vision 2030 Jamaica. The results of this examination are represented in the national strategies and sector strategies being utilized in MTF 2015-2018.

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions for a healthy and stable population (healthy population) will be pursued are reflected in the figure below.

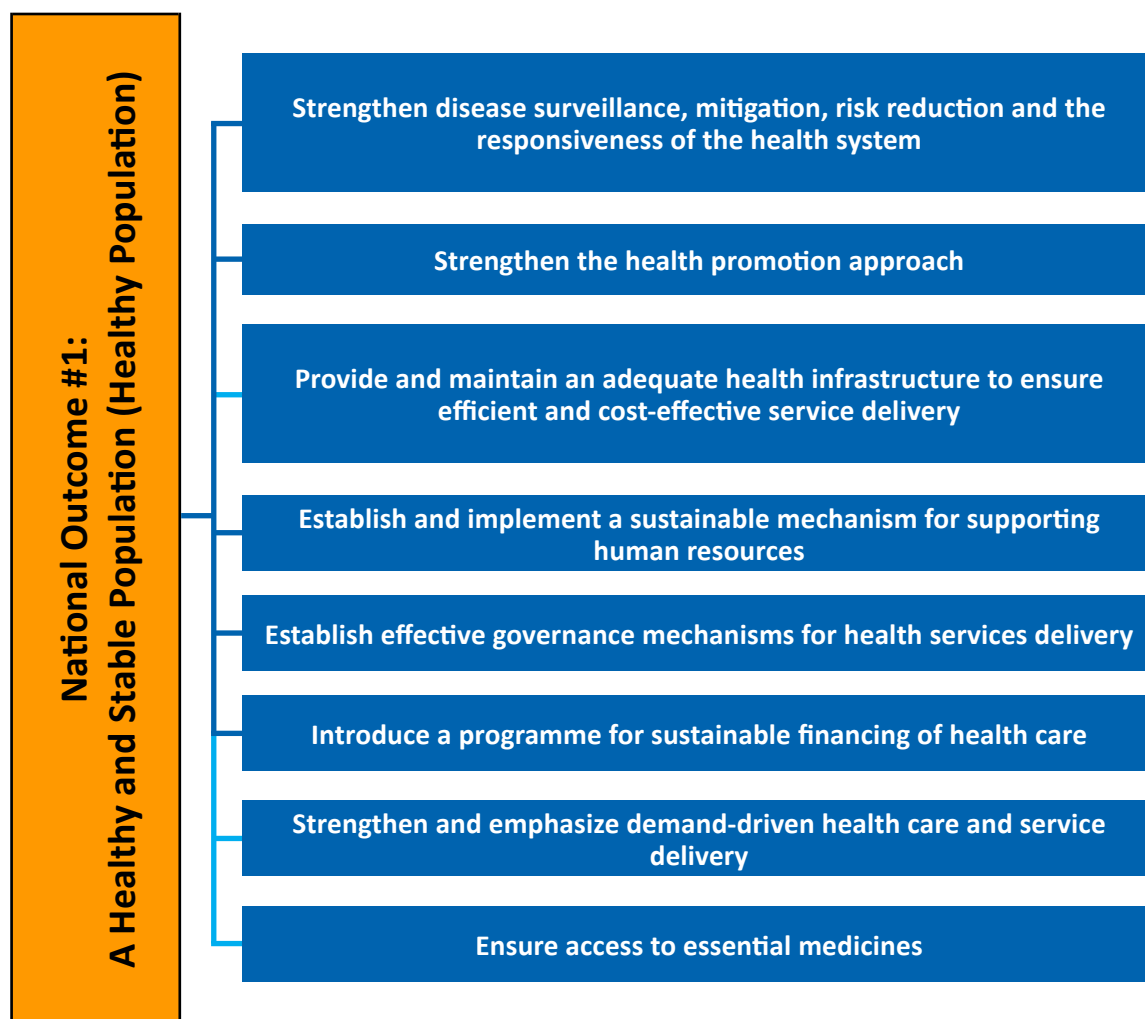


Figure 5: National Strategies – A Healthy and Stable Population (Healthy Population) – 2015-2018

## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #1 is aligned to SDG Goal 3, and is a cross-cutting theme in Goals 2 and 6:

- *End hunger, achieve food security and improved nutrition and promote sustainable agriculture*
- *Ensure healthy lives and promote well-being for all at all ages*
- *Ensure availability and sustainable management of water and sanitation for all*

Table 7: Indicators and Targets – A Healthy and Stable Population

National Outcome #1 - A Healthy and Stable Population											
Indicators	Baseline	Actual						Targets			
	2007	2009	2010	2011	2012	2013	2014	2012	2015	2018	2030
Demographic/Health Indicators											
Human Development Index (HDI)	0.710 (2008)	n/a	0.712	0.714	0.715	0.715		0.745	≥0.754	≥0.754	≥0.800
Life Expectancy (LE) at Birth – Total (years)	74.13	74.13	74.13	74.15	74.15	74.15	74.15	72.80	73.40	74.3	76.40
Life Expectancy (LE) at Birth – Male (years)	71.26	71.26	71.26	70.4	70.4	70.4	70.4	69.8	70.4	70.6	73.4
Life Expectancy (LE) at Birth – Female (years)	77.07	77.07	77.07	78.02	78.02	78.02	78.02	75.8	76.4	78.2	79.4
Population Growth Rate (%)	0.3	0.4	0.3	0.3	0.3	0.2	0.2	0.45	0.35	0.2	0
Adolescent (10-19 y.o.) fertility rate (births per 1000)	79	72	72	72	72	72	72	72	65	61	
Health Indicators											
Staff/population ratio:			2.1			1.9					
Physicians, nurses and mid-wives per 1,000 population										2.5	2.5
Maternal mortality ratio	94.8	73.5	113.1	93.3	83.9	108.7			90	88	
Child (<5 yrs) mortality rate	25.4	25.67 (2008)							24	22	
Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases (%)	(2008)	17.3	17.1	17.8		17.4			15.7	15.6	11.4

The population growth rate has been stable and assessments of the population sector suggest that appropriate development planning and implementation can facilitate the achievement of the 2030 target of a 0.0 per cent growth rate. The 2014 population growth rate of 0.2 per cent exceeded the national target for 2015. According to the most recent Population and Housing Census, the population of Jamaica was 2,697,983 in 2011, 3.46 per cent higher than the population of 2,607,632 recorded in the 2001 Census. Intercensal estimates show mid-year populations of 2,714,669 and 2,720,554 for 2013 and 2014 respectively<sup>13</sup>. An examination of population dynamics show that the population growth rate was due to a combination of continuous decline in the General Fertility Rate (GFR), reasonably stable levels of mortality and high levels of migration. While the GFR was attributed to factors such as increased knowledge and use of contraceptives and increased educational and labour market participation by women, there is still inadequate attention given to male fertility which is an emerging area of interest within the field of demography.

The life expectancy at birth increased from 72.7 to 74.15 based on data collected in the 2001 and 2011 Population and Housing Census, respectively. There are however, concerns regarding the sex disaggregated life expectancy rates as, while female life expectancy increased over the period from 77.07 to 78.02, male life expectancy decreased from 71.26 to 70.40. The HDI was 0.715 in 2013<sup>14</sup>, placing Jamaica in the second tier “High Human Development” with a rank of 96th of 187 countries. While the 2013 HDI score did not achieve the 2012 target and falls short of the 2015 target, Jamaica’s HDI score has been reasonably stable since 2009 when the implementation of Vision 2030 Jamaica commenced.

While the national outcome indicators have proven to be useful in determining progress in achieving key development goals, they have been recognized as primarily demographic and therefore have provided inadequate indication of the progress in achieving outcomes and goals for health. The Health Thematic Working Group, chaired by the Ministry of Health has identified health-specific indicators, through the support of the Pan American Health Organization/World Health Organization (PAHO/WHO), and these are included in this MTF. The Population Thematic Working Group has also identified additional indicators for measuring population development results and they also are included in Table 7 above.

<sup>13</sup> Source: Demographic Statistics 2014 - STATIN.

<sup>14</sup> This is the more recent available data.

Table 8: Priority Strategies and Actions – 2015-2018 – A Healthy and Stable Population

National Outcome #1 – A Healthy and Stable Population		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>National Strategy 1-1: Maintain a stable population</b>		
Sector Strategy: Strengthen and improve policies, plans, programmes and other relevant capacities to provide reproductive health services and commodities for all who need them		
1. Develop a comprehensive sexual and reproductive health policy and enable the revision of sexual and reproductive health-related policies and guidelines	2015/2016 - 2017/2018	NFPB, MOH
2. Formulate an adolescent sexual reproductive health policy	2015/2016 - 2017/2018	NFPB, MOH & MOE
3. Develop and implement a programme to promote the reduction of adolescent pregnancy (reintegration of pregnant teens in schools)	2015/2016 - 2017/2018	NFPB, MOH & MOE
4. Strengthen the monitoring and evaluation framework for reproductive health policies, programmes and projects	2015/2016 - 2016/2017	NFPB, MOH
5. Provide support for reproductive health research and commodities and family planning and public education programmes	2015/2016 - 2017/2018	MOF, NFPB, MOH
6. Establish at all levels, a comprehensive procurement and inventory management system for distribution and tracking of reproductive health commodities	2015/2016 - 2017/2018	NFPB, MOH
7. Establish a mechanism (a memorandum of understanding - MOU) to facilitate tracking and sharing of data with the private sector	2015/2016 - 2016/2017	NFPB, MOH
8. Incorporate population and health issues in Health and Family Life Education(H-FLE) in schools	2015/2016 - 2017/2018	MOE, MOH
Sector Strategy: Develop and strengthen systems and mechanisms for mainstreaming migration into national development planning		
9. Approve the National Policy and Plan of Action on International Migration and Development	2015/2016 - 2016/2017	PIOJ, Cabinet Office, Parliament
10. Establish and implement the International Migration and Development Monitoring Board	2015/2016 - 2016/2017	PIOJ, Cabinet Office
11. Develop and operationalize the International Migration and Development Implementation Plan	2015/2016 - 2017/2018	PIOJ
12. Train relevant MDAs in results-based management (RBM) and monitoring and evaluation (M&E) to support effective development planning and M&E in the area of migration and development	2015/2016	PIOJ
13. Develop and implement an M&E framework for international migration and development	2015/2016 - 2017/2018	PIOJ
14. Implement the Migration and Development Communication Strategy	2016/2017 - 2017/2018	PIOJ
Sector Strategy: Develop and strengthen systems and mechanisms to measure international migration flows for monitoring demographic characteristics and assessing impact on national development		
15. Develop and operationalize the National Migration Database	2015/2016 - 2017/2018	STATIN, PIOJ
16. Develop a migration profile	2016/2017	STATIN, PIOJ

<b>National Outcome #1 – A Healthy and Stable Population</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
17. Strengthen the Diaspora Mapping Project	2015/2016 - 2017/2018	IOM, MFAFT
18. Formulate a diaspora policy	2015/2016	MFAFT
<b>Sector Strategy: Improve national statistics and data systems for population development, including the Civil Registration and Vital Statistics System</b>		
19. Develop the National Statistics System (NSS)	2015/2016 - 2017/2018	STATIN
20. Implement e-registration of births	2015/2016 - 2017/2018	RGD, MOH
21. Formalize and operationalize the MOU between the Registrar General's Department (RGD) and Ministry of Health (MOH) to facilitate improved data collection and reconciliation of neo-natal, maternal and foetal deaths	2015/2016 - 2017/2018	RGD, MOH
22. Establish and operationalize a reconciliation system between RGD, Jamaica Constabulary Force (JCF) and Ministry of Justice (MOJ)	2015/2016 - 2017/2018	RGD, JCF, MOJ
23. Mobilize resources for a birth validation study	2015/2016 - 2016/2017	STATIN, PIOJ
24. Amend the Registration (Births and Deaths) Act and the Marriage Act	2015/2016 - 2016/2017	RGD
25. Complete the strategic review of the Registrar General's Office	2015/2016 - 2016/2017	RGD, NIDS
26. Digitize vital records prior to 1992 to facilitate linking events and implementation of National Identification System (NIDS)	2015/2016 - 2016/2017	RGD, OPM
27. Build the capacity of Jamaica Constabulary Force (JCF) officers to improve collection of civil and vital data	2015/2016 - 2017/2018	JCF
28. Commence the assignment of National Identification Numbers (NINs) to the population: <ul style="list-style-type: none"> <li>Assign NINs to newborns</li> <li>Commence phased registration of students under 6 years (2017/2018)</li> </ul>	2015/2016 - 2017/2018	NIDS, MOH, RGD
29. Launch and implement a targeted communication and behaviour change programme to support implementation of the NIDS and to promote citizen participation	2016/2017 - 2017/2018	NIDS
30. Establish the National Registration Commission (NRC) and the National Registration Agency (NRA) to govern and manage the NIDS and NIN	2017/2018	NIDS, OPM
<b>Sector Strategy: Strengthen policies, plans and programmes for integrating population into development planning</b>		
31. Calculate/finalize population projections up to 2050	2015/2016 - 2017/2018	PIOJ, STATIN
32. Complete the population situational analysis	2015/2016	PIOJ
33. Revise the National Population Policy	2016/2017	PIOJ

<b>National Outcome #1 – A Healthy and Stable Population</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
34. Identify and select indicators to monitor sustainable development goals	2015/2016	PIOJ, MFAFT, MDAs  Inter-ministerial Working Group on the Post-2015 Development Agenda
35. Conduct a women's health survey	2015/2016 - 2016/2017	STATIN, BWA
Sector Strategy: Strengthen and develop policies and programmes that support development and livelihoods of the elderly		
36. Revise the National Policy for Senior Citizens and operationalize revised policy	2015/2016 - 2016/2017	NCSC
37. Collaborate with academic institutions to introduce courses in Geriatrics and Gerontology in their curriculum	2015/2016 - 2017/2018	NCSC
National Strategy 1-2: Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system		
Sector Strategy: Enhance early screening/detection programmes		
38. Establish and maintain implementation of the national non-communicable diseases (NCD) registry on priority conditions such as cancer, cardiovascular disease, diabetes, chronic kidney disease and asthma	2015/2016 - 2017/2018	MOH, NHF
Sector Strategy: Design and conduct health research to provide evidence to guide policy and practice		
39. Develop a national health research policy	2015/2016 - 2017/2018	MOH, NHF, PIOJ, STATIN, Essential National Health Research Committee
40. Develop a 10-year national survey plan for health	2016/2017 - 2017/2018	MOH, NHF, PIOJ, STATIN, Essential National Health Research Committee
41. Develop a national health research agenda	2015/2016 - 2016/2017	MOH, NHF, PIOJ, STATIN, Essential National Health Research Committee
42. Prioritize research areas and partner with key stakeholders in research design and implementation	2015/2016 - 2017/2018	MOH
43. Integrate, standardize, and harmonize health research indicators in national surveys such as the Jamaica Survey of Living Conditions (JSLC)	2015/2016 - 2017/2018	PIOJ, STATIN, MOH
Sector Strategy: Strengthen the National Health Information System		
44. Develop a National Health Information System (NHIS) policy	2015/2016 - 2016/2017	MOH, PIOJ, STATIN, RGD
45. Implement the NHIS Strategy and Action Plan	2015/2016 - 2017/2018	MOH, PIOJ, STATIN, RGD

<b>National Outcome #1 – A Healthy and Stable Population</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
46. Establish a policy and legislation for personal health information protection	2015/2016 - 2016/2017	MOH
47. Develop strategic and action plan for implementation of Personal Health Information Protection policy and legislation	2016/2017 - 2017/2018	MOH
48. Establish mechanisms (e.g. MOUs) to allow the sharing of information across sectors and agencies	2015/2016 - 2017/2018	MOH, NHF
49. Implement the tracking of patient utilization (of health services) through the GOJ Health Card platform	2015/2016 - 2017/2018	MOH, NHF
50. Develop national mechanisms for assessment of the capacity for analysis, synthesis and validation of health data	2015/2016 - 2017/2018	MOH, STATIN
51. Establish three cancer and diseases registries	2015/2016 - 2017/2018	MOH
<b>National Strategy 1-3: Strengthen the health promotion approach</b>		
Sector Strategy: Develop and establish effective stakeholder engagement and customer service mechanisms in support of healthy schools, workplaces and communities		
52. Revise and operationalize a complaints mechanism to meet ISO standards (documentation)	2015/2016 - 2017/2018	MOH
53. Develop and operationalize a National Customer Service Policy	2015/2016 - 2017/2018	MOH
<b>National Strategy 1-5: Provide and maintain an adequate health infrastructure to ensure efficient and cost-effective service delivery</b>		
Sector Strategy: Develop standards for physical infrastructure and equipment		
54. Develop standards for building health facilities in accordance with the national building code	2015/2016	MOH
55. Develop standardized equipment lists to type and specification (bio-medical)	2015/2016	MOH
Sector Strategy: Increase physical infrastructure		
56. Complete the feasibility assessment and plan to establish a new children's hospital in Western Jamaica	2015/2016	MOH
57. Commence implementation of the plan to establish a new children's hospital	2016/2017 - 2017/2018	MOH
58. Commence implementation of the MOU for upgrading the University Hospital of the West Indies	2016/2017 - 2017/2018	MOH, UWI
<b>National Strategy 1-6: Establish and implement a sustainable mechanism for supporting human resources</b>		
Sector Strategy: Develop policy and institutional framework for human resource planning and management		
59. Revisit the Manpower Needs Assessment in light of primary health care renewal, cancer care, non-communicable diseases, centres of excellence and prepare a Manpower Plan	2015/2016 - 2017/2018	MOH, RHAs and Agencies

<b>National Outcome #1 – A Healthy and Stable Population</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
60. Develop and operationalize a Migration Policy for Health Personnel (staff retention)	2016/2017 - 2017/2018	MOH, RHAs and Agencies
61. Enhance the HR Management Information System <ul style="list-style-type: none"> <li>Implement HRMIS training and use</li> </ul>	2017/2018	MOH, RHAs and Agencies
62. Develop and operationalize a Staff Welfare Policy	2016/2017 - 2017/2018	MOH, RHAs and Agencies
63. Establish a human resource observatory for health	2016/2017	MOH, RHAs and Agencies
64. Strengthen the mechanisms to recruit staff through use of recruitment standards	2015/2016 - 2017/2018	MOH
National Strategy 1-7: Establish effective governance mechanisms for health services delivery		
Sector Strategy: Strengthen the leadership in the health system with regard to governance matters		
65. Review and consolidate existing governance arrangements (Head of Agency meetings, inter alia)	2015/2016 - 2017/2018	MOH
66. Establish and operationalize a risk management framework for the MOH and its departments and agencies	2015/2016 - 2017/2018	MOH
Sector Strategy: Strengthen integration and coherence in the health care delivery system		
67. Develop and operationalize a 10-year strategic plan and a 3-year operational plan for health	2016/2017 - 2017/2018	MOH, IDB
68. Develop and pilot a model for integrated people-centered health service delivery, commencing in the Southern Region	2015/2016 - 2016/2017	MOH, SRHA
69. Develop and operationalize the Universal Access to Health and Universal Health Coverage Roadmap	2015/2016 - 2017/2018	MOH, NHF
Sector Strategy: Develop quality assurance mechanisms for both public and private providers of health services		
70. Develop and operationalize a National Quality Assurance Framework for Health	2016/2017 - 2017/2018	MOH
71. Promote a "Health in All Policies" approach within the national development programme	2015/2016 - 2017/2018	MOH
Sector Strategy: Strengthen the partnership framework with private health providers, civil society and NGOs		
72. Develop a regulatory framework for engagement and partnerships between stakeholders in health	2015/2016 - 2017/2018	MOH
73. Establish a coordinated reporting system for private care providers	2015/2016 - 2017/2018	MOH
National Strategy 1-8: Introduce a programme for sustainable financing of health care		
Sector Strategy: Develop and strengthen mechanisms for sustainable health financing		

<b>National Outcome #1 – A Healthy and Stable Population</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
74. Develop a comprehensive regulatory and health investment framework	2015/2016 - 2017/2018	MOH
75. Integrate health care programmes offered by the Jamaican Diaspora into the National Health System	2015/2016 - 2017/2018	MOH
76. Streamline financing flows for maximum protection of clients	2015/2016 - 2017/2018	MOH
77. Begin transition of the National Health Fund (NHF) into the National Health Insurance Programme (NHIP) to facilitate universal health coverage (UHC)	2015/2016 - 2017/2018	MOH
Sector Strategy: Improve asset management		
78. Develop an asset management database (bio-medical)	2015/2016 - 2016/2017	MOH
National Strategy 1-11: Strengthen and emphasize demand-driven health care and service delivery		
Sector Strategy: Broaden primary health care services to improve accessibility, targeting and convenience		
79. Continue the implementation of primary health care renewal: <ul style="list-style-type: none"> <li>Finalize implementation of activities to fully operationalize the first four centres of excellence</li> <li>Continue the process for the re-establishment of the District Health Management Team</li> <li>Conduct at least one clinical audit per parish for primary health care facilities each year</li> </ul>	2015/2016 - 2017/2018	MOH
80. Commence the pilot of the diabetic retinopathy screening programme in primary care in the Southern and Southeast regions	2015/2016 - 2017/2018	MOH, International NGOs – HelpAge International, CCB (Caribbean Council for the Blind), Cuba Eye-Care Programme
Sector Strategy: Strengthen and rationalize the primary and secondary health care systems		
81. Review the proposal on “Redesigning the Health System in Jamaica” regarding secondary care: <ul style="list-style-type: none"> <li>Align with current epidemiological and demographic changes</li> </ul>	2015/2016	MOH
82. Develop a programme of action for secondary care renewal	2016/2017 - 2017/2018	MOH
83. Update the plan for strengthening accident and emergency services	2015/2016 - 2017/2018	MOH
84. Continue the programme to strengthen accident and emergency services in the main secondary and tertiary care hospitals	2015/2016 - 2017/2018	MOH
85. Conduct at least one clinical audit per secondary care facility each year	2015/2016 - 2017/2018	MOH
86. Develop the National Strategic Plan for Eye Care	2015/2016	MOH

<b>National Outcome #1 – A Healthy and Stable Population</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
87. Assess national eye care services using the WHO Eye Care Service Assessment Tool (ECSAT)	2015/2016	MOH
Sector Strategy: Build adequate support services and mechanisms to ensure seamless transition throughout the care pathway – from primary to tertiary		
88. Finalize and implement the Patient Referral Policy and Procedural Manual	2015/2016 - 2017/2018	MOH
89. Implement the referral system related to centres of excellence	2015/2016 - 2017/2018	MOH
Sector Strategy: Improve access to health facilities and services by the vulnerable		
90. Sensitize health personnel to the needs of disabled and aged clientele <ul style="list-style-type: none"> <li>• Develop and implement a training programme for staff in sign language (level one)</li> <li>• Improve access to health facilities for the physically challenged</li> </ul>	2015/2016 - 2017/2018	MOH
91. Improve access to health facilities for the physically challenged – retrofit buildings etc.	2015/2016 - 2017/2018	MOH
Sector Strategy: Strengthen the systems for the diagnosis, treatment and care of non-communicable diseases		
92. Re-establish and make operational the Nuclear Medicine Unit at UHWI for cancer treatment, in partnership with the International Atomic Energy Agency	2015/2016 - 2017/2018	MOH
93. Establish two Linear Accelerator Radiation Treatment Centres	2015/2016 - 2017/2018	MOH, NHF, Chase Fund
National Strategy 1-12: Ensure access to essential medicines		
Sector Strategy: Improve access to and quality of pharmacy services		
94. Complete the transfer of pharmacy services to the National Health Fund (NHF)	2015/2016 - 2017/2018	MOH
95. Continue implementation of the GOJ Health Card	2015/2016 - 2017/2018	MOH
96. Obtain Quality Management System certification for the public warehouse to improve warehouse management	2015/2016 - 2017/2018	NHF

# NATIONAL OUTCOME #1

## A HEALTHY AND STABLE POPULATION –

### CHILDREN AND YOUTH



#### Introduction

It is widely argued that children are the future of a nation and that one can readily identify prospects for national growth and development in the performance of children and youth in the education system and labour market as employees and entrepreneurs. Over the last half century, there have been monumental shifts in global attitudes towards the rights of children and youth and the responsibilities that the family and state should bear in ensuring that youth are adequately equipped to access sustainable and meaningful employment and contribute to national development. While there have been changes in family and community relationships, culminating in more isolated and smaller family units, there have been corresponding changes in the establishment of policies and legislation to promote the care and protection of children and youth by the community and society as

a whole. There have also been shifts in the economic and cultural capital allocated to individuals based on gender with the rhetoric on gender relations and capital in Jamaica reflecting increased concerns for males who have been labelled by some members of academia and the policy directorate as “marginalized”. Males are under-represented in the student population of Jamaica’s leading tertiary educational institutions and generally perform lower than females<sup>15</sup> with exceptions being primarily in technical and science-oriented areas. A 2013 International Labour Organization (ILO) Study showed that Jamaica had 59.3 per cent female managers – the highest proportion of female managers in 108 countries studied<sup>16</sup>.

Jamaica ratified the International Convention on the Rights of the Child in May 1991, demonstrating its commitment to the protection and care of children in accordance with

<sup>15</sup> Watson-Williams et al, 2011. Masculinity and Educational Performance: Engaging Our Boys in the Classroom. EduExchange e-Discussion Summary. USAID and Jamaica Partners for Educational Progress.

<sup>16</sup> International Labour Organization, 2015. Women in Business and Management: Gaining Momentum. [http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_333678/lang--en/index.htm](http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_333678/lang--en/index.htm). Accessed September 11, 2015

international standards regarding child rights and societal responsibilities. Nationally, these rights are protected in law, largely through the Child Care and Protection Act (2004) and supporting legislation and there are policies, plans and programmes that promote the inclusion of children at the centre of development planning and implementation. Institutional arrangements and structures have also been established to manage the state's relationship with children, particularly the vulnerable, who require direct care and protection from the state. These have been accompanied by more structured approaches to monitoring and reporting physical and sexual abuse and other threats to the welfare of children and youth, including human trafficking and child labour.

A key action in improving the care and protection of children was the removal of juvenile female offenders from shared facilities with adult female offenders. Female juvenile offenders have been, since 2012, accommodated separately from adult females at the renovated South Camp Road Rehabilitation Centre. Plans are in place to create an improved and more child-friendly facility that will further support the rehabilitation of the girls and facilitate successful re-integration in society with recognizable development outcomes.

Formal programmes for giving children “a voice” in local, regional and international fora and dialogues on growth and development, inclusion and their increased social participation have been established, including the Child Ambassador Programme managed by the Office of the Children's Registry (OCR). Across sectors, there is greater demonstrated recognition of the critical role of adequate childhood preparation for economic and social participation that benefits the individual and society. Within the education system, there is increased focus on equipping children with life skills for effective social participation in education and other social institutions. There is increasing emphasis on effective early childhood development as the foundation for developing socially adaptive and productive citizens. Responses to the differences in learning styles and abilities are being reflected in assessments linked to customizing educational service delivery to the learning needs of all students, including the gifted and those with special learning needs. There has also been increased policy-driven focus on managing the nutritional status of children and ensuring the responsiveness of social safety net and protection programmes to the differentiated

needs of different groups of children and youth.

Also, there has been increased focus on addressing youth-specific development needs and within the context of their transitions from birth to when they enter adulthood. Greater inclusion of the life-cycle approach to the development of children and youth possibly reflects the general thrust towards inclusive development. It also reflects the changing needs of the population as Jamaica moves through the intermediate stage of the demographic transition towards a proportionately large elderly population and decreasing child population. The first Youth Policy was developed in 1994 to comprehensively speak to the needs of the youth, and was revised in 2004. The 2015 Green Paper on the National Youth Policy 2015-2030 is intended to not only speak to changes in youth development needs over the past 10-20 years but also to present a strategic roadmap for establishing youth as a key catalyst for sustainable and inclusive development. The development of the policy was informed by the “World Programme of Action for Youth Development, CARICOM Youth Development Action Plan and the Commonwealth Plan of Action for Youth Empowerment”<sup>17</sup>. The policy is centred on promoting and facilitating the realization of seven goals that encompass youth empowerment and development where youth are recognized as a demographic dividend that have the potential to make transformative contributions to nation building and growth. These goals include focus on: (1) the creation of safe, nurturing and healthy environments in which youth can realize their potentials; (2) equitable access to opportunities for knowledge and skills building and application; and (3) how youths can be productive contributors to nation building and growth within creative and innovative entrepreneurial and other income-earning activities and effective social participation. The strategic framework of the policy advocates youth mainstreaming as a central premise for the realization of both national and youth development goals. Partnership building within the sector is a key component of the realization of effective mainstreaming which includes harmonization and collaboration. The Vision for Youth as presented in the policy is as follows:

“All young people in Jamaica to achieve holistic development and optimal potential, empowered to innovate and compete globally, being respectful of diversity and the rights of self and others while contributing to the National Development and Growth.”

However, despite the progress made, there are critical factors that threaten the development and survivability of Jamaican children and youth. While state responses have been bolstered to address challenges of physical and sexual abuse through improved reporting and investigative mechanisms, there are deep-rooted socio-cultural factors which support abuse and inappropriate relationships between children and adults as functional responses to harsh realities. The Youth Policy identified some key factors affecting youth, and these findings were supported in the consultations to identify youth development priorities for inclusion in MTF 2015-2018. Key issues identified were: high unemployment, inadequate education outcomes despite increased enrolment in education and training programmes past the secondary level; poverty; crime and violence; health; lack of access to essential services and inadequate social protection; and inadequate access to necessary health care and services.<sup>18</sup> Youth unemployment was 34.2 per cent in 2014<sup>19</sup> and for poor youth, this is compounded by issues of stigmatization based on area of residence and lower access to both social and economic capital.

The Child Care and Protection Act (2004) defines a child as an individual under 18 years old. The Youth Policy 2015-2030 utilizes the UN's age range for youth, which spans from 15 to 24 years. Based on local realities, the policy also addresses the capacity building and income earning issues that affect individuals from 25 to 29 years old. The overlap between the age range for children and youth, 15-17 years, also reveals inconsistencies between the legal rights of youth and children. In the consultations with children to inform this document, the children mentioned the inconsistencies between the age of consent being 16 years old while they did not have the right to engage in other forms of self-determined decision making without parental consent until 18 years old. This issue was closely connected to a general sentiment that societal systems are not generally structured to support the effective transition of children into adulthood, and this was particularly the case for poorer children and for those not attending the 'top performing' schools that include focus on career guidance and planning for individual lives.

Achievements in the areas of child and youth development over the period covered by the previous MTF (2012-2015) included:

- Reviews to inform revisions of relevant child development policies and the strengthening and establishment of institutional arrangements to better monitor the effectiveness of and to inform policies and programmes in support of child development.
- Children in remand were removed from adult correctional facilities and there were improvements to places of safety for children to better serve their psychosocial development needs and survivability.
- The Child Database was updated.
- The number of children that went missing was reduced by 10 per cent and 9 out of 10 who went missing were returned through a strengthened Ananda Alert System and partnerships.
- Eighty-four per cent of privately operated children's homes were issued with licences and the remaining are being processed pending the receipt of all required documentation.
- Cabinet approved the removal of the label "uncontrollable behaviour" from children with serious behavioural challenges.
- The revision of the National Youth Policy advanced.
- Youth were provided with various community-based and other options for life and productive skills training as well as support for entrepreneurial activities.

MTF 2015-2018 intends to build on these gains, including the introduction of new measures to better support child and youth development. Children and youth are cross-cutting issues and are therefore included among the priority strategies and actions across the 15 national outcomes for Vision 2030 Jamaica, in addition to the specific strategies and actions in this section of National Outcome #1.

<sup>17</sup> Draft Green Paper – National Youth Policy 2015-2030, pp. 1-2

<sup>18</sup> Draft Green Paper – National Youth Policy 2015-2030, pg. 11

<sup>19</sup> ESSJ 2014, PIOJ 2015

**Table 9: Priority Strategies and Actions – 2015-2018 – A Healthy and Stable Population (Children and Youth)**

National Outcome #1 – A Healthy and Stable Population		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>National Strategy 1-1: Maintain a stable population (Children)</b>		
<b>Sector Strategy: Develop and strengthen policies, legislation, plans, systems and spaces for the holistic development, care and protection of children</b>		
1. Review relevant laws and other legislation that impact children and their rights	2015/2016 - 2017/2018	OCA
2. Revise the National Children Policy	2015/2016 - 2017/2018	MYC
3. Amend the Child Care and Protection Act	2015/2016 - 2017/2018	MYC
4. Amend the Children (Adoption of) Act	2015/2016 - 2017/2018	MYC
5. Establish Child Protection Committees (CPCs) and Children's Councils	2015/2016	MYC
6. Develop the National Plan of Action Against Violence Towards Children	2015/2016 - 2017/2018	MYC, CDA
7. Establish and fully operationalize the Child Care Management System	2015/2016 - 2017/2018	CDA, MYC
8. Establish one model Place of Safety	2016/2017	Maxfield Park Management Board, MYC
9. Create and operationalize four child spaces in police stations	2015/2016	MYC
10. Implement social and infrastructure projects based on partnerships between the Child Development Agency (CDA), Office of the Children's Registry (OCR), UNICEF and selected NGOs to address child development needs	2015/2016 - 2016/2017	JSIF (Basic Needs Trust Fund)
11. Increase the number of children in the care of the CDA living in families through reintegration and foster care	2015/2016 - 2017/2018	CDA, MYC
12. Establish and implement a Vision 2030 Jamaica Child Ambassador Programme through partnership with the Ministry of Youth and Culture and its agencies. The programme will include: <ul style="list-style-type: none"> <li>Engaging CDA and OCR Child Ambassadors</li> <li>Training children to promote buy-in to the National Development Plan in their communities</li> <li>Training children to promote the Vision 2030 Jamaica core and transformational values</li> </ul>	2015/2016 - 2017/2018	Vision 2030 Jamaica National Secretariat, MYC, CDA, OCR, other relevant agencies
<b>Sector Strategy: Strengthen and enhance systems for the protection and development of children in conflict with the law</b>		

National Outcome #1 – A Healthy and Stable Population		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
13. Continue consultations to complete the expansion of the Child Diversion Programme	2015/2016	OCA, MOJ, CISOCA
14. Continue research and intervention in juvenile correctional facilities	2015/2016 - 2017/2018	OCA, DCS
<b>Sector Strategy: Strengthen and improve health services and care provided to children and adolescents</b>		
15. Continue training of key medical and support staff on how to treat with children when they come to government health care facilities based on the Child Justice Guidelines Manual	2015/2016 - 2017/2018	OCA, MYC
16. Revise existing standards and related criteria for adolescent health <ul style="list-style-type: none"> <li>Pilot test standards and criteria in health facilities</li> <li>Commence implementation of standards in health facilities by March 2016</li> </ul>	2015/2016 - 2017/2018	MOH and agencies, UHWI
17. Conduct research on pre- and post-natal health care provided to young mothers at the Victoria Jubilee Hospital	2017/2018	OCA, MYC
<b>Sector Strategy: Develop and strengthen state systems and responses to the abuse of children, including the vulnerable and persons with disabilities (PWDs)</b>		
18. Implement a public education campaign through print, television and social media to promote reduction of child abuse incidents	2015/2016	OCA, MYC
19. Create new collateral material for distribution in schools about abuse and how children can protect themselves	2017/2018	OCA, MYC
20. Decrease the timeline of response to new and emergency cases which come to the OCA	2015/2016 - 2016/2017	OCA, MYC
21. Improve the capacity of government agencies to respond to issues of child and teen abuse through the provision of financial and educational resources	2015/2016 - 2017/2018	JSIF (Basic Needs Trust Fund)
22. Launch a pilot study on susceptibility to abuse of children with disabilities	2017/2018	OCA, MYC
<b>Sector Strategy: Strengthen and improve community-based educational provisions for children</b>		
23. Expand and rehabilitate rural and urban primary and early childhood institutions with the provision of classrooms, sanitation facilities, fencing and equipment	2015/2016 - 2017/2018	JSIF (Basic Needs Trust Fund, Poverty Reduction Programme, Integrated Community Development Project), MOE
24. Improve the educational performance of students with learning challenges and disabilities by bolstering the capacity of the MOE through: <ul style="list-style-type: none"> <li>Literacy and numeracy initiatives where select institutions will receive equipment and capacity training for teachers</li> <li>Special Education Needs Coordinators training where educators will be trained to assess PWDs and coordinate efforts to facilitate them being mainstreamed into the educational system</li> <li>Support for Alternative Secondary Transitional Education Programme (A-STEP) centres with materials and teaching aids</li> </ul>	2015/2016 - 2017/2018	JSIF (Basic Needs Trust Fund, Integrated Community Development Project), MOE

National Outcome #1 – A Healthy and Stable Population		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>National Strategy 1-1: Maintain a stable population (Youth)</b>		
<b>Sector Strategy: Strengthen the policy and planning framework for youth development</b>		
Complete the revision of and operationalize the National Youth Policy	2015/2016 - 2017/2018	MYC
Complete the Strategic Plan of Action for the National Youth Policy and implement actions	2015/2016 - 2017/2018	MYC
Strengthen the Inter-ministerial Committee for Youth	2015/2016 - 2017/2018	MYC
<b>Sector Strategy: Strengthen and provide greater educational and training opportunities for young people</b>		
25. Coordinate the mobilization of resources and harmonization of agency operations to address gaps in education and training programmes offered to youth in vulnerable communities, particularly in relation to the alignment of training with labour market demand	2015/2016 – 2017/2018	CRP, DBJ, IDPs, Diaspora Groups, NYS, SDC
26. Provide skills training to persons with disabilities (PWDs) through partnership between the Combined Disabilities Association and the Heart Trust/ NTA	2015/2016 - 2017/2018	JSIF (Integrated Community Development Project), Combined Disabilities Association, HEART Trust/NTA
27. Continue implementation of the National Unattached Youth Programme (including disabled) – targeting 21 communities; implementing 81 community training interventions; and training inmates in 2 prisons – Tower Street and Fort Augustus – to be expanded to all prisons by December 2015	2015/2016 - 2017/2018	HEART Trust/NTA, DCS
28. Continue implementation of the Pre-Tech Programme, a mixed method approach that provides training opportunities for persons with literacy and numeracy challenges	2015/2016 - 2017/2018	HEART Trust/NTA
29. Continue on-the-job training managed through the SLTOP apprenticeship and workforce development programmes – targeting trainees for new entrepreneurial activities: providing a J\$75,000 grant per training	2015/2016 - 2017/2018	HEART Trust/NTA
<b>Sector Strategy: Provide appropriate and gender-sensitive health services to all youth</b>		
30. Rehabilitate clinics and health centres in communities in selected parishes	2015/2016 - 2017/2018	JSIF (Poverty Reduction Programme IV); MOH
31. Retrofit clinics and health centres to accommodate youth with disabilities	2015/2016 - 2017/2018	MOH, Abilities Foundation, Jamaica Council for Person with Disabilities, National Health Fund

National Outcome #1 – A Healthy and Stable Population		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
32. Promote greater collaboration amongst existing entities and programmes that focus on improving sexual/reproductive and other health practices amongst youth to prevent teenage pregnancies, STDs and STIs, substance and drug abuse, and mental health problems	2015/2016 - 2017/2018	MYC, MOH, NFBP, SDC, FAMPLAN, Diabetes Association of Jamaica, NHF, Abilities Foundation, Jamaica Council for Person with Disabilities
33. Advocate, through collaboration and oversight, the integration of gender-sensitive health programmes	2015/2016 - 2017/2018	MYC, MOH, NFBP, NHF
34. Sensitize youth in educational institutions and communities about mental health issues and disabilities to eliminate stigmatization and discrimination	2015/2016 - 2017/2018	MYC
35. Engage partners to strengthen, develop and implement programmes for nutrition, mental health, disabilities, sexual and reproductive health, and environmental health	2015/2016 - 2017/2018	MYC, MOH, SDC, FAMPLAN, Diabetes Association of Ja., NHF, ODPEM, NSWMA
36. Promote the engagement of youth representatives by major health service providers to improve the use of youth-sensitive approaches in addressing the needs of youth clients	2015/2016 - 2017/2018	MYC, MOH
<b>Sector Strategy: Provide employment and entrepreneurship opportunities to youth</b>		
37. Provide vocational training for skilled and unskilled poor youths to boost employability	2015/2016 - 2017/2018	JSIF (Poverty Reduction Programme III & IV, Integrated Community Development Project), HEART Trust/NTA, NYS
38. Facilitate internships and provision of basic business services to local micro and small enterprises for poverty reduction among youths	2015/2016 - 2017/2018	JSIF (Poverty Reduction Programme III & IV, Integrated Community Development Project), HEART Trust/NTA
39. Establish an institutional Corporate Strategy Framework to align training programmes to available jobs in the private sector	2015/2016 - 2017/2018	MYC, MLSS, PIOJ, JEF, JAMPRO, HEART Trust/NTA, CMI, PSQJ, NYS
40. Promote a focus on youth in initiatives for increasing employability and access to employment opportunities including: education and training; apprenticeship, internship and mentorship; and entrepreneurship	2015/2016 - 2017/2018	MYC, HEART Trust/NTA, SDC, MIIC, JBDC, PSQJ, CRP
<b>Sector Strategy: Promote active youth participation and contribution to nation building</b>		
41. Promote youth mainstreaming at the community and national levels	2015/2016 - 2017/2018	MYC, SDC, NYS
42. Encourage youth participation and representation in community governance structures, including CBOs, CDCs and DACs	2015/2016 - 2017/2018	MYC, SDC

National Outcome #1 – A Healthy and Stable Population		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
43. Empower youth through training and mentorship activities to hold leadership positions at the community and institutional/committee level	2015/2016 - 2017/2018	MYC, SDC
44. Develop and operationalize a Vision 2030 Jamaica Youth Ambassador Programme, to include: <ul style="list-style-type: none"> <li>Engaging the JCDC Festival Queen as the Vision 2030 Jamaica National Youth Ambassador</li> <li>Training youth leaders to promote buy-in to the National Development Plan in their communities</li> </ul>	2015/2016 - 2017/2018	Vision 2030 Jamaica National Secretariat, MYC, JCDC, Youth Leaders
<b>Sector Strategy: Strengthen capacity and partnership in the youth sector</b>		
45. Strengthen capacity in the Ministry of Youth and Culture to support the monitoring and evaluation of national youth-centred policy and programme implementation	2016/2017 - 2017/2018	MYC, PMEY, MOFP

## NATIONAL OUTCOME #2

# WORLD-CLASS EDUCATION AND TRAINING



### Introduction

Education is an important agent of socialization and a central component of human capital building. Throughout history, the approaches to and focus of education and training have been highly responsive to changing social, demographic, technological and economic realities, including crises. Within the Jamaican context, educational participation and certification have served as tools of social and economic mobility for significant portions of the population. The significance of education to achieving both local and global inclusive development goals is evident in its emphasis within the 2030 Agenda for Sustainable Development, otherwise referred to as the Sustainable Development Goals (SDGs). Goal 4 of the 17 SDGs states:

“Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”

“*Emancipate yourselves from  
mental slavery, none but  
ourselves can  
free our minds...*”

*(Bob Marley, Redemption Song)*

Within the SDGs framework, education and training are cornerstones of human capital development, and the specific focus areas are highly aligned with current trends within Jamaica’s education system and society. Hence, there is shared focus on lifelong learning and providing education and training that allows for individuals and societies to capitalize on opportunities for productivity and income earning. There is also shared recognition of the importance of involving and creating cohesive communities and families for achieving educational and training goals, and mutual recognition of the importance of safety within schools and facilitating effective participation of the vulnerable.

Over the past five years, there have been significant paradigm shifts in education and training as part of the global recovery post the economic crisis of 2008/2009. Even greater focus has been given to the alignment of education and training with inclusive development needs. The focus on matching skills and competencies acquired within the formal education system with meeting the requirements to achieve sustainable social and economic development has included greater alignment and integration of the different stages and forms of acquiring knowledge and skills. An important development within this context is the increased dialogue and promotion of teachers as facilitators rather than instructors to encourage greater levels of active learning on the part of students. This trend is part of efforts to equip students with skills to engage knowledge and information as part of a toolkit for innovation, creativity and discovery in developing new ideas, technologies and industries to strategically position Jamaica in the global value chain, and identify and achieve its comparative advantage.

These efforts are evident in:

- Greater focus on ensuring a seamless transition from early childhood to primary education with integration of the curricula of early childhood education with at least the first three grades of primary education
- Revisions of the system of assessment within the context of a student-centred approach to learning – aligning education and training delivery modalities to identified student learning needs. This alignment includes:
  - the introduction of an Age Four Assessment, which will be used to guide appropriate interventions and educational delivery at age five in preparing students for Grade One
  - the introduction of a Grade Two diagnostic to further guide intervention based on the determined need of students
  - the revision of the Grade Six Achievement Test to assess the skills and competencies of students exiting the primary level to better equip schools to prepare students with the critical thinking and application skills required at the secondary level of education
- The planned introduction of the National Standard Curriculum (NSC) at Grades 1-9, which will align curricula across grade levels to Grade Nine
- Offering inclusive education and training at the secondary level to address the needs of all learners, which includes initiatives to increase the proportion of students gaining passes at grades I-III in the Caribbean Secondary Education Certification (CSEC) examinations and providing alternate routes to achieve skills and certification, through such programmes as the Career Advancement Programme (CAP)
- Improving the institutional and governance arrangements of the tertiary education sector for better service delivery, including alignment of programme offerings with market demand, ensuring that institutions meet accreditation standards, and providing clients of the system (students) with accreditation information
- Greater levels of integration of education and training as part of a knowledge and skill toolkit through Technical Vocational Education and Training (TVET) integration in schools
- The focus on ensuring Science, Technology, Engineering and Mathematics (STEM) integration in schools and emerging dialogues on transitioning to a focus on Science, Technology, Engineering, Arts and Mathematics (STEAM) subjects to effectively capitalize on the contributions of Arts, including culture and creativity, in promoting a knowledge-based society
- Integration of ICT, improving teacher quality, increased access to quality TVET and tertiary education

Within the Jamaican setting, the different stages of the education system have been largely recognized to function as semi-autonomous, yet interdependent sectors. The Ministry of Education (MOE) is responsible for the education system and directs and governs the operations of all sub-sectors, particularly publicly-funded institutions within each sub-sector. The MOE also governs the sub-sector level governance structures and establishes policy and programme imperatives for the education system as a whole. The MOE's role is evident in the governance

and institutional arrangements that are specific to each sector. Governance of the primary and secondary levels of education has generally been recognized to be the direct responsibility of the MOE. However, separate and discrete governance arrangements have been established for the early childhood development sector and the post-secondary and tertiary education and training sectors.

The Early Childhood Commission (ECC) was established by an Act of Parliament in 2003 to improve the governance and operations of the early childhood development sector. The



functions of the ECC are governed by the Early Childhood Act of 2004, and the Early Childhood Regulations of 2005. The operations of the ECC are subject also to legislation relevant to the development, care and protection of children, including the Child Care and Protection Act 2004 and the Adoption of Children Act 1958, which is currently under review for amendment.

The structures and institutional arrangements for the governance of the tertiary sector are being transformed and negotiated. The Jamaica Tertiary Education Commission (J-TEC) was established in 2012 to provide good governance to the tertiary education sector. However, there are still key issues that are being negotiated to ensure that roles are clearly defined and harmonized and that J-TEC comprehensively covers its assigned domain. These issues include harmonizing the roles of the pre-existing University Council of Jamaica (UCJ) and J-TEC and clearly defining the role of J-TEC. Within a context of inadequate financial and other resources, prioritization of education needs has largely resulted in dialogue and assessments of where best to channel resources for optimal results. However, with increasing focus on ensuring specific development

at each stage in the individual's life cycle, lifelong learning and increasing integration of the different stages of the education system for improved transition from one stage to the next, the issue of prioritization has become even more complex.



The consultations to inform the medium-term priorities for education and training included multi-sectoral representation and focused on a review and revision of the strategic framework to best guide the selection of priority actions needed to promote achievement of the Vision 2030 Jamaica goals for education and training.

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure below.

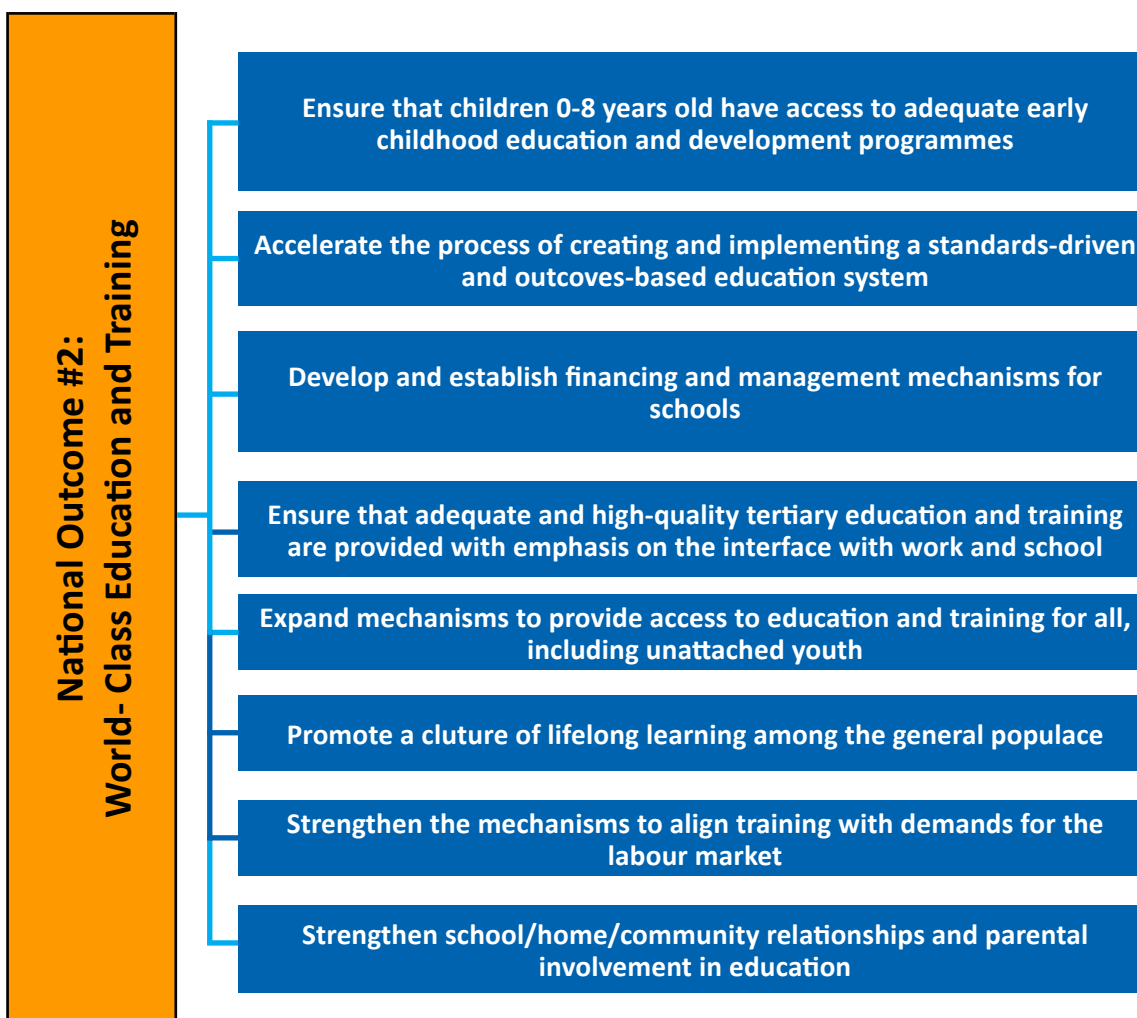


Figure 6: National Strategies – World-Class Education and Training – 2015-2018

## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #2 is aligned to SDG Goal 4:

- *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*

**Table 10: Indicators and Targets – World-Class Education and Training**

National Outcome #2 – World-Class Education and Training											
Indicators	Baseline	Actual						Targets			
	2007	2009	2010	2011	2012	2013	2014	2012	2015	2018	2030
Adult literacy rate (15 and over) - Both sexes (%)	86.0	86.8	91.7	91.7	91.7	91.7	91.7	89.7	≥ 91.6	≥ 91.6	≥ 98.3
Adult literacy rate (15 and over) – Male (%)	80.5		89.4	89.4	89.4	89.4	89.4	84.4	≥ 88.2	≥ 88.2	≥ 98.3
Adult literacy rate (15 and over) – Female (%)	91.1		93.5	93.5	93.5	93.5	93.5	93.0	≥ 94.9	≥ 94.9	≥ 98
Grade 4 literacy rate <sup>1</sup> – Both sexes (%)	63.5	70.1	66.9	71.4	73.7	76.4	77.2	75	86.5	≥86.5	≥96.0
Grade 4 literacy rate – Male (%)	53.2	59.1	56.4	61.5	64.6	67.9		65	67.9	≥73	≥96.0
Grade 4 literacy rate – Female (%)	76.6	81.3	77.5	81.6	83.2	85.2		86	87	≥89	≥96.0
Percentage of students sitting CSEC exams passing 5 or more subjects including English Language and/or Maths	29.5	35.9	36.6	36.3	31.9	31.9	38.6	31.9	39.5	45	60-80 (prov.)
Gross enrolment rate at the tertiary level (%)	31.5	30.8	32.8	33.1	29.5	28.9	28.9	35 (prov.)	35-45 (prov.)	38	50-70 (prov.)
Percentage of labour force (14 to 65) that is certified - Both sexes	18.5	20.1	21.2	23.2	23.5	24.4	24.6	25 (prov.)	30	30	50 (prov.)
Grade 4 numeracy rate (%)		42.0	41	49.0	55.0	58.0		55.0	65.7	85	≥96.0
Secondary level enrolment rate (%)	94.4	94.5	97.0	92.9	91.9	93.1		91.9	95	98- 100	98- 100
Attendance rate – Early Childhood (%)	76.6	77.9	76.4	78.9	79.4	79.4		79.4	79.4	85	≥ 95.0
Attendance rate – Primary (%)	83.1	84.9	84.4	86.2	86.8	86.3		86.8	86.3	90	≥ 95.0
Attendance rate – Secondary (%)	82.7	83.3	82.8	83.6	84.9	84.4		84.9	82.7	87	≥ 95.0

<sup>1</sup> Literacy targets are as a percentage of the educable cohort.

**Table 10: Indicators and Targets – World-Class Education and Training**

<b>National Outcome #2 - World-Class Education and Training</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 2-1: Ensure that children 0-8 years old have access to adequate early childhood education and development programmes</b>		
<b>Sector Strategy: Establish an environment for all children 0-8 years to access quality and developmentally appropriate programmes</b>		
1. Increase access to publicly funded early childhood institutions (ECIs)	2015/2016 - 2017/2018	MOE, ECC
2. Provide training to Early Childhood Practitioners (ECPs) based on developmentally appropriate teaching strategies, skill and learning outcomes for young children	2015/2016 - 2017/2018	ECC
3. Monitor the percentage of ECIs that are implementing their improvement/development plans	2015/2016 - 2017/2018	ECC
4. Implement learner-centred curricula in all ECIs	2015/2016 - 2017/2018	ECC
<b>Sector Strategy: Put mechanisms in place to address the psychosocial needs of children</b>		
5. Facilitate and coordinate the review of the early childhood curricula and implement revised curricula	2015/2016 - 2017/2018	ECC, MOE
6. Develop and use the Assessment Tool for Four Year Olds	2015/2016 - 2017/2018	ECC
7. Develop and implement the Grade Two Diagnostic Test to replace the Grade Three Diagnostic Test	2015/2016 - 2017/2018	MOE, ECC
8. Monitor quality of services for children 0-3 years old in day care centres	2015/2016 - 2017/2018	ECC
9. Obtain approval for and implement the Behaviour, Transition and Volunteer Guidelines	2015/2016 - 2017/2018	ECC
10. Sensitize EC stakeholders/practitioners on the use of the Behaviour Transition and Volunteer Guidelines	2015/2016 - 2017/2018	ECC
11. Develop a community-based service delivery model for comprehensive early childhood development (ECD) services	2016/2017	ECC
12. Verify the alignment of the EC curriculum delivery plan with the child development checklist	2016/2017	ECC
<b>Sector Strategy: Strengthen and expand early stimulation strategies</b>		
13. Implement ECC's Well Child Clinic Strategy	2015/2016 - 2017/2018	ECC, MOH
14. Develop and approve the Nutrition Service Delivery Model to be used by Well-Child Clinics, homes and ECIs	2015/2016	ECC
15. Train users in the use of the screening tools that were developed	2015/2016	ECC
16. Use screening tools to identify high-risk households	2015/2016 - 2017/2018	ECC

<b>National Outcome #2 - World-Class Education and Training</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
17. Align Child Development Therapists with at least one clinic per parish and enable home visits to families identified as at risk	2016/2017 - 2017/2018	ECC, MOE, MLSS
<b>Sector Strategy: Review and revise the framework for regulating early childhood institutions</b>		
18. Facilitate the review of the EC Act and Regulations	2016-2017	ECC
19. Develop and implement an ECD Policy to guide the EC Sector	2015/2016 - 2017/2018	ECC
20. Further revise and implement the Management and Administration Guidelines for ECIs and other institutions	2015/2016 - 2017/2018	ECC
<b>National Strategy 2-4: Accelerate the process of creating and implementing a standards-driven and outcomes-based education system</b>		
<b>Sector Strategy: Implement the policies, curriculum, and teaching and learning standards and services to meet targets set for primary and secondary education</b>		
21. Develop and implement the National Standard Curriculum (NSC)	2015/2016 - 2017/2018	MOE
22. Complete the revision of the National Assessment Framework and operationalize the revised framework	2015/2016 - 2017/2018	MOE
23. Develop and implement the Primary Exit Profile (PEP) and Grades 2 and 9 diagnostic tests	2015/2016 - 2017/2018	MOE
24. Develop and implement the Secondary Pathways II and III under the Alternative Pathways for Secondary Education	2015/2016 - 2017/2018	MOE
25. Provide specialist support for national numeracy and literacy programmes	2015/2016 - 2017/2018	MOE
26. Enforce adherence to educational requirements according to standards guided by inspection reports	2015/2016 - 2017/2018	MOE, NEI
27. Increase capacity building interventions for the integration of TVET in schools	2015/2016 - 2017/2018	HEART Trust/NTA, MOE
28. Implement the Guidance and Counselling Policy	2015/2016 - 2017/2018	MOE
29. Conduct a Science, Technology, Engineering and Mathematics (STEM) study and utilize findings to inform educational policy and practice	2015/2016 - 2016/2017	MOE
<b>Sector Strategy: Enforce a national quality assurance mechanism</b>		
30. Ensure that curricula and assessments reflect international standards and quality assurance	2015/2016 - 2017/2018	MOE, HEART Trust/NTA
<b>Sector Strategy: Ensure that the secondary school system equips school leavers to access further education, training and/or decent work</b>		
31. Revise the secondary school curriculum to make it learner-centred and relevant to national development needs	2015/2016 - 2017/2018	MOE

<b>National Outcome #2 - World-Class Education and Training</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
32. Utilize various fora and media to sensitize students to opportunities for post-secondary and tertiary education and/or employment and empower them for access	2015/2016 - 2017/2018	MOE, HEART Trust/NTA, Tertiary Institutions including Teachers' Colleges and Community Colleges
33. Implement programmes and activities to improve awareness of available labour market information	2015/2016 - 2017/2018	MOE, HEART Trust/NTA
34. Implement a campaign to improve awareness of the value of TVET	2015/2016 - 2017/2018	HEART Trust/NTA, MOE
35. Increase access to Community College programmes through alternate pathways		CCCJ
<b>Sector Strategy: Widen curricula to expose all students to a liberal arts curriculum that includes STEAM and TVET, a foreign language and physical education</b>		
36. Develop appropriate systems and implement integrated TVET programmes at the secondary level	2015/2016 - 2017/2018	MOE, HEART Trust/NTA, Independent Schools
37. Increase the number of facilitators to deliver TVET programmes across the educational system	2015/2016 - 2017/2018	HEART Trust/NTA
38. Facilitate and conduct expos, seminars and workshops targeting TVET and Science, Technology, Engineering, Arts and Mathematics (STEAM) with a focus on male students	2015/2016 - 2017/2018	CCCJ, HEART Trust/NTA, MOE
39. Develop STEAM-based curricula	2015/2016 - 2017/2018	MOE, CCCJ, Independent Schools
<b>Sector Strategy: Integrate new and emerging technologies and ideas to improve the teaching and learning process</b>		
40. Increase the use of technology to enable quality in-service support for educators and trainers: <ul style="list-style-type: none"> <li>Provide applications to build out or fully develop the Education Management Information System (EMIS)</li> </ul>	2015/2016 - 2017/2018	MOE, MSTEM
41. Procure and install computers and other technologies in all 128 libraries island-wide	2015/2016 - 2017/2018	JLS, MOE
42. Develop an ICT competency framework for teachers <ul style="list-style-type: none"> <li>Provide training of teachers within the framework</li> </ul>	2015/2016 - 2017/2018	MOE
43. Develop and strengthen the necessary infrastructure and systems to facilitate distance programmes in all institutions	2015/2016 - 2017/2018	HEART Trust/NTA, CCCJ, Universities and Colleges
44. Utilize technological tools, including tablets, to support the delivery of education and training in schools	2015/2016 - 2017/2018	MOE, MSTEM
45. Enable three Mobile Skills Training Labs and two Mobile Career Services Units	2015/2016 - 2016/2017	Heart Trust/NTA
<b>Sector Strategy: Strengthen the school-wide positive behaviour and intervention strategies</b>		
46. Continue implementation of the School-Wide Positive Behaviour Intervention and Support (SWPBIS) in schools	2015/2016 - 2017/2018	MOE

<b>National Outcome #2 - World-Class Education and Training</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
47. Conduct training for 1,600 guidance counsellors and school leaders in the implementation of the School Wide Positive Behaviour Intervention and Support (SWPBIS) in schools	2015/2016 - 2017/2018	MOE
<b>Sector Strategy: Enable and empower teachers and educational leaders to deliver quality outcomes, including providing training and professional development support</b>		
48. Target 6,000 leaders and teachers of Mathematics, Science and Language for improvement of pedagogical practices through ICT, game-based learning and gender-sensitive approaches	2015/2016 - 2017/2018	MOE
49. Conduct non-residential workshops for 2,000 teachers in order to increase the integration of the Performing Arts (Music, Drama) and Physical Education as teaching strategies in the classroom	2015/2016 - 2017/2018	MOE
50. Provide for ongoing professional development of current and aspiring school leaders	2015/2016 - 2017/2018	MOE, NCEL
51. Licence teachers for improved teacher quality	2015/2016 - 2017/2018	JTC, MOE
52. Strengthen systems and processes in the network of Teacher Training Institutions (TTIs) for effective and harmonized delivery of teacher training that equips teachers to facilitate achievement of intended learning outcomes	2015/2016 - 2017/2018	JTC, MOE, TTIs
<b>Sector Strategy: Develop and strengthen monitoring and evaluation systems for the education and training sector</b>		
53. Implement an effective Education Management Information System (EMIS)	2015/2016 - 2017/2018	MOE
54. Develop a Parenting Programme Monitoring and Evaluation Framework	2016/2017	NPSC
55. Build/strengthen the monitoring and evaluation capability of the education and training system	2015/2016 - 2017/2018	MOE, HEART Trust/NTA
56. Utilize a development results framework as a key monitoring tool to track quality	2015/2016 - 2017/2018	MOE
57. Assess school performance and provide timely reporting	2015/2016 - 2017/2018	NEI
<b>National Strategy 2-5: Develop and establish financing and management mechanisms for schools</b>		
<b>Sector Strategy: Develop and implement strategies to support the equitable financing of education</b>		
58. Broaden financing alternatives for tertiary students	2015/2016 - 2017/2018	MOE, J-TEC
59. Revise the existing business model for schools	2015/2016 - 2017/2018	MOE, HEART Trust/NTA, NET
60. Repurpose three TVET institutes and four workforce colleges for increased autonomy and greater efficiency	2015/2016 - 2017/2018	HEART Trust/NTA
61. Develop and operationalize a Resource Mobilization Strategy for financing of the early childhood development (ECD) sector	2015/2016 - 2017/2018	ECC, MOE

<b>National Outcome #2 - World-Class Education and Training</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 2-7: Ensure that adequate and high-quality tertiary education is provided with emphasis on the interface with work and school</b>		
<b>Sector Strategy: Strengthen the systems, institutional arrangements and mechanisms for quality assurance, governance and regulation of the post-secondary and tertiary education sectors</b>		
62. Establish and monitor institutional quality standards used in the registration of tertiary institutions	2016/2017 - 2017/2018	J-TEC, MOE
63. Ensure that Jamaica complies with internal standards and regulations in quality assurance for the tertiary education sector	2016/2017 - 2017/2018	J-TEC, MOE
64. Register tertiary institutions	2015/2016 - 2017/2018	JTEC, MOE
65. Develop a tertiary education policy	2017/2018	J-TEC, MOE
66. Develop a database of tertiary offerings across the country and by institution	2016/2017 - 2017/2018	J-TEC, MOE
67. Develop and utilize quality assurance manuals on examination procedures and practices, and matriculation requirements	2015/2016 - 2017/2018	CCCJ, Universities and Colleges, J-TEC, MOE
68. Develop 53 new qualification plans; revise 60 existing qualification plans	2015/2016 - 2017/2018	HEART Trust/NTA
69. Strengthen collaboration among training institutions to ensure coverage of training needs	2015/2016 - 2017/2018	HEART Trust/NTA, JFLL, CAP, NYS, MYC
70. Support/facilitate the establishment of Accredited Training Organizations (ATOs) and Approved Centres in keeping with the relevant quality assurance mechanism	2015/2016 - 2017/2018	HEART Trust/NTA, MOE, Training Institutions
<b>Sector Strategy: Ensure that post-secondary and tertiary education and training are aligned to labour market demands</b>		
71. Implement a campaign to improve awareness of the value of TVET	2015/2016 - 2017/2018	HEART Trust/NTA, MOE
72. Deliver labour market demand driven programmes: <ul style="list-style-type: none"> <li>Conduct labour market studies/activities to inform programme development</li> <li>Develop and implement 80 labour market demand-driven programmes</li> </ul>	2015/2016 - 2017/2018	HEART Trust/NTA, MOE, MLSS
73. Expand the Apprenticeship Programme to include at least 30 new firms	2015/2016 - 2017/2018	HEART Trust/NTA, Private Sector, Apprenticeship Board
74. Establish strategic partnerships to support national development initiatives for training	2015/2016 - 2017/2018	HEART Trust/NTA, JAMPRO
<b>Sector Strategy: Implement mechanisms to provide labour market information to inform educational and training programmes</b>		
75. Conduct labour market studies/activities to inform programme development	2015/2016 - 2017/2018	HEART Trust/NTA, MLSS
76. Strengthen and maintain the labour market portal operated by the HEART Trust/NTA	2015/2016 - 2017/2018	HEART Trust/NTA

<b>National Outcome #2 - World-Class Education and Training</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 2-8: Expand mechanisms to provide access to education and training for all including unattached youth</b>		
<b>Sector Strategy: Improve access to training and increase the range of training programmes for underserved youth and persons with disabilities (PWDs)</b>		
77. Implement the Special Education Policy	2015/2016 - 2017/2018	MOE
78. Support improvement in special education services including Child Find, school-to-work transitioning, and the roll-out of special programmes	2015/2016 - 2017/2018	MOE
79. Establish/manage new/existing programmes providing greater focus on underserved youth	2015/2016 - 2017/2018	HEART Trust/NTA, NGOs
<b>National Strategy 2-9: Promote a culture of lifelong learning among the general populace</b>		
<b>Sector Strategy: Promote broad-based education with a holistic approach to training that includes life, technical and cognitive skills</b>		
80. Develop and implement the Career Development and Lifelong Learning Policy	2015/2016 - 2017/2018	HEART Trust/NTA, JFLL
81. Expand access to the High School Diploma Equivalency (HSDE) programme	2015/2016 - 2017/2018	JFLL
82. Develop and implement mechanisms to facilitate access to training, learner recruitment and retention, and certification	2015/2016 - 2017/2018	JFLL
83. Implement and maintain a robust quality assurance and management system across the JFLL learning networks	2015/2016 - 2017/2018	JFLL
84. Develop, approve and implement a capacity building framework that consistently improves the JFLL's capacity to deliver the HSDE programme effectively	2015/2016 - 2017/2018	JFLL
85. Make adequate provisions for physical and technological resources across JFLL learning networks to support training initiatives	2015/2016 - 2017/2018	JFLL
86. Establish strategic partnerships with local and international entities to secure the mobilization of needed resources for JFLL to achieve its mandate	2015/2016 - 2017/2018	JFLL
<b>National Strategy 2-13: Strengthen school/home/community relationships and parental involvement in education</b>		
<b>Sector Strategy: Strengthen school/home/community relationships</b>		
87. Establish 30 Parents' Places in Regions 2, 3 and 5	2015/2016	NPSC
88. Develop the Parenting Education and Programme Standard	2016/2017 - 2017/2018	NPSC
89. Map existing functioning Parents' Places against Quality Education Circles (QECs) and aim to establish at least 4 Parents' Places in each QEC	2015/2016 - 2017/2018	NPSC, MOE
90. Empower parents by connecting them to resources and support systems and building family capacity	2015/2016 - 2017/2018	NPSC
<b>Sector Strategy: Strengthen parental involvement in education</b>		
91. Implement structured programme for training of parents including utilizing Parent Teacher Association (PTA) meetings	2015/2016 - 2017/2018	NPSC
92. Develop and disseminate a parenting manual for selected schools	2015/2015	NPSC

<b>National Outcome #2 - World-Class Education and Training</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
93. Develop and maintain a national parent literature resources database	2015/2016 - 2017/2018	NPSC
94. Expand the PATH parenting support programme and implement the expanded programme	2015/2016 - 2017/2018	MLSS, NPSC

## NATIONAL OUTCOME #3

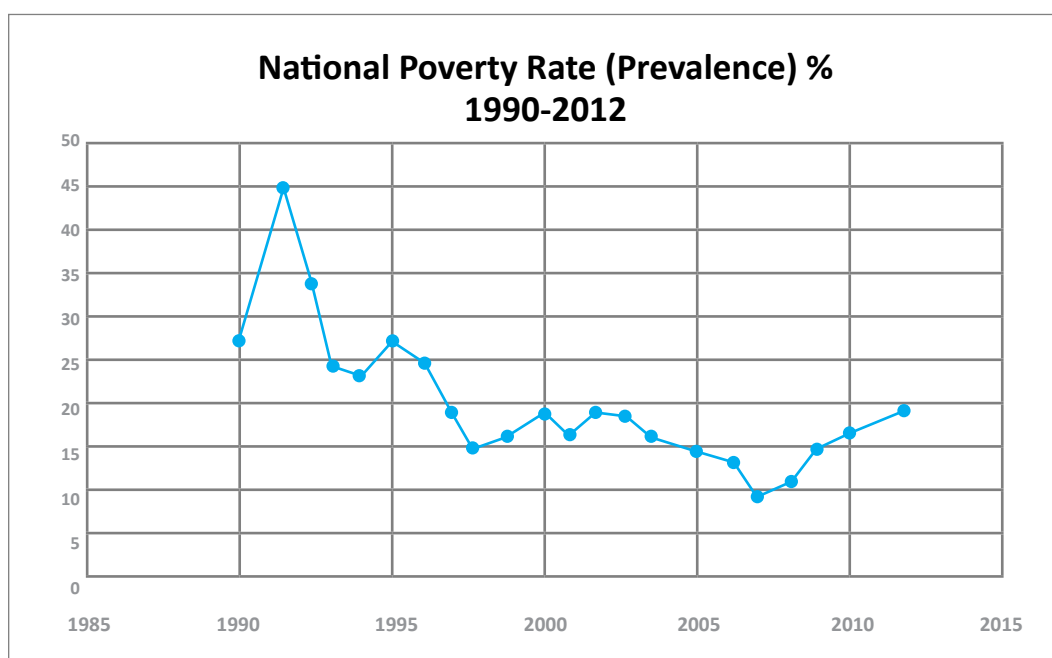
### EFFECTIVE SOCIAL PROTECTION



#### Introduction

Global and national focus and approaches to effective social protection have seen important transformations over the past decade, and even more so in recent years, in spite of the continued dominance of some traditional features of vulnerability, including poverty. The policy and strategic framework for social protection in Jamaica, as in many developed countries, now engenders greater focus on ensuring the social and economic security and protection of all citizens, in spite of the continued significance of poverty and other vulnerabilities as challenges to national and individual development. This is most evident in the national Social Protection Strategy (SPS) that was approved by Cabinet in March 2014 and officially launched in July of the same year. The SPS represents a holistic approach to social protection, which gives focus to different social protection needs throughout the life cycle, while recognizing the importance of social risk management and that vulnerabilities require differentiated treatment within social protection systems. Key determinants of this shift include changing global and

demographic structures that have led to an increasing elderly population and shifts in dependency and the demands on national social security programmes, and in particular pension schemes. Another key consideration for developing countries in the intermediate stage of the demographic transition, such as Jamaica, is the capacity to fully capitalize on the demographic bonus that is presented by the productive age group (14-64 years) being larger than both the child and elderly populations. Effective capitalization on the demographic bonus could result in economic growth, including greater levels of income security and personal investment in retirement income as well as larger contributions to social security and pension schemes to ensure their continued viability and ability to sustainably deliver benefits. The significance of the international development policy thrust towards human capital development, and inclusive development as opposed to pro-poor policies, is not to be undervalued in shifts towards the promotion of whole-of-society rights to social protection.



**Figure 7: National Poverty Rate (Prevalence) 1990-2012**

Despite the shifts in focus of social protection policies and programmes, poverty reduction and protection of the most vulnerable remain key pillars of the social protection agenda and dominate the discourse and focus of social protection initiatives in many regions of the world. All three national outcome indicators for “Effective Social Protection” under Vision 2030 Jamaica speak to poverty and/or the effectiveness of a key social security measure in targeting/addressing the needs of the poor. Poverty reduction is a dominant theme under the Millennium Development Goals (MDGs), which conclude in 2015. Goal 1 of the MDGs is to “Eradicate Extreme Poverty and Hunger”. The first goal of Agenda 2030 for Sustainable Development, otherwise known as the Sustainable Development Goals (SDGs) also gives focus to the issue of poverty: Goal 1 – “End poverty in all its forms everywhere”<sup>20</sup>. The continued pre-eminence of poverty as an area of focus is, in many respects, rooted in recent global realities that clearly demonstrate how globalization has changed the nature of global interdependence and the vulnerabilities faced by especially ‘dependent states’. The effects of the ‘2008 global economic crisis’ included increasing levels of poverty in Jamaica and elsewhere,

and for Jamaica, heralded noteworthy slippage in gains over the previous decade as it relates to improving living standards. Specifically, Jamaica’s increasing poverty levels resulted from an economic downturn that warranted structural adjustment and fiscal consolidation measures that had to be employed to prevent economic collapse and ensure the economic support of multilateral partners. The poverty rate in Jamaica increased from 9.9 per cent in the 2007 baseline year for Vision 2030 Jamaica to 19.9 per cent in 2012<sup>21</sup>. The need to mitigate the effects of increasing poverty and protect the most vulnerable has been recognized in loan and grant conditionalities, including those under the funding arrangements with the International Monetary Fund (IMF).

Nationally, governance and institutional arrangements and the planning and implementation framework for social protection have been strengthened, largely led by the introduction of the national Social Protection Strategy. There are pre-existing national framework documents for social protection including four sector strategies under Vision 2030 Jamaica: Social Welfare and Vulnerable Groups; Social Insurance and Pensions; Poverty Reduction; and Persons with Disabilities. The institutional arrangements

<sup>20</sup> Transforming our World: The 2030 Agenda for Sustainable Development, 2015, pg. 12

<sup>21</sup> Jamaica Survey of Living Conditions

and mechanisms that have been and are to be established to facilitate and support the implementation of the SPS also demonstrate recognition of the cross-cutting sectoral linkages that are involved in ensuring social protection and the significance of ensuring that the discourse and management of processes are located at the national and local levels. These arrangements also demonstrate a commitment to results based management (RBM) and a draft Monitoring and Evaluation Framework for the SPS has been produced. The National Social Protection Committee, which comprises diverse inter-agency representation, is the major institutional mechanism for managing, monitoring and evaluating the implementation of the SPS. The composition of the committee demonstrates the holism with respect to social protection that the strategy promotes.

Within the context of improved coordination and governance of the social protection system, the Poverty Reduction Coordinating Unit was established within the Planning Institute of Jamaica (PIOJ) in December 2013 and a Draft National Policy and Programme on Poverty has been produced with the final documents slated for completion by the end of fiscal year 2015/2016. The policy framework for poverty is intended to promote greater levels of policy coherence, programme and information coordination and improved targeting of specialized poverty reduction mechanisms and tools at both national and local levels. It is informed by the Social Protection Strategy. The strengthening of the social protection system also included the passage of the Disabilities Act in 2014, which was informed by the International Convention on the Rights of Persons with Disabilities. A new Building Code is set to be promulgated to include considerations for persons with disabilities (PWDs). Work also progressed on pension reform, with a White Paper completed in 2012.

While programme strengthening is a constant within the realm of development practice, there has been evident focus on improving the mechanisms for programme effectiveness and efficiency and infusing key elements of RBM in needs analysis and response. The information technology infrastructure and procedural framework for social security systems managed by the Ministry of Labour and Social Security (MLSS) were bolstered. Progress also was made in strengthening specific social security programmes including the application of the beneficiary identification system under the Programme of Advancement through Health and Education (PATH) and enhancing the viability of the National Insurance Scheme (NIS) through initiatives aimed at increasing compliance among delinquent contributors. An Inter-American Development Bank (IDB) Feasibility Assessment for Unemployment Insurance was completed in 2013. Effective development planning and implementation also requires building the knowledge base of stakeholders for effective participation and ownership, for example, through sensitization and education programmes focused on the rights of persons with disabilities, senior citizens, children and other vulnerable groups.

The significance of strengthening the legislative, policy and strategic planning and implementation framework for social protection, including component elements such as poverty reduction, represents the development of a coordinated and structured roadmap for achieving national and international development goals regarding the achievement of effective social protection. A coordinated framework also facilitates improved monitoring and evaluation of national processes and better informs programme design and implementation of both new and existing social security programmes, including those that fall under the remit of the Ministry of Labour and Social Security (MLSS).

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure below.



Figure 8: national Strategies - Effective Social Protection - 2015-2018

## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #3 is aligned to SDG Goals 1 and 2:

- *End poverty in all its forms everywhere*
- *End hunger, achieve food security and improved nutrition and promote sustainable agriculture*

**Table 12: Indicators and Targets – Effective Social Protection**

National Outcome #3 - Effective Social Protection										
Indicators	Baseline	Actual (3)					Targets			
	2007	2009	2010	2011	2012	2013	2012	2015	2018	2030
National Poverty Rate (prevalence) (%) (1)	9.9	16.5	17.6		19.9		12.1			≤10
Percentage of children in quintile 1 receiving PATH benefits (%) (2)	65.8	68.2	72		82.3			80	90 (prov)	
Percentage of PATH beneficiaries in consumption quintiles 1 and 2 (%) (2)	75	66.5	67.1		61.7			70 (prov)	75 (prov)	

(1) The Jamaica Survey of Living Conditions (JSLC) 2013 and 2014 are being prepared. The targets for the national poverty rate for 2015 and 2018 will be finalized once these reports are completed.

(2) Targets for these indicators are provisional.

(3) No data for these indicators are currently available for years after 2012.

**Table 13: Priority Strategies and Actions - 2015-2018 - Effective Social Protection**

National Outcome #3 – Effective Social Protection		
Proposed Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>National Strategy 3-1: Infuse poverty and vulnerability considerations in all public policies</b>		
<b>Sector Strategy: Establish an accountability framework for poverty reduction</b>		
1. Establish and convene institutional arrangements at national and sub-national levels to monitor poverty	2015/2016 - 2016/2017	PIOJ
2. Advance the review of the poverty measurement methodologies	2015/2016 - 2016/2017	PIOJ, STATIN
3. Apply the revised poverty measurement methodologies	2017/2018	PIOJ, STATIN
<b>Sector Strategy: Ensure structured national policy and plan of action for poverty reduction</b>		
4. Develop a National Policy on Poverty	2015/2016	PIOJ

<b>National Outcome #3 – Effective Social Protection</b>		
<b>Proposed Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
5. Implement the National Policy on Poverty	2016/2017 - 2017/2018	PIOJ
6. Implement the Poverty Reduction Programme	2016/2017 - 2017/2018	PIOJ, relevant MDAs
7. Ensure alignment of the Poverty Reduction Programme to MDAs' corporate plans and budgets	2016/2017 - 2017/2018	PIOJ, relevant MDAs
<b>Sector Strategy: Promote asset creation among the poor and vulnerable</b>		
8. Improve access to and quality of public services and community infrastructure	2015/2016 - 2017/2018	MLSS, MLGCD, MTWH, MOH, MLWECC and JSIF
9. Improve and expand access to social housing (for homeless, poor families)	2015/2016 - 2017/2018	MLSS, MLGCD, MTWH
10. Amend laws to support micro insurance and micro pensions	2015/2016 - 2017/2018	MOFP, FSC, MIIC, BOJ
<b>National Strategy 3-2: Expand opportunities for the poor to engage in sustainable livelihoods</b>		
<b>Sector Strategy: Promote and support human capital development and entrepreneurship</b>		
11. Implement and strengthen training and pre/vocational certification programmes for targeted groups	2015/2016 - 2017/2018	MOE, HEART Trust/NTA, PSQJ, JBDC
12. Facilitate access to credit and micro-financing for poor and vulnerable persons, including PWDs (inclusive of providing financial literacy training and information)	2015/2016 - 2017/2018	MIIC, DBJ, EXIM BANK, MLSS, FSC, MOFP, BOJ, MOAF, and PSQJ,
13. Continue implementation of apprenticeship programmes in conjunction with private sector	2015/2016 - 2017/2018	MOE, MLSS, HEART Trust/NTA, PSQJ, MIIC, NYS, MTWH – JEEP
14. Conduct a national public education on financial literacy	2015/2016 - 2017/2018	MOFP, MIIC, BOJ
<b>National Strategy 3-3: Create and sustain an effective, efficient, transparent and objective system for delivering social assistance services and programmes</b>		
<b>Sector Strategy: Strengthen social assistance delivery to vulnerable population groups</b>		
15. Revise the National Policy on Senior Citizens	2015/2016 - 2016/2017	MLSS, NCSC
16. Continue to provide social assistance for needy elderly	2015/2016 - 2017/2018	MLSS, NCSC

<b>National Outcome #3 – Effective Social Protection</b>		
<b>Proposed Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
17. Increase public education and sensitization on the rights of senior citizens	2015/2016 - 2017/2018	MLSS, NCSC
18. Undertake ongoing review and assessment of social safety net provisions	2015/2016 - 2017/2018	NSPC, PIOJ
19. Continue promotion and implementation of case management for households on welfare	2015/2016 - 2017/2018	MLSS
20. Improve and expand the School Feeding Programme to adequately provide for the nutritional needs of children in schools	2015/2016 - 2017/2018	MOE, MLSS, Private Sector
21. Improve the strategies employed to prepare wards of the state (children) for independent living	2015/2016 - 2017/2018	MYC, CDA
<b>National Strategy 3-4: Promote greater participation in and viability of social insurance and pension schemes</b>		
<b>Sector Strategy: Enable and facilitate appropriate pension policies, regulations and provisions to expand social insurance and pension coverage, including private pensions</b>		
22. Advance pension reform through legislative, administrative and institutional changes	2015/2016 - 2017/2018	MLSS, NIS, FSC, MOFP, Private Financial Institutions, LMRC
23. Undertake a detailed assessment of the NIS contribution rate required for the sustainability of the National Insurance Fund (NIF)	2015/2016 - 2016/2017	MLSS, MOFP
24. Strengthen the viability of the National Insurance Fund (NIF) through appropriate financing options	2015/2016 - 2017/2018	MLSS, NIF, LMRC
<b>Sector Strategy: Improve efficiency and access in the delivery of pension benefits under the NIS</b>		
25. Reengineer business processes and operationalize them for NIS delivery	2015/2016 - 2017/2018	MLSS, NIS, NIF
26. Implement a web-based NIS system	2015/2016 - 2017/2018	MLSS, MOFP
<b>Sector Strategy: Increase knowledge and awareness of social security provisions</b>		
27. Strengthen the public education programme on social security programmes and provisions, including the NIS: <ul style="list-style-type: none"> <li>Conduct an island-wide public education campaign to promote an increase in contributions to the NIS, including compliance from employers</li> <li>Enhance the public education programme on social security provisions, and include youths in schools and colleges</li> </ul>	2015/2016 - 2017/2018	MLSS, NIS, MOFP

<b>National Outcome #3 – Effective Social Protection</b>		
<b>Proposed Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
28. Conduct public education on changing population demography/trends, including population ageing, to inform decision making by the citizenry regarding participation in social insurance and pension schemes	2015/2016 - 2017/2018	PIOJ
<b>National Strategy 3-6: Create an enabling environment for persons with disabilities (PWDs)</b>		
<b>Sector Strategy: Advance the policy, regulatory, institutional and legislative framework for PWDs</b>		
29. Revise the National Policy for Persons with Disabilities	2015/2016 - 2017/2018	MLSS, JCPD
30. Complete Codes of Practice and Regulations supporting the Disabilities Act	2015/2016 - 2016/2017	MLSS, JCPD
31. Operationalize the Disabilities Act	2015/2016	MLSS, JCPD
32. Establish governance and organizational structures for the new Jamaica Council for Persons with Disabilities (JCPD)	2015/2016 - 2017/2018	MLSS, JCPD
<b>Sector Strategy: Improve the physical environment and information access for persons with disabilities</b>		
33. Continue to promote the use of appropriate technologies and media for access to information by PWDs	2015/2016 - 2017/2018	MLSS, JCPD
34. Continue to promote universal design for public infrastructure	2015/2016 - 2017/2018	MLSS, JCPD
35. Design early warning systems for PWDs	2015/2016 - 2017/2018	PPCR, PIOJ (PPCR), ODPPEM
36. Promote improved access to and quality of service delivery to PWDs	2015/2016 - 2017/2018	MLSS, JCPD
<b>Sector Strategy: Increase the level of inclusion of all persons with disabilities in opportunities for education, training and employment</b>		
37. Build partnerships with businesses and other groups to empower persons with disabilities through training and employment	2015/2016 - 2017/2018	MLSS, JCPD, MOE, HEART Trust/NTA
38. Increase the number of special educators and other relevant specialists including occupational and speech therapists to meet the needs of PWDs in all educational and training institutions	2015/2016 - 2017/2018	MLSS, JCPD
39. Promote reasonable arrangements to facilitate increased employment of PWDs	2015/2016 - 2017/2018	MLSS, JCPD
<b>National Strategy 3-7: Create and sustain an effective social protection system</b>		
<b>Sector Strategy: Implement the Programme of Action for the Social Protection Strategy</b>		
40. Continue establishment of appropriate institutional arrangements at national and sub-national levels to promote implementation of the Social Protection Strategy	2015/2016 - 2017/2018	PIOJ

National Outcome #3 – Effective Social Protection		
Proposed Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
41. Finance the social protection system or framework including costing of the social protection floor	2015/2016 - 2016/2017	PIOJ
<b>Sector Strategy: Monitor the outcomes of the Social Protection Strategy</b>		
42. Develop and institute a monitoring and evaluation framework for the Social Protection Strategy	2015/2016 - 2017/2018	PIOJ
43. Provide training to support monitoring of the Social Protection Strategy	2015/2016 - 2017/2018	PIOJ

<sup>22</sup> Universal design speaks to creating and operationalizing products, services and spaces to cater to as many of the accessibility needs of each individual member of the population as possible. It evolved from Accessible Design which focused on the accessibility needs of persons with disabilities and recognizes that even the able-bodied can experience challenges in accessing products, services and spaces – for example, someone who is very tall may have to bend to enter through what is considered a standard door frame and someone who is below average height may not be able to reach a high shelf in a store. It also includes consideration for the different needs of persons at different stages of the life cycle, such as children and the elderly. Source: What is Universal Design? <http://www.universaldesign.com/about-universal-design.html>. Accessed on September 12, 2015

## NATIONAL OUTCOME #4

### AUTHENTIC AND TRANSFORMATIONAL CULTURE



#### Introduction

Jamaica, termed Xaymaca by the first recorded settlers, Arawakan-speaking Tainos, is known for its physical beauty and a rich cultural heritage. The global impact of Jamaica's culture is undeniable. The influence of Jamaica's tangible and intangible culture is demonstrated in the island's reputation as a top tourist destination, the global reach of the indigenous Reggae music and the island's current dominance in athletics. The medium-term period, which this MTF covers (2015-2018), has already seen a significant achievement for Jamaican culture with the successful inscription of the Blue and John Crow Mountains as a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage site – joining other renowned historical sites such as the Great Wall of China – and is the first mixed site (recognized for both cultural and natural heritage) in the Caribbean. This site is not new to international recognition as the culture of

“ *I saw my land in the morning  
And oh, but she was fair...* ”  
*(I Saw my Land in the Morning by M.G. Smith)*

the Maroon community that resides on the mountains was proclaimed a UNESCO Masterpiece of the Oral and Intangible Culture in 2003. Sons of the soil have been accorded global honors, including: the legendary late Hon. Bob Marley whose musical album 'Exodus' was labelled 'Best Album of the 20th Century' by Time magazine; and world record holding sprinter, Usain Bolt, being accorded the title of top sprinter of all time while still pursuing his professional career. Jamaican women have been equally indomitable with our female athletes including Shelly-Ann Fraser-Pryce, Veronica Campbell-Brown and Merlene Ottey achieving historical feats. Jamaican swimmer Alia Atkinson became the first black woman to win a world swimming title when she won the 100m breaststroke in a world record time on December 6, 2014 at the finals of

the FINA World Swimming Championships. These athletes have not only demonstrated prowess on the track – and in the pool – but have spread the Jamaican culture globally. Cultural icon, the late Hon. Louise Bennett-Coverly, is world renowned for her creative pieces, including poetry and ‘Anansi stories’, and for elevating the status and recognition of the indigenous Jamaican Language.



## Culture

While the evident triumphs of Jamaican culture should signal a cohesive society with the majority of the population actively involved in preserving and maintaining the culture, cultural development is still an emerging and growing sector and structured programmes now seek to rebuild weakened social capital. There are numerous challenges to defining and operationalizing ‘culture’ and its industries and creating discrete boundaries for study, programme development, implementation, and monitoring and evaluation. These concerns were pervasive in the consultations that informed the medium-term priorities (2015-2018) for authentic and transformational culture. Stakeholders noted the need for increased interactions and dialogue on what constitutes the Jamaican culture and how best to develop and preserve it.

Challenges to establishing a discrete domain for cultural

study and development originate from the nature of culture itself – culture is simply defined as the totality of the way of life of a people. Hence culture is not only an inter-sectoral cross-cutting theme but also the foundation of all intellectual and practical pursuits. Stakeholders in culture operate in a wide variety of areas with significant divides in power, prestige and influence, and recognition of their roles as agents of culture, for example, the ceramic artist from Trench Town who had the privilege to meet Her Majesty Queen Elizabeth II on her visit to Jamaica in 2002, yet lacked the social and economic capital of local world renowned sculptors such as the late Edna Manley and Mallica “Kapo” Reynolds. However, more Jamaicans are exposed to the works of the potter who trades his wares on the roadside than the revered artistic works that are exhibited in the National Gallery that reflect our local reality from the shanty town to great houses and celebrate the beauty of our African heritage.

While differentiation and hierarchical relationships exist everywhere, Vision 2030 Jamaica must speak to how we create enabling environments for each Jamaican to share in a cohesive culture, apply cultural knowledge for social development, and create goods and services within sustainable and profitable industries. How do we facilitate greater exposure of the citizenry to representations of Jamaica’s rich cultural heritage that lie in wait in public galleries and exhibitions that are open to the public at a nominal fee? Despite varying levels of exposure to these elements and agents of culture, there is general recognition that they belong within the cultural domain. The cultural roles of the agents that socialize especially the young in the culture, such as parents, teachers and communities, are often not so readily defined. The rules and structures of the school are key elements of cultural conditioning, and include: requirements for punctuality; integrity in completing exams without external assistance; and accountability in completing assignments on time. Life skills and employment readiness training and apprenticeship and other forms of on-the-job training are also important mechanisms for equipping the citizenry with important cultural skills. However, these are less readily recognized as processes for developing and preserving the local culture if not presented within the context of structured cultural programmes sponsored by state and non-state actors.



**Figure 9: Core and Transformational Values**

There are core transformational values of Vision 2030 Jamaica that have been deemed necessary for achieving inclusive development and ensuring that a developed Jamaica retains its unique cultural identity. However, there is yet to be a sustained national programme for championing these values and effectively operationalizing them within an implementable framework.

The inability to sustain a national programme for the promotion of values and attitudes speaks to challenges in operationalizing discrete elements of the cultural system, such as the value system. There are embedded features of the Jamaican culture that pose challenges to create standardized rules and approaches to how elements of the culture are transmitted and shared across generations. High levels of informality and a largely oral culture are key impediments to greater levels of structure in the culture and to cultural transmission.

Challenges in defining the ambit of the culture sector – and specifically critical areas, such as the promotion of values and attitudes – also affects governance arrangements. At the level of the state, the Ministry of Youth and Culture (MYC) has focused its attention on improving the policy, institutional and programmatic framework, including coordination of programmes and improvement of data and information systems. Preparatory work has commenced on revising the Culture Policy, which is intended to

include a policy framework for cultural and creative industries. A National Cultural and Creative Industries Commission is housed in the Office of the Prime Minister and is mandated to improve governance and programme coordination, planning, implementation, and monitoring and evaluation for Cultural and Creative Industries (CCI). The work of state and civil society organizations dedicated to cultural promotion and celebrating milestones in nation building also continue. The varying state and civil society organizations function as key partners in promoting cultural expression, demonstration and preservation, and include the Jamaica Cultural Development Commission (JCDC), the Institute of Jamaica (IOJ), professional associations for musicians and other performing artists, and educational institutions.

While the area of culture and the business of cultural and creative industries are separate pursuits, both are intricately linked. Cultural and creative industries arise from the integration of mechanisms to derive profit from culture-based activities. The establishment of parameters for what constitutes cultural and creative industries rests on the ability to transition from focus on industries based on artistic pursuits to the gamut of industries that capitalize on both indigenous culture and fusions to create marketable goods and services. Cultural and Creative Industries is given specific attention under National Outcome #12 “Internationally Competitive Industry Structures.”

Vision 2030 Jamaica is built on a development framework that includes a paradigm shift from reliance on our finite natural resources such as sea, sand and bauxite to the infinite potential of applying our knowledge and culture to create a cohesive society and industries, including cultural and creative industries. Recognition by the wider populace of the importance of the Jamaican culture as the foundation and central ingredient in the achievement of economic development goals within a knowledge-based society has grown.

Achievements in the development of “Authentic and Transformational Culture” over the period covered by the previous MTF (2012-2015) included:

- Development of a Concept Paper for the revision of the National Cultural Policy

<sup>23</sup> Source: <http://www.udcja.com/s%3ADmon-bol%3ADvar-cultural-centre>. Accessed September 11, 2015.

- Advancing the lobby for the inscription of the Blue and John Crow Mountains as a World Heritage site, including securing the nomination for inscription as a mixed site based on its cultural and natural values
- Construction of the Simon Bolivar Cultural Centre located in downtown Kingston. The Centre, which is to be managed and operated by the Institute of Jamaica (IOJ), was constructed by the Urban Development Corporation (UDC) through funding from the Government of Venezuela's Petro Caribe Development Fund and the Government of Jamaica (GOJ)<sup>24</sup>.
- Refurbishment and rebranding of the Montego Bay Civic Centre into the Montego Bay Cultural Centre, which was opened in 2014 and houses the National Gallery West and National Museum West
- Introduction of the WorldCat Local Library Management System
- Opening of an Artistic Management Division at the Jamaica Cultural Development Commission (JCDC)
- Placement of 30 Performing Arts Specialists across parishes to support talent development
- Completion of the restoration of the Admiralty House and H Block of Port Royal and commencement of the restoration of the Naval Hospital
- Establishment of 55 new Culture Clubs that engaged approximately 6,000 youths

Over the medium-term period 2015-2018, the Jamaican society will focus on key priority areas deemed necessary to promote the development of culture. Stakeholder consultations to inform the priorities identified the following key priority areas for development:

- Determination/clarification of the governance structure
- Operationalization of Core National Values
- Repatriation of tangible and intangible aspects of culture and documentary heritage (including

ownership/copyright issues)

- Implementation of policies and programmes to address deliberate damage and destruction of heritage sites and the increase in illicit and counterfeit artefacts
- Promotion of awareness of Jamaica's material culture
- Focus on preservation and value of contemporary culture
- Branding (Brand Jamaica) / leveraging culture

The national strategies developed to address the priority development concerns included: the promotion of national values and the role of parents and communities in transmitting core values; developing and preserving



tangible and intangible culture; and improving nation branding.

### Sport

Sport is considered an invaluable mechanism for national development and provides important social benefits

including enabling physical and mental health and socialization of children as well as adolescents, and is a catalyst for building unity at the national and community levels. While this chapter considers sport as a tool for national development, sport is also considered in its commercial context as a driver of economic growth, under Outcome #12, Internationally Competitive Industry Structures – Sport.

## Issues

Arising from consultations with stakeholders, the following issues were identified as requiring priority attention over the medium term:

- Inadequate statistics and information on sports to facilitate evidence-based planning and monitoring
- A weak institutional framework and inadequate resources including sport infrastructure

## Progress under MTF 2012-2015

Over the period 2012/2013 to 2014/2015, achievements in developing the Sport sector included:

- Finalization and tabling of the National Sports Policy in Parliament on March 26, 2013
- Strengthening sport tourism linkages through the establishment of a Sport Tourism Committee (Jamaica Sport) in 2013 through collaboration between the Ministry of Tourism and Entertainment (MTE) and the Office of the Prime Minister (OPM) (Sport Division)
- Commencement in 2013 of the Sport Leadership and Youth Development Training Project – The Beckwith International Leadership Development (BILD) Jamaica project commenced in 2013
- Launching of the High School Sport Infrastructure Improvement project in November 2013 (HSSIIP) to facilitate the improvement of 24 high schools across the island through funding by the SDF and the Sugar Transformation Project

- Change to the tax status of Sporting Bodies through the passage of the Charitable Organizations (Tax Harmonization) Act 2013 and Charities Act 2013, which will allow for exemptions to support the development of amateur sports. The SDF is now an approved charitable organization.



## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure below.

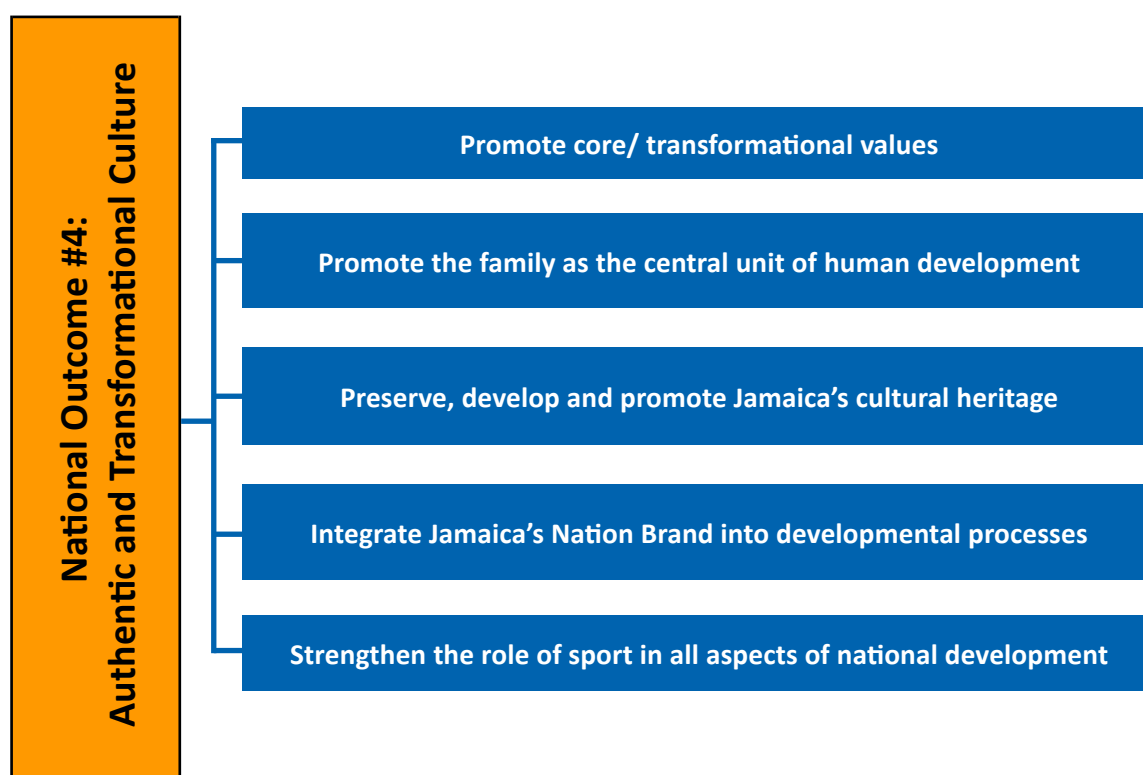


Figure 10: National Strategies – Authentic and Transformational Culture – 2015-2018

## Alignment to the 2030 Agenda for Sustainable Development

With Agenda 2030, culture is viewed as a cross-cutting theme related to education, sustainable cities, food security, the environment, economic growth, sustainable consumption and production patterns, and peaceful and inclusive societies.

Table 14: Indicators and Targets – Authentic and Transformational Culture

National Outcome #4 – Authentic and Transformational Culture												
Indicators	Baseline	Actual							Targets			
	2007	2009	2010	2011	2012	2013	2014	2015	2012	2015	2018	2030
"Use of cultural resources" Index (Tourism Competitiveness Index)	1.7 (2008)	1.6		1.6		1.6		1.4	2.1	2.5	1.8	4.7

**Table 15: Priority Strategies and Actions – 2015-2018 – Authentic and Transformational Culture**

<b>National Outcome #4 – Authentic and Transformational Culture</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 4-1: Promote core/transformational values</b>		
Sector Strategy: Establish a sustainable, cohesive and integrated national programme to promote core values and attitudes		
1. Reintroduce the public sector civics programme	2015/2016 - 2017/2018	PSMD, Cabinet Office
2. Revisit, review, revitalize and resource the values and attitudes programme	2015/2016 - 2017/2018	OPM, PIOJ, MOE, MYC
3. Develop and implement a public education programme on values and attitudes	2015/2016 - 2017/2018	OPM, PIOJ, MOE, MYC
4. Create and implement a national change management strategy to facilitate mainstreaming of core values in policies, programmes and institutions	2015/2016 - 2017/2018	OPM, PIOJ, MOE, MYC
5. Carry out audit of existing and past programmes on values and attitudes and undertake gap analysis	2015/2016 - 2017/2018	OPM, PIOJ, MOE, MYC
<b>National Strategy 4-2: Promote the family as the central unit of human development</b>		
Sector Strategy: Build parenting capacity		
6. Develop and implement a 5-year multi-sectoral strategic plan for parenting	2015/2016 - 2017/2018	NPSC, MOE
7. Develop and implement a quality assurance framework	2015/2016 - 2017/2018	NPSC, MOE
8. Develop a parenting programme monitoring and evaluation framework	2016/2017 - 2017/2018	NPSC, MOE
9. Develop the Parenting Education and Programme Standard	2015/2016 - 2016/2017	NPSC, MOE
10. Develop and implement the Effective Parenting Intervention Programme (EPIP)	2015/2016 - 2016/2017	NPSC, MOE
<b>National 4-3: Preserve, develop and promote Jamaica's cultural heritage</b>		
Sector Strategy: Implement appropriate measures to protect and preserve cultural expression		
11. Conclude lobby for the Blue and John Crow Mountains to be inscribed as a World Heritage site	2015/2016	MYC
12. Develop and implement a sustained public education programme on World Heritage		JNHT, MYC

National Outcome #4 – Authentic and Transformational Culture		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
13. Determine two additional sites for submission to be considered for designation as a World Heritage site <ul style="list-style-type: none"> <li>Select the Seville Heritage Park or the Underwater City of Port Royal for inscription as a World Heritage site</li> </ul>	2015/2016 - 2017/2018	JNHT, MYC
14. Complete nomination dossiers for intangible cultural heritage including: <ul style="list-style-type: none"> <li>Nomination of selected sites for inscription as World Heritage sites</li> <li>Nomination for reggae music to the Representative List of the Intangible Cultural Heritage of Humanity</li> </ul>	2015/2016 - 2017/2018	MYC
15. Implement the Kingston Action Plan for the Preservation of Jamaica's Intangible Cultural Heritage	2015/2016 - 2017/2018	MYC, MTE, IOJ, ACIJ
16. Operationalize the Simon Bolivar Centre	2015/2016	MYC, IOJ, JNHT, UDC, KSAC and other relevant stakeholders
17. Identify resources for the formulation and implementation of an infrastructural development plan for the Jamaica Music Museum	2015/2016 - 2017/2018	MYC, IOJ
18. Conduct a strategic review of the Institute of Jamaica (IOJ) to include institutional review of the National Gallery and implement ratified arrangements	2015/2016 - 2016/2017	MYC, IOJ
19. Expand and/or upgrade public museums and galleries: <ul style="list-style-type: none"> <li>Liberty Hall</li> <li>National Museum West</li> <li>Peoples Museum of Craft and Technology</li> <li>National Museum Jamaica</li> <li>Natural History Exhibition Gallery</li> <li>National Gallery</li> <li>National Gallery West</li> </ul>	2015/2016 - 2017/2018	IOJ, MYC
20. Strengthen the National Library and its network and build a Prime Ministerial Library	2015/2016 - 2017/2018	Jamaica Library Service, OPM
21. Ratify the Convention on Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970)	2015/2016 - 2017/2018	IOJ
22. Implement the Convention for the Safeguarding of the Intangible Cultural Heritage	2015/2016 - 2017/2018	MYC, IOJ
23. Review the Legal Deposit Act regarding contributions of personal literary works and requirements for other publications to be deposited	2015/2016 - 2017/2018	NLJ
24. Develop and implement a public arts programme	2015/2016 - 2017/2018	MYC, JCDC

<b>National Outcome #4 – Authentic and Transformational Culture</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
25. Develop a national cultural information and accreditation/authentication and heritage information/validation system	2015/2016 - 2017/2018	JNHT, MYC
26. Promote Jamaica's culture through cultural exchanges and participation in international fora, festivals, conferences and trade fairs (e.g. CARIFESTA)	2015/2016 - 2017/2018	JNHT, MYC, MTE, JCDC, NCCIC, IOJ, JAMPRO, MIIC, MFAFT
27. Strengthen culture and creative education and entrepreneurship in primary and secondary education in tandem with the Grades 1-9 curriculum, including the Culture in Education Programme and Citizenship Education Programme, with curriculum development that includes the participation of cultural/creative practitioners	2016/2017	MOE, MYC, JFLL
28. Strengthen the Performing and Visual Arts offerings of secondary and primary schools by advancing STEAM (Cross reference: National Strategy 2-2 and Actions 8 & 9)	2016/2017	MOE, MYC, NCCIC, JCDC, MTE
29. Broaden education and training in arts and culture, including topics about culture and cultural and creative industries management	2016/2017	MYC, Edna Manley College, MTE, MOE, NCCIC, JCDC, IOJ, JBDC, CPTC, HEART Trust/NTA, tertiary institutions, Private Sector, Media, Professional Associations, JFLL
30. Promote a policy and programme that recognizes the indigenous language of the Jamaican society in the formal education system while emphasizing the need to learn and use the official language, English, as the language of formal social interaction	2017/2018	MOE, MYC, UWI
31. Digitize cultural content to preserve heritage and develop a digital cultural repository for education, research, information and tourism purposes	2015/2016 - 2017/2018	Jamaica Archives, NLJ, IOJ, MYC, JLS, PBCJ, CPTC, JNHT, OPM (JIS and National Archives), MTE, UWI, UTech
<b>Sector Strategy: Promote awareness of the social and economic development value of Jamaica's natural and cultural heritage with a view to stimulate entrepreneurial activities</b>		
32. Celebrate national and cultural activities, events and festivals	2015/2016 - 2017/2018	MYC, MOE, MTE, JCDC, PSOJ, SBAJ, CSOs, NGOs
33. Expand the offerings of the Culture Passport through strategic partnerships with JCDC and MOE <ul style="list-style-type: none"> <li>Continuously upgrade the cultural and heritage site register/database</li> <li>Develop and sign an MOU with site managers</li> <li>Pursue collaboration with potential sponsors</li> </ul>	2015/2016 - 2017/2018	MYC, JCDC, MOE

<b>National Outcome #4 – Authentic and Transformational Culture</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
34. Expand Culture Clubs, to have approximately 440 operational by 2018	2015/2016 - 2017/2018	MYC, JCDC
35. Promote national museums, galleries, exhibitions and heritage sites to increase the number of annual visitors (150,000 per year) and to increase awareness	2015/2016 - 2017/2018	MYC, IOJ, JNHT, Museums, Galleries, Exhibitions
36. Implement new and existing youth-centred programmes in culture as well as cultural and creative industries and the incubation of social enterprises	2015/2016 - 2017/2018	MYC, JNHT, IOJ, MSTEM, MTE, MIIC
<b>National Strategy 4-4: Integrate Jamaica's Nation Brand into developmental processes</b>		
<b>Sector Strategy: Undertake comprehensive National Branding for Jamaica</b>		
37. Resource, develop and finalize a national branding strategy	2015/2016	NCCIC, MYC, OPM, Cabinet Office, JIPO, JAMPRO, MIIC, MTE, MSTEM, SDC, MNS, MLGCD, OPM, PIOJ, Environment, CSOs, Private Sector and others
38. Promulgate the National Cultural Policy and Action Plan	2015/2016 - 2017/2018	MYC and stakeholders
<b>National Strategy: 4-5: Strengthen the role of sport in all aspects of national development</b>		
<b>Sector Strategy: Develop the policy and regulatory framework including standards for sport</b>		
39. Develop a policy to mitigate against unfair and uncompetitive practices in sports including match-fixing and illegal gambling	2017/2018	OPM, BGLC, JCF, Cabinet Office
40. Develop guidelines for safeguarding and protecting children in sport including a monitoring framework for implementation	2015/2016 - 2016/2017	OPM, CDA, CISOCA, OCA, JADCO, MOE, BSJ
<b>Sector Strategy: Conduct a strategic review of the Sport Sector to rationalize the existing institutions for sport</b>		
41. Conduct a national strategic review of the existing institutional framework for national sport development with particular focus on effective implementation of the National Sports Policy	2015/2016 - 2016/2017	OPM
42. Commence implementation of agreed recommendations from the study to assess the institutional framework for sport	2017/2018	OPM, INSPORTS, SDF, IPL, JADCO, Sport Associations and Federations, Private Sector
<b>Sector Strategy: Improve the national sporting infrastructure towards achievement of the long-term development of sport</b>		
43. Complete implementation of the High School Sport Improvement Infrastructure Project (HSSIIP)	2015/2016 - 2016/2017	OPM, MOAF (Sugar Transformation Unit), MOE, ISSA
44. Resurface the running track and renovate the swimming pool at the G.C. Foster College	2015/2016 - 2017/2018	MOE, G.C. Foster, SDF

<b>National Outcome #4 – Authentic and Transformational Culture</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>Sector Strategy: Provide for athletes' development to enable their continued contribution to building Brand Jamaica</b>		
45. Implement a Jamaican Athletes Insurance Plan, including securing a service provider for health insurance, for all eligible national athletes	2015/2016 - 2017/2018	OPM, SDF
46. Partner with the private sector to create a scholarship fund for student athletes and other targeted professions in the sport industry	2015/2016 - 2017/2018	G.C. Foster, Tertiary Institutions, Private Sector (PSOJ, JMA, others)
47. Establish a framework for professional sports development as part of transitioning athletes from amateur to professional sport and from professional sports to other sporting professions <ul style="list-style-type: none"> <li>• Recruiting of sports persons</li> <li>• Sponsorship of sports persons</li> <li>• Develop a career development pathway for athletes/sportspersons for inclusion in the curriculum</li> </ul>	2015/2016 - 2017/2018	OPM, Institute of Sports, Sports Federations, MOE, CPTC

## NATIONAL OUTCOME #5 SECURITY AND SAFETY



### Introduction

National and global security are areas of concern that resonate in development policies and programmes, including Agenda 2030 for Sustainable Development, otherwise known as the Sustainable Development Goals (SDGs). Goal 16 of 17 SDGs states<sup>24</sup>:

“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”.

“Security and safety” is a major development concern for the Jamaican society. Current trends in the incidence of crime and violence as well as the resulting levels of insecurity and fear of crime have been identified as major contributors to the low levels of economic growth and threats to the achievement of inclusive development goals.

“Jamaica currently has one of the highest per capita levels

of homicide and violent crime in the world. This is the result of a combination of factors including imports of illegal firearms and ammunition, the supply and trans-shipment of illegal narcotics, financial frauds, including Ponzi schemes and Lottery scam, and opportunities for corruption and extortion, all of which have encouraged the use of violence by criminals.”<sup>25</sup>

Within this context, “security and safety” has been increasingly recognized as a cross-cutting issue that has significant implications for state expenditure on areas such as health and the costs borne by both the private sector and citizens to operate businesses and ensure personal safety. The Minister of National Security, Hon. Peter Bunting, in speaking to Jamaicans in the United Kingdom in 2013, noted that, in the absence of crime over the past 40 years, the economy would be between three and ten times its current size.<sup>26</sup>

<sup>24</sup> Source: Transforming Our World: The 2030 Agenda For Sustainable Development, August 2015

<sup>25</sup> The National Security Policy for Jamaica, 2013, pg. 4

<sup>26</sup> Source: <http://jis.gov.jm/crime-has-hindered-economic-progress-bunting/>, accessed August 3, 2015

Over the past two decades, the nature of safety and security and the impact of threats have been more readily defined within a regional and global framework. Locally, the nature of criminality and violence has largely become institutionalized in an evolving culture which easily integrates unattached and at-risk youth, particularly males, and capitalizes on skills, competencies and available technology to achieve regional and global reach. While the transnational criminal linkages of criminal gangs and gun violence have long been established, the increasing levels of organization, sophistication and diversification of activities have required more legislative, information and intelligence led responses from the state and national security apparatus. The “Lottery Scam”, for example, has demonstrated the strength of international organization and the influence of locally led criminal enterprises as well as the self-replicating and extensive reach these activities have within the Jamaican nation state.

In addition to local realities, Jamaica is faced with international threats to security and safety that require clearly defined actions to not only protect its citizens but also the world at large. This involves increasing global scrutiny of the extent to which Jamaica actively implements policies and programmes and establishes governance and institutional mechanisms to address priority global security and safety concerns. Issues such as human trafficking and international terrorism, which traditionally have been viewed by the populace as external concerns, have grown in national significance. The international perception of Jamaica’s commitment to addressing issues such as these has implications for its relationships with global partners; its access to important financial and other resources, including foreign direct investment (FDI); and the viability of local economic sectors, such as the tourism industry that is influenced by visitor perceptions of safety.

The Government of Jamaica has responded to the evolving and growing nature of crime and violence through transformative changes in the approaches to how national security is defined and how prevailing challenges have been addressed. The Ministry of National Security (MNS) has expanded its policy and programme focus in addressing the cultural, social and economic factors that have been associated with crime. It has given focus also

to strengthening the response capabilities of the state to respond to criminal threats within a context of increased accountability and utilization of a rights-based approach to the protection of civil liberties.

A central element of the expanded approach of the MNS is greater integration of a micro- and macro- level focus as part of improving policy translation into programmatic actions. Important steps have been taken in the reform and modernization of the law enforcement system. The MNS has demonstrated key efforts to adopt what has been internationally branded as “total policing”, including a focus on intelligence-led policing and information management; improving the culture and professionalism of the local police and defence forces; focus on respecting the rights of citizens and improving police-citizen relationships; and key structural and institutional reforms for greater levels of coordination, efficiency and effectiveness in national security operations.

A related focus is the increasing incorporation of evidence-based management within the response to and assessment of the impact of crime and violence. Evidence-based capacity building is interlinked with strengthening of the intelligence and forensic capabilities and the promulgation of supporting policies and legislation. The MNS has sought to establish institutional arrangements for providing relevant and quality data and statistics to inform its work through coordinated systems for compilation, storage, warehousing and mining, and dissemination. These systems respond to priority issues and are managed by the respective specialist areas. One key initiative, the Jamaica Crime Observatory (JCO) focuses on providing data on key indicators of crime and violence. It utilizes a web-based information platform and early warning system, the Integrated Crime and Violence Information System (ICVIS), and is creating a database on indicators of crime and violence, which currently includes statistics on five key indicators for five parishes<sup>27</sup> – homicides, fatal shootings, sexual assault, traffic fatalities and suicides.

The National Intelligence Bureau (NIB) – the intelligence arm of the Jamaica Constabulary Force (JCF) – daily disseminates “bulletins, assessments, intelligence briefs and casings to Divisions which inform plans and operational

<sup>27</sup> Kingston, St. Andrew, St. Catherine, Clarendon and St. James

<sup>28</sup> MTF 2012-2015, 2-Year Progress Report

strategies”<sup>28</sup>. Input from the Divisional Intelligence Unit also supports the more effective deployment of resources. Increased opportunities for intelligence-led policing are provided by improved relationships between communities and police personnel based on interventions under community-based policing programmes. These are supported by community-based development-oriented programmes such as the MNS’s flagship programme – the Citizen Security and Justice Programme (CSJP). The JCF also has installed a number of systems to assist with intelligence and forensic examinations, including the Communication Automated Data Systems (CADS) at the Communication Forensics and Cybercrime Unit (CFCU). Institutionally, the JCF has established an ICT Branch as well as a Central Investigations Bureau (CIB) Background and Enquiries Team to support technology- and intelligence-based policing. To improve the traceability of weapons, the MNS has established databases for recording information on the marking/identification of state-owned weapons and licenced weapons owned by private citizens. While these databases are not yet fully populated, significant progress has been made.



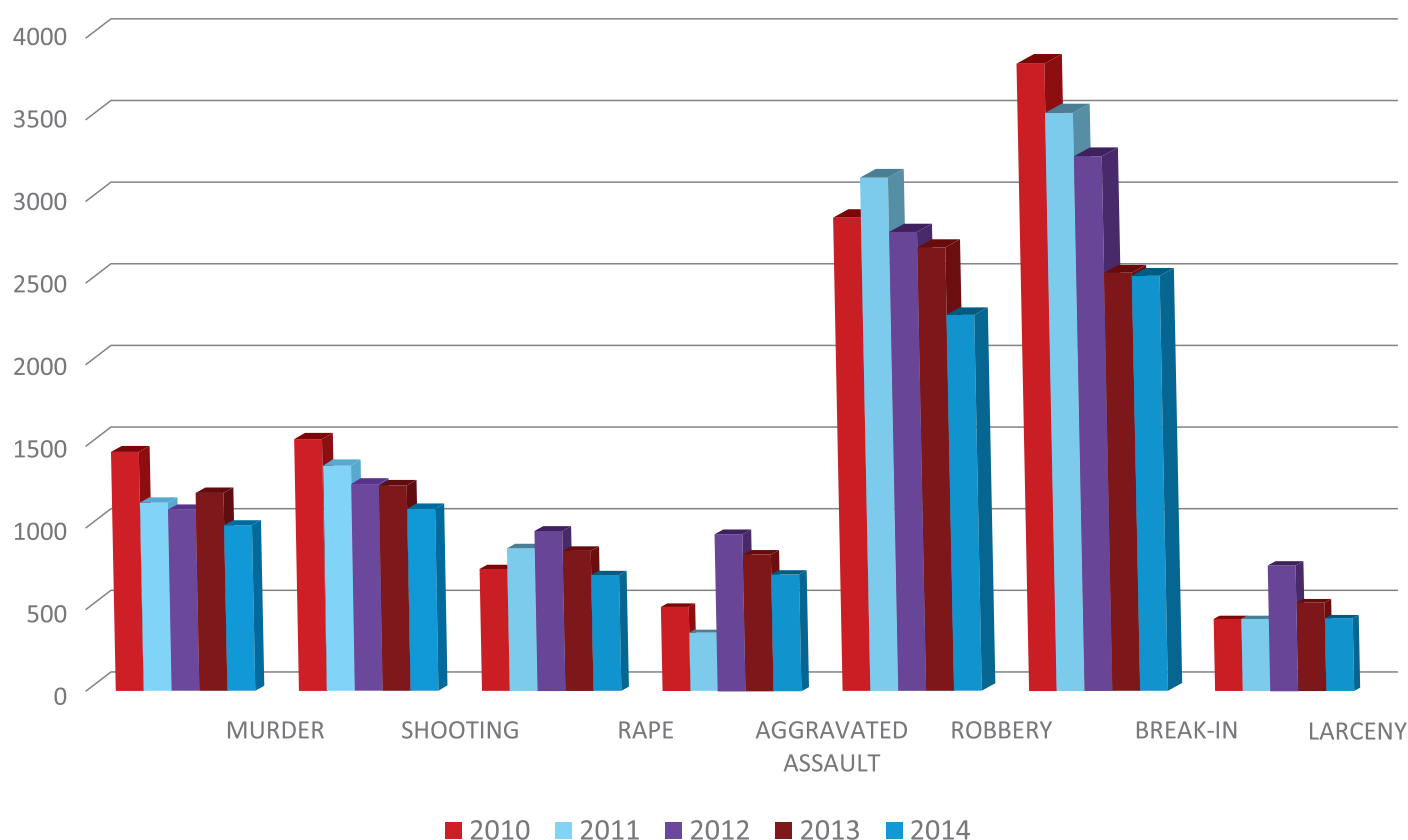
The new National Security Policy (NSP) (GOJ, 2013) was finalized and passed by Parliament in 2014. The NSP is built on a Probability Impact Matrix, which utilizes estimates of probability and impact to rank national security threats in four tiers to determine priorities and how resources should be allocated (GOJ, 2013, pg. 4). The four-tiered model of national security threats ranks from the top, those with highest probability and highest impact, to those with the least impact that serve more as potential threats. Within this model, the level of impact is shown to be a greater

determinant of threat level than probability of occurrence.

The MNS has taken concrete steps to implement the National Security Policy and to ensure policy coherence, and has aligned its policy outcomes with the National Security Policy. In 2013, the National Crime Prevention and Community Safety Strategy (NCPCSS) was revised to support implementation of programmes to address Tier 1 threats and three of the six key reforms recommended: policing by consent; adoption of a coherent anti-gang strategy; and a focus on at-risk individuals and communities. The NCPCSS forms the strategic framework for the Unite for Change programme which translates key elements of the policy into programme objectives and actions. Unite for Change targets crime and violence prevention and reduction and, based on the NCPCSS, utilizes an approach of: partnership and engagement, including political leadership; health promotion – treating crime as an epidemic; utilizing evidence to inform strategies and plans adapted to target identified localized needs; and national social marketing and campaigning. Unite for Change has become increasingly visible particularly through its national level social marketing activities, which include television ads promoting acceptable parental values and norms.

Despite the challenges, there has been progress in reducing the incidence of major security concerns including those represented in the national outcome indicators of Major Crimes/Category 1 Crimes and the Murder Rate. In 2014, Category 1 Crimes were 320 per 100,000 population, which was higher than the baseline 280 per 100,000 population in 2007. However, since 2009, Major Crimes/Category 1 Crimes has declined each year with the exception of 2012 where there was a three per cent increase over the 2011 rate. An examination of the murder rate shows that it was 38 per cent lower in 2014 than in the 2007 baseline year. The murder rate has consistently declined since 2009 with the exception of 2013 where there was an increase, before again recording a decrease in 2014. While the rate of recidivism has fluctuated, there was an overall increase, with each year over the period 2009-2014 recording higher rates than the baseline year, 2007.

### Numbers of Category 1 Crimes for the Years 2010-2014



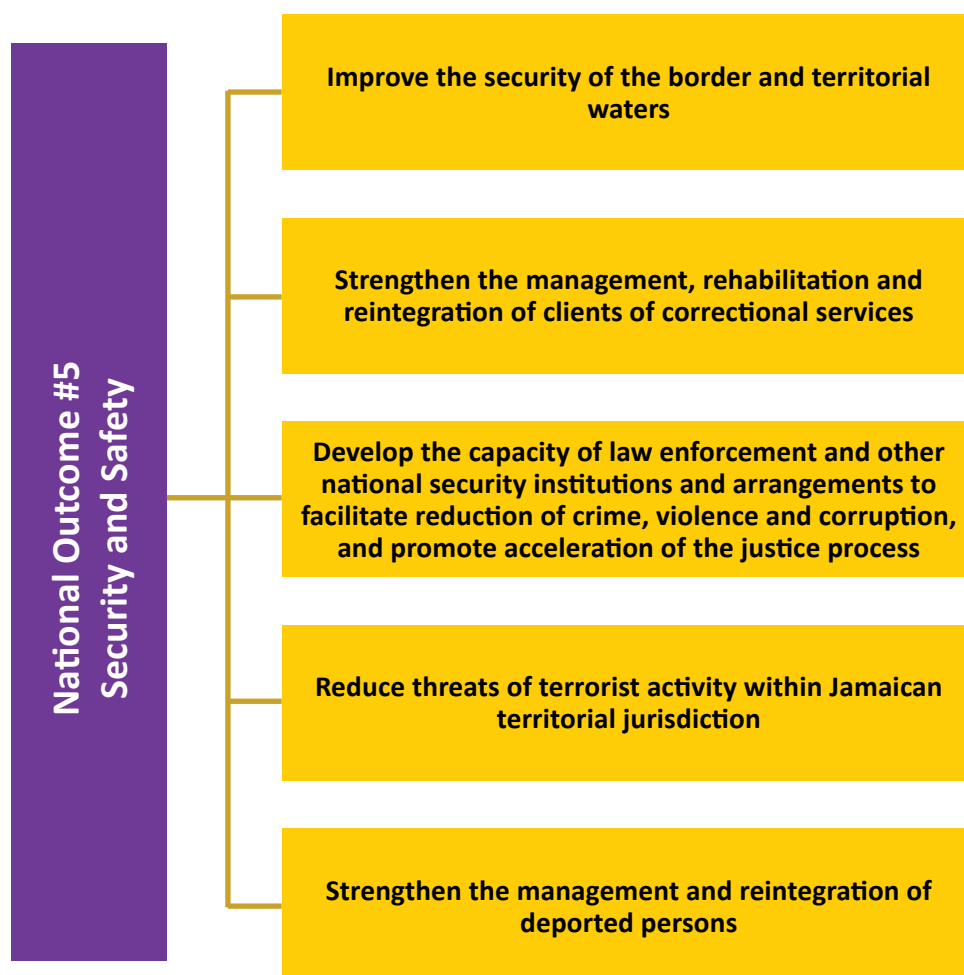
**Figure 11: Number of Category 1 Crimes for the Years 2010-2014**

Source: Jamaica Constabulary Force (JCF), Statistics and Information Management Unit

Local and global realities necessitate a responsive strategic and action framework to promote achievement of national outcome #5 “Security and Safety” and the associated development results. A re-examination of the strategic framework or roadmap to achieve the national outcome and promote achievement of Vision 2030 Jamaica in general led to recommendations from key stakeholders in regard to expansion of the strategic framework and identification of the strategies that would best lead to achievement of the desired results.

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure below.



**Figure 12: National Strategies - Security and Safety - 2015-2018**

## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #5 is aligned to SDG Goals 11 and 16:

- *Make cities and human settlements inclusive, safe, resilient and sustainable*
- *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

**Table 16: Indicators and Targets – Security and Safety**

<b>National Outcome #5 – Security and Safety</b>											
<b>Indicators</b>	<b>Baseline</b>	<b>Actual</b>						<b>Targets</b>			
	<b>2007</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2012</b>	<b>2015</b>	<b>2018</b>	<b>2030</b>
Major Crimes (Category 1 Crimes) per 100,000 population (1)	280	447	418	396	406	362	320	216	182	280 (prov.)	43
Murder rate per 100,000 population	59.5	62.8	53.8	42.0	40.6	44.2	36.9	50	35	30 (prov.)	10
Percentage recidivism	20.8	23.8	26.7	25.8	29.4	27.8		≤ 20	≤ 25	≤ 22.5	≤ 10

(1) From January 13 2013, Major Crimes replaced by Category 1 Crimes, including Serious and Violent Crimes and Acquisitory Crimes

**Table 17: Priority Strategies and Actions – 2015-2018 – Security and Safety**

<b>National Outcome #5–Security and Safety</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 5-3: Improve the security of the border and territorial waters</b>		
<b>Sector Strategy: Strengthen security mechanisms at ports of entry and other ports</b>		
1. Improve investigative capacity to detect and apprehend foreign nationals of interest (more staff of suitable skill, motor vehicles, holding rooms, interviewing areas)	2015/2016 - 2017/2018	MNS, PICA, JCF
2. Improve surveillance at legal and illegal ports of entry (additional staff, motor vehicles case management system, surveillance equipment)	2016 -2017 - 2017/2018	MNS, PICA, JCF, JDF
3. Implement the new border management system at PICA (develop research project proposal, tender, procure and install)	2015/2016 - 2017/2018	MNS, PICA
4. Procure and implement Interactive Advance Passenger Information System (IAPIS) - (develop research project proposal, tender, procure and install)	2015/2016 - 2017/2018	MNS, PICA, Jamaica Customs
5. Introduce facial recognition technology in the passport production system to increase protection against identity theft	2015/2016 - 2016/2017	MNS, PICA
6. Complete revision of the Customs Act	2015/2016	Jamaica Customs
7. Ensure access to the Passenger Name Record (PNR) passenger database for airlines <ul style="list-style-type: none"> <li>Establish and operationalize a regional Memorandum of Understanding (MOU) with the United States</li> </ul>	2015/2016 - 2017/2018	Jamaica Customs

<b>National Outcome #5—Security and Safety</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
8. Procure and utilize cargo imaging equipment for containers	2015/2016 - 2017/2018	Jamaica Customs
9. Establish and implement an outgoing currency monitoring system	2015/2016 - 2017/2018	Jamaica Customs
10. Obtain approval for and implement closed circuit television (CCTV) feed for all customs areas	2015/2016 - 2017/2018	Jamaica Customs
11. Strengthen and expand the Sufferance Wharf Unit	2015/2016 - 2017/2018	Jamaica Customs
12. Include 3 items on the customs import prohibition miscellaneous goods order: Jet Skis, drones and Chinese lanterns	2015/2016 - 2017/2018	Jamaica Customs
<b>National Strategy 5-5: Strengthen the management, rehabilitation and reintegration of clients of correctional services</b>		
<b>Sector Strategy: Expand the framework for rehabilitation of inmates and offenders</b>		
13. Overhaul and design a comprehensive rehabilitation programme – to include expansion of farming and livestock-rearing operations across all facilities with a view for the Department of Correctional Services (DCS) to become self-sufficient in ground provisions and meat	2015/2016 - 2016/2017	MNS, DCS
14. Build out arrangements to enable the removal of persons deemed unfit to plead to be released from DCS facilities	2015/2016	MNS, MOJ, MOH, DCS
15. Establish an improved child-friendly juvenile facility for girls	2015/2016 - 2016/2017	MNS, DCS
16. Upgrade telecommunications and contraband detection capability of the DCS	2015/2016	MNS, DCS
17. Construct a new medium security block at Tamarind Farm	2015/2016 - 2016/2017	MNS, DCS
18. Construct a new 2000-man capacity maximum security correctional facility	2017/2018	MNS, DCS
19. Modify and upgrade the assessment process to efficiently classify and place inmates accordingly to risk levels and reduce overcrowding in the maximum security correctional facilities	2015/2016 - 2016/2017	MNS, DCS
20. Introduce electronic monitoring as part of the supervisory arrangements of some categories of offenders	2015/2016 - 2016/2017	MNS, DCS
<b>National Strategy 5-6: Develop the capacity of law enforcement and other national security institutions and arrangements to facilitate reduction of crime, violence and corruption, and promote acceleration of the justice process</b>		
<b>Sector Strategy: Introduce and strengthen policies/legislation as well as anti-gang operations to remove the profit from crime and reduce corruption</b>		

<sup>29</sup> Female juvenile offenders are currently housed at the South Camp Road Rehabilitation Centre. However, this facility is slated to house adult female offenders relocated from Fort Augusta, while juvenile female offenders will be relocated to a more child-friendly facility.

<b>National Outcome #5–Security and Safety</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
21. Establish Major Organized Crime and Anti-Corruption Agency (MOCA) as an independent single major organized crime and anti-corruption entity for Jamaica with power to prosecute	2015/2016 – 2016/2017	MNS, Attorney General, JCF
22. Reduce human trafficking <ul style="list-style-type: none"> <li>Promote increased public participation in reducing human trafficking by increasing awareness through social marketing campaigns</li> <li>Increase monitoring and tracking of decided actions, including selecting and appointing a Human Trafficking Rapporteur</li> </ul>	2015/2016 – 2016/2017	MNS, MOJ, JCF
23. Reinforce the regulatory framework for the private security industry to minimize opportunities for recruitment of criminals and corrupt individuals into its ranks: include enhanced vetting procedures, establishment of minimum operational and recruiting standards and enhanced oversight	2015/2016 – 2016/2017	MNS, PSRA, JCF
24. Expand Jamaica Defence Force (JDF) Coast Guard and Marine Police operational capacities with: <ul style="list-style-type: none"> <li>Acquisition and deployment of patrol vessels</li> <li>Strengthening of intelligence sharing and collaboration with the US Navy Southern Command</li> </ul>	2015/2016 – 2016/2017	MNS, JDF, JCF
25. Finalize and/or review bi-lateral agreements (Dutch Overseas Territories, Cuba, Haiti, Bahamas, Honduras, Mexico) on cooperation and collaboration to exchange intelligence on and to coordinate responses to criminal activity at sea	2015/2016 – 2016/2017	MNS, MFAFT, JDF, JCF
26. Amend Maritime Drug Trafficking (Suppression) (Amendment) Bill to allow for prosecution by the arresting state of Jamaicans involved in drug trafficking outside Jamaica's territorial waters	2015/2016	MNS, Attorney General
27. Monitor progress of arrangements being developed under the leadership of the Ministry of Agriculture and Fisheries (MOAF) for use of drones to monitor fishing operations in the Exclusive Economic Zone (EEZ)	2015/2016	MOAF, MNS, JCF, JDF Coast Guard
<b>Sector Strategy: Reform the Justice System to accelerate the pace of the justice process</b>		
28. Pass DNA Evidence Bill	2015/2016	MNS, CPC, Attorney General
29. Introduce legislation to give the Director of Public Prosecutions (DPP) the right to appeal acquittals	2015/2016 – 2016/2017	MOJ
30. Introduce legislation to give discounted sentences to persons who plead guilty	2016/2017	MOJ
31. Introduce legislation to link all indictments against an accused in one trial arising in the course of the commission of a murder	2016/2017 – 2017/2018	MOJ
32. Strengthen the capacity of the Institute of Forensic Sciences and Legal Medicine (IFSML) to carry out forensic investigations	2015/2016 – 2016/2017	MNS, IFSML, UWI
<b>Sector Strategy: Implement measures to improve methods of policing; increase public trust in the institution and its ability to police by consent</b>		

<b>National Outcome #5–Security and Safety</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
33. Develop and implement a programme to recruit best fit personnel into Divisional Command	2015/2016 - 2017/2018	MNS, JCF High Command and HR
34. Implement programmes to improve management skills capacities of divisional commanders	2015/2016 - 2017/2018	MNS, JCF
35. Institute proximity policing initiatives in high crime communities	2015/2016 - 2017/2018	MNS, JCF
36. Expand community policing; expand police youth clubs, and neighbourhood, farm and business watches	2015/2016 - 2017/2018	MNS, JCF
37. Expand awareness and focus on human trafficking and child rights among members of the police	2015/2016 - 2017/2018	MOJ, MNS, JCF, CDA, OCR
38. Acquire and implement the usage of body-worn cameras by the Jamaica Constabulary Force (JCF)	2015/2016 - 2017/2018	MNS, JCF
39. Expand JCF training in the use of less lethal weapons	2015/2016 - 2016/2017	MNS, JCF
40. Strengthen partnerships between the JCF and human rights groupings	2015/2016 - 2017/2018	MNS, JCF
41. Pilot the e-Station Diary facility across 3 JCF divisions in Area 3 and the JCF Inspectorate	2015/2016	MNS, JCF
42. Expand e-Station Diary facility	2016/2017 - 2017/2018	MNS, JCF
43. Convert paper-based police records into electronic records using the Automated Palm and Fingerprint Identification System (APFIS)	2015/2016 - 2016/2017	MNS, JCF
44. Complete implementation of the Performance Management and Appraisal System (PMAS) of the JCF	2015/2016	MNS, JCF
45. Carry out standard and thematic inspections of police divisions and formations and present findings to relevant stakeholders	2015/2016	MNS, PCOA
46. Improve JCF fleet operational efficiency: <ul style="list-style-type: none"> <li>Consolidate the fleet around the most efficient vehicle make and models</li> <li>Introduce Computer-Aided Dispatch (CAD) and Automated Vehicle Location (AVL) Systems</li> </ul>	2015/2016 - 2017/2018	MNS, JCF
47. Establish CCTV systems in Falmouth, Negril, and Spanish Town	2016/2017 - 2017/2018	MNS, MTWH, MTE
48. Establish and operationalize the National Electronic Surveillance System (including Policy and Operational Plan)	2015/2016 – 2017/2018	MNS, MTWH
49. Upgrade the JCF telecoms service	2016/2017 - 2017/2018	MNS, JCF

<b>National Outcome #5–Security and Safety</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
50. Review, update, and strengthen the MOU between the JCF and the Private Security industry to integrate aspects of the Private Security operations into the national security architecture	2015/2016 – 2017/2018	MNS, JCF, PSRA
51. Establish linkages among diverse government databases to strengthen the enforcement capacity for the payment of traffic fines	2015/2016 – 2016/2017	MNS, JCF
52. Merge the Traffic Ticket Management System (TTMS) and Traffic Ticket Issuing System (TTIS) to form the Traffic Ticketing System (TTS) and upgrade the TTS to accommodate provisions of the new Road Traffic Act	2015/2016 – 2016/2017	MNS, JCF
53. Establish and operationalize the Institute of Forensic Sciences & Legal Medicine (IFSLM) as a department of the MNS	2015/2016 – 2016/2017	MNS, JCF
54. Establish a national public morgue	2017/2018	MNS, JCF, MOH, IFSLM
<b>Sector Strategy: Adopt a coherent strategy to reduce gangs and the activities of other transnational and organized criminal organizations</b>		
55. Implement island wide, the JCF Linked Investigation Strategy and use of the CIB Checklist Policy	2015/2016 – 2017/2018	MNS, JCF
56. Reduce the supply of illicit guns and ammunition available to gangs: <ul style="list-style-type: none"> <li>• Deploy national security assets to investigate all suspicious craft in the maritime domain <ol style="list-style-type: none"> <li>a. JCF</li> <li>b. JDF Marine Patrol</li> </ol> </li> <li>• Implement measures to improve traceability and reduce leakages (storage, marking, ballistic signatures, destruction)</li> <li>• Increase detection and recovery through implementation/expansion of partnerships for recovery (e.g., Crime Stop, Jamaica Umbrella Group of Churches – JUGC), JCF Illegal Firearms Policy, training to improve detection at national borders</li> </ul>	2015/2016 – 2016/2017	MNS, FLA, JCF, JDF, Jamaica Customs, Crime STOP, JUGC
57. Revise the act related to the Justice Protection Unit (JPU) to incorporate best practices	2015/2016	MNS, JPU
58. Build the capacity of JPU officers to provide effective close protection of clients	2015/2016	MNS, JPU, JCF
59. Restructure the JPU to separate administrative, protective and investigative functions	2015/2016 – 2016/2017	MNS, JPU, JCF
<b>Sector Strategy: Strengthen the capacity of communities, MDAs, NGOs, Private Sector and FBOs to identify and focus interventions on at-risk individuals and communities towards creating a safe and secure society</b>		
60. Coordinate interventions (National Crime Prevention & Community Safety Strategy (NCPCCS)/Unite For Change (UFC)) by way of the Public Order Committee of Cabinet, Steering Committee and Technical Working Groups	2015/2016 – 2017/2018	MNS, MOJ, MOE, MLSS, MOH, MYC, MLGCD

<b>National Outcome #5–Security and Safety</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
61. Make fully operational, the Projects Unite Platform (a web-based platform that provides information on crime prevention programmes by community island-wide)	2015/2016 - 2016/2017	MNS, MOJ, MOE MLSS, MOH, MYC, MLGCD
62. Increase the availability and use of timely and reliable information on crime and violence: <ul style="list-style-type: none"> <li>Rehabilitate the Crime Observatory covering 5 additional parishes and additional variables – shooting, domestic violence and robbery. Will provide mapping and charts</li> <li>Create common indicators for community safety planning</li> <li>Complete 2015 National Crime Victimization Survey</li> <li>Establish baseline for Citizen Security and Justice Programme (CSJP)</li> </ul>	2015/2016	MNS, CSJP, MOJ, JSIF, IFSLM, RGD, MOH, JCF
63. Increase engagement of communities to complete safety plans (in the context of the agreed outcomes of UFC) and connect to partners for implementation	2015/2016 - 2016/2017	MNS, MOJ, CSJP
64. Deploy and manage operations of Trained Violence Interrupters in 30 communities with double digit murders (2014) in St. Catherine North, St. James and Clarendon	2015/2016 - 2016/2017	MNS, CSJP, PMI
65. Make CSJP operational in 50 communities – recruit, assess and case manage youth at highest risk of becoming involved in violence to facilitate them adopting pro-social lifestyles	2015/2016 - 2016/2017	MOJ, MNS
66. Support behaviour change campaigns: focused on a culture of lawfulness and positive parenting (cross reference to culture)	2015/2016 - 2017/2018	MNS, MOJ, CSJP, NPSC
67. Promote increased volunteerism – recruit, vet and connect volunteers to community-led crime prevention initiatives	2015/2016 - 2017/2018	MNS, CVSS
<b>Sector Strategy: Strengthen systems of governance</b>		
68. Reduce the risk of corrupt individuals and criminal facilitators becoming members of the Public Service through the development and implementation of a protective security and vetting policy	2015/2016 - 2017/2018	MNS, MDAs
<b>National Strategy 5-7: Reduce threats of terrorist activity within Jamaican territorial jurisdiction</b>		
<b>Sector Strategy: Improve technical and operational capacities of relevant security agencies</b>		
69. Improve management of Watch Lists and Stop Orders (significantly expand the dedicated unit within PICA's organization structure)	2016/2017 - 2017/2018	MNS, PICA, JCF
70. Amend immigration legislation to strengthen policy and operational framework to reduce terrorist threats	2016/2017 - 2017/2018	MNS, PICA
71. Strengthen cyber security strategy to further secure the technological environment to prevent hacking	2015-2016 - 2017/2018	MNS, PICA, JCF
72. Develop the capability to identify persons of interest using social media	2016/2017 - 2017/2018	MNS, PICA, JCF

<b>National Outcome #5–Security and Safety</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 5-8: Strengthen the management and reintegration of deported persons</b>		
<b>Sector Strategy: Facilitate reintegration support as well as monitoring of high risk deported persons</b>		
73. Complete and operationalize the protocol with the RGD and PICA to provide a clear pathway to secure identification for deported persons	2015/2016 - 2016/2017	MNS, RGD, PICA
74. Establish a partner working group to advise and coordinate reintegration support to those deported persons in need	2015/2016 - 2016/2017	MNS, RGD, PICA, MOH, MLSS, Selected Local Authorities
75. Complete a comprehensive deportation policy	2016/2017	MNS, PICA, JCF
<b>Sector Strategy: Improve monitoring of high-risk deported persons</b>		
76. Finalize information-sharing arrangements with the United States of America (USA) regarding criminal antecedents of deported persons	2015/2016	MNS, PICA, JCF

## NATIONAL OUTCOME #6 EFFECTIVE GOVERNANCE



### Introduction

Vision 2030 Jamaica – National Development Plan recognizes governance as the exercise of power in the economic, political and administrative management of the country’s resources. Under this national outcome, the following key areas are addressed:

- Local governance
- Public sector efficiency and effectiveness
- Transparency and accountability
- Justice sector reform
- Respect for human rights and freedoms
- Fostering equality and equity in respect of gender and in all spheres of society

Vision 2030 Jamaica articulates that the principles of governance apply to the government and also the private sector and citizens’ organizations. It goes beyond the issues

of institutions and forms of government to encompass the social coordination mechanisms that contribute to political action. It looks at the decision-making process in all political and social structures (the state, business, local communities and non-governmental organizations) and at all levels of government from local to global.

Vision 2030 Jamaica proposes a strengthening of the governance model of the country and defines strategies for the achievement of strong and accountable institutions, political commitment to effective management of the State, transparency in government, and a justice system that is accessible and fair, and also recognizes the fundamental importance of tolerance and respect for human rights and freedoms. To advance the aforementioned, over the period 2012-2015, the progress towards effective governance included, among others:

- Drafting of the bill entitled the Constitution (Amendment) (Local Government) Act for the entrenchment of local government in the Constitution as part of the overall process of

Local Government Reform. A fundamental change was made to the draft bill which includes the ordinary entrenchment of local government in the Constitution as opposed to deep entrenchment, as it was recognized that deep entrenchment would require a referendum

- The implementation of the Local Economic Development (LED) Initiative in conjunction with the Caribbean Local Economic Development Project (CARILED), as a pilot in five parishes. Six projects were implemented over the period including the Riverton Recycle Project, Spanish Town Tourism Project and the Beeston Spring Organic Training and Agro-processing project in Westmoreland
- Strengthening public sector institutions to deliver efficient and effective public goods and services and the implementation of an integrated results-based Performance Monitoring and Evaluation System (PMES) on a phased basis. Phase three commenced in 2012 with the introduction of PMES to 32 selected entities (including all Executive Agencies and some Departments) to develop agency-level business planning and performance reporting
- Preparation of the Public Financial Management Reform Action Plan
- Development of specific reforms and capacity building programmes in the justice sector which were aimed at improving infrastructure, and human and technological resources and processes such as court, case flow and data management
- Institutionalization of the rights-based approach to the execution and governance of justice arrangements, which included knowledge-building as a key tool in ensuring that decision and policy makers, officers and citizens understand and can apply the principles of justice in accordance with state legislation governing citizen rights and obligations. Focus also was given to reducing the burden on the justice system through greater integration of restorative justice principles and more efficient and effective utilization of available resources. State promotion of transparency and accountability as pillars

of effective governance was demonstrated in the introduction and/or strengthening of legislative and institutional arrangements to support anti-corruption measures

- Implementation of key components of the National Gender Policy which included Gender Mainstreaming in MDAs and the Private Sector
- Establishment of 10 Safety and Security Committees in 9 parishes (10 municipalities)
- Preparation and institutionalization of the operations of governance organizations

Over the MTF 2012-2015 period, the indicators used for tracking the performance of this sector show that while there has been progress in the implementation of projects and programmes to enhance governance and improve outcomes, those indicators related to Control of Corruption, Regulatory Quality and Government Effectiveness had not improved over the period.

The Case clearance rate increased over the reporting period and generally improved after 2009, though there was a decrease in 2011. There was no target for 2012 and the 2015 target was achieved in 2013. However, continued development of the justice framework and institutional arrangements are necessary to ensure that the current rates are maintained and surpassed to achieve the 2030 target.

MTF 2015-2018 proposes a range of strategies that seek to advance effective governance. Key issues that will be addressed over the period include:

- Continued implementation of local government reform
- Improvements in public sector efficiency and effectiveness with specific emphasis on issues related to transparency and accountability
- Improvements in corporate governance in public bodies and state-owned enterprises
- Integration of the various frameworks related to accountability, performance monitoring and evaluation and the alignment with strategic policy objectives and operational performance across GOJ

- Improvement in the way children are treated in the justice system
- Establishment of institutional arrangements to promote human rights
- Enhancement of Jamaica's responsiveness to human rights issues
- More effective ways of addressing issues of gender-based violence
- Improvement in women's representation in decision making and political participation

### National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure below.

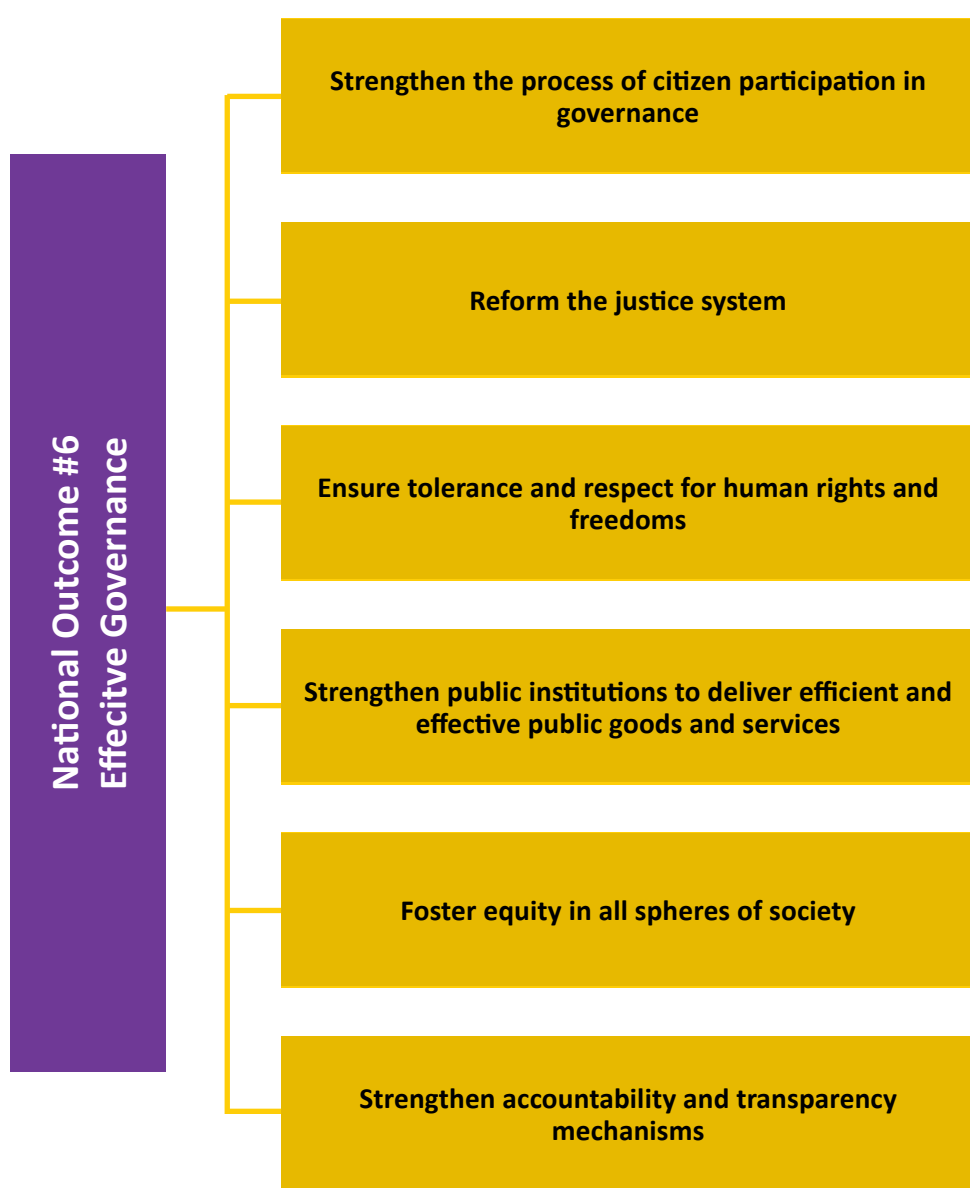


Figure 13: National Strategies – Effective Governance – 2015-2018

## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #6 is aligned to SDG Goals 5 and 16:

- *Achieve gender equality and empower all women and girls*
- *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

**Table 18: Indicators and Targets – Effective Governance**

National Outcome #6 – Effective Governance										
Indicator	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Voice and Accountability Index	0.6	0.42	0.43	0.44	0.50	0.53	0.78	0.88	0.88	1.27
Rule of Law Index	-0.46	-0.5	-0.42	-0.41	-0.39	-0.31	-0.30	0.04	0.04	1.41
Government Effectiveness Index	0.30	0.20	0.22	-0.02	-0.02	-0.14	0.18	0.45	0.45	1.51
Control of Corruption Index	-0.49	-0.38	-0.29	-0.36	-0.37	-0.38	-0.24	0.13	0.13	1.59
Regulatory Quality Index	0.31	0.28	0.30	0.23	0.23	0.16	0.33	0.53	0.53	1.35
Case clearance rate (%)	93.78	94.03	82.73	92.09	95.33			95	95 (prov.)	100

**Table 19: Priority Strategies and Actions – 2015-2018 – Effective Governance**

National Outcome #6 – Effective Governance		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>National Strategy 6-1: Strengthen the process of citizen participation in governance</b>		
<b>Sector Strategy: Strengthen the capacity of local organizations/bodies (PDCs, DACs, CDCs) to facilitate citizen participation in decision-making processes</b>		
1. Develop a policy to indicate a dedicated percentage of the Equalization Fund to support the enhancement of citizen participation in the country	2015/2016 - 2017/2018	MLGCD, SDC, National Association of PDCs, UWI, PIOJ
2. Strengthen the participatory mechanism including the Parish Development Committees (PDCs), Development Area Committees (DACs) and Community Development Committees (CDCs)	2015/2016- 2017/2018	MLGCD, SDC, PIOJ
3. Strengthen the working relations within the civil society structure and between that structure and the local authorities	2015/2016- 2017/2018	MLGCD, SDC, PIOJ

<b>National Outcome #6 – Effective Governance</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
4. Expand and implement initiatives of the Caribbean Local Economic Development Project (CARILED)	2015/2016-2017/2018	MLGCD, SDC, LAs
5. Improve the operational efficiency of the financing processes of Parish Development Committees	2015/2016-2017/2018	MLGCD, National Association of PDCs
6. Strengthen the capacity of citizens' groups and supporting institutions to enable them to fully participate in decision-making processes	2015/2016-2017/2018	MLGCD, LAs, SDC
7. Support the implementation of Phase 1 of the Community Renewal Programme (CRP) in 17 communities in downtown Kingston	2015/2016-2017/2018	CRP, SDC, JSIF
<b>Sector Strategy: Fully implement local government reform</b>		
8. Ordinarily entrench the system of local government in the Constitution	2015/2016	MLGCD
9. Implement the recommendations of the diagnostic review of local authorities	2015/2016-2017/2018	MLGCD, MOFP
10. Approve and promulgate the strategic laws and selected operational laws for local government reform and citizen participation in governance <ul style="list-style-type: none"> <li>• Jamaica Social Welfare Commission Act</li> <li>• Local Government (Unified Service &amp; Employment)</li> <li>• Local Government Financing and Financial Management Act</li> <li>• Local Governance Act</li> </ul>	2015/2016-2017/2018	MLGCD
11. Implement public education campaign pursuant to the promulgation of the strategic laws	2015/2016-2017/2018	MLGCD, SDC
12. Determine the formula for central government transfers to local government	2015/2016-2017/2018	MLGCD, MOFP, LAs, PIOJ
13. Build the capacity of the Safety and Security Programme by expanding into new parishes and strengthening existing ones	2015/2016-2017/2018	MLGCD, MNS, PIOJ
<b>Sector Strategy: Institutionalize a culture of openness and accountability</b>		
14. Establish citizen charters in other 10 local authorities (LAs) and include appropriate performance measures for all LAs	2015/2016-2017/2018	LAs, PDCs, MLGCD, Cabinet Office
15. Fully operationalize local public account committees in all LAs	2015/2016-2017/2018	MLGCD, LAs, PDCs
<b>National Strategy 6-2: Reform the justice system</b>		
<b>Sector Strategy: Increase the level of professionalism of all officers in the justice system</b>		
16. Establish a customer service desk in all courts	2015/2016-2017/2018	MOJ
17. Design a customer service protocol and training course for police officers	2015/2016-2017/2018	MOJ, JCF
<b>Sector Strategy: Enhance the administrative system in the courts</b>		

<b>National Outcome #6 – Effective Governance</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
18. Continue strengthening the implementation of the Court Management System including completion of governance framework	2015/2016-2017/2018	MOJ, CMS
19. Strengthen the capacity of the Office of the Chief Justice	2015/2016-2017/2018	MOJ
20. Improve the system of data collection in the courts through a web-based portal that allows for connectivity	2015/2016-2017/2018	MOJ
21. Complete implementation of recommendations to improve jury service, including improving the mechanisms for serving summonses to jurors and witnesses, expanding the jury pool and reducing jury trials	2015/2016-2017/2018	MOJ
22. Strengthen the case flow management process for the courts	2015/2016-2017/2018	MOJ, CMS
23. Expand the Court of Appeal	2015/2016-2017/2018	MOJ
24. Identify and undertake reconstruction and rehabilitation of eight courthouses	2015/2016-2017/2018	MOJ, NWA
25. Establish four family courts in selected parishes	2015/2016-2017/2018	MOJ
26. Streamline settlement of commercial court cases including automation of registrar of commercial cases	2015/2016-2017/2018	MOJ, ORC
27. Provide court reporting facilities (audio recording equipment, laptop and desktop computers) in 16 Resident Magistrate Courts	2015/2016-2017/2018	MOJ
<b>Sector Strategy: Reform the laws to ensure that they are in keeping with modern approaches to justice</b>		
28. Continue the process of decriminalization of petty infringements that go before the courts	2015/2016-2017/2018	MOJ, MNS
<b>Sector Strategy: Increase and strengthen mechanisms for dispute resolution</b>		
29. Strengthen alternative dispute resolution mechanisms	2015/2016-2017/2018	MOJ, Dispute Resolution Foundation
30. Repeal the Arbitration Act and enact modern arbitration legislation	2015/2016-2017/2018	MOJ, CPC
<b>National Strategy 6-3: Ensure tolerance and respect for human rights and freedoms</b>		
<b>Sector Strategy: Ensure proper treatment of children and vulnerable persons who come in contact with the justice system</b>		
31. Strengthen the Victim Services Division	2015/2016-2017/2018	MOJ, OCR, OCA
32. Finalize the Child Diversion Policy and amend relevant legislation to facilitate implementation of policy	2015/2016	MOJ, OCR, OCA, PIOJ

<b>National Outcome #6 – Effective Governance</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
33. Develop and implement special provisions for children appearing in the drug court	2015/2016-2017/2018	MOJ, OCA
34. Amend legislation to include harsher penalties for persons selling drugs to minors	2015/2016-2017/2018	MOJ, OCA
35. Ensure access to court facilities for persons with disabilities (ramps etc.)	2015/2016-2017/2018	MOJ, MLSS
<b>Sector Strategy: Incorporate human rights issues in all relevant national policies</b>		
36. Develop a mechanism to ensure a rights-based approach to resource allocation	2015/2016-2017/2018	MOJ, MOFP
37. Implement citizen education on rights, responsibilities, rule of law and conflict resolution	2015/2016-2017/2018	MOJ, MNS, Dispute Resolution Foundation
38. Develop and deliver human rights courses to court personnel and other relevant stakeholders	2015/2016-2017/2018	Justice Training Institute, MOJ
39. Establish the National Human Rights Institute	2015/2016	MOJ, MFAFT
40. Establish mobile justice services	2015/2016-2017/2018	MOJ
<b>National Strategy 6-5: Strengthen public institutions to deliver efficient and effective public goods and services</b>		
<b>Sector Strategy: Create mechanisms for efficient and effective service delivery and strengthen corporate governance systems in public bodies</b>		
41. Develop and implement a code of conduct for boards of public bodies	2015/2016	MOFP, Cabinet Office
42. Develop competency profile instruments for the boards of public bodies	2015/2016	MOFP, Cabinet Office
43. Develop a performance evaluation instrument for public boards	2015/2016	MOFP, Cabinet Office
44. Institutionalize GOJ's public sector learning framework	2015/2016-2017/2018	MIND, Cabinet Office
45. Establish the Public Sector Leadership Development Centre	2015/2016-2017/2018	MIND, Cabinet Office
<b>Sector Strategy: Develop an integrated results-based management system for the Government of Jamaica</b>		
46. Widen the implementation and institutionalization of the performance monitoring and evaluation system (PMES) framework at the central and local government levels	2015/2016-2017/2018	Cabinet Office, MOFP, PIOJ
47. Develop an integrated results-based management policy and implementation plan	2015/2016-2017/2018	Cabinet Office, MOFP
48. Create a national evaluation agenda focussing on key public sector strategies	2015/2016-2017/2018	Cabinet Office, MOFP

<b>National Outcome #6 – Effective Governance</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
49. Design and implement a performance measurement framework for MDAs and Las	2015/2016 -2017/2018	Cabinet Office, MOFP
50. Implement whole-of-government planning strategies across all government ministries	2015/2016 -2017/2018	Cabinet Office, MOFP
<b>Sector Strategy: Strengthen the capacity for the drafting and promulgation of legislation, including building capacity of the Office of the Parliamentary Counsel</b>		
51. Strengthen and modernize the Office of the Parliamentary Counsel	2015/2016 -2017/2018	OPC, MOJ
52. Build the capacity of policy makers and technocrats in the legislative process and in the development of policy guidelines and drafting instructions	2015/2016 -2017/2018	MOJ, Justice Training Institute
<b>National Strategy 6-6: Foster equity in all spheres of society</b>		
<b>Sector Strategy: Develop a protocol to promote gender equality in all levels and stages of the electoral process</b>		
53. Introduce quotas as a special temporary measure to increase female participation in decision making	2015/2016- 2017/2018	Houses of Parliament, EOJ, OPM, BWA, IGDS, Jamaica Women's Political Caucus
<b>Sector Strategy: Address issues of gender-based violence</b>		
54. Enact the sexual harassment legislation	2015/2016 -2017/2018	OPM, BWA
55. Approve the National Strategic Action Plan to eliminate gender-based violence	2015/2016 -2017/2018	OPM, BWA
<b>Sector Strategy: Create a psychological and structural environment that facilitates equal access for employment by both sexes, including vulnerable groups</b>		
56. Implement a gender mainstreaming manual for the public sector	2015/2016 -2017/2018	OPM, BWA, UN Agencies, PIOJ
57. Develop a comprehensive manual on gender indicators (related to all major sectors)	2015/2016 -2017/2018	OPM, BWA, UN Agencies, PIOJ
58. Establish an inter-sectoral committee to monitor and evaluate gender mainstreaming activities	2015/2016 -2017/2018	OPM, BWA, PIOJ
<b>National Strategy 6-7: Strengthen accountability and transparency mechanisms</b>		
<b>Sector Strategy: Build openness and accountability into practices and organizational principles</b>		
59. Develop a board information and disclosure policy	2015/2016	Cabinet Office, MOFP
60. Develop a policy/protocol on stakeholder communications and relationships	2015/2016 -2017/2018	Cabinet Office, MOFP
61. Develop a code of audit practice	2015/2016 -2017/2018	Cabinet Office, MOFP

<b>National Outcome #6 – Effective Governance</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
62. Develop a board nomination and selection policy	2015/2016 -2017/2018	Cabinet Office, MOFP
63. Establish a consolidated anti-corruption body to investigate and prosecute acts of corruption through a merger of the Integrity Commission, Commission for Prevention of Corruption and absorption of the role of the Office of the Contractor General	2015/2016 -2017/2018	MOJ, OCG
64. Implement recommendations for the modernization of the Office of the Director of Public Prosecutions	2015/2016- 2017/2018	MPJ, JUST
65. Implement legislative components to ensure promulgation and enforcement of the Restorative Justice Policy	2015/2016- 2017/2018	MOJ, CSJP

# NATIONAL OUTCOME #7

## A STABLE MACROECONOMY

### Introduction

Jamaica's macroeconomy has shown steady improvement over the past three years, with ongoing recovery from the impact of the global economic downturn of 2008-2009. During the period, Jamaica entered into an Extended Fund Facility (EFF) Arrangement with the International Monetary Fund (IMF), which was approved by the Board of the IMF on May 1, 2013. The IMF arrangement is aligned with the Government's Economic Reform Programme (ERP) with specific focus on raising the real GDP growth rate, decreasing the public debt ratio, fiscal discipline and accountability, and maintaining financial stability.

The Jamaican economy has recorded several positive outcomes over the past three years. While real GDP declined by 0.47 per cent in 2012, there was marginal growth of 0.20 per cent in 2013 and 0.53 per cent in 2014, representing the first two consecutive years of growth since 2007. The annual inflation rate fell from 8.0 per cent in 2012 to 6.4 per cent in 2014. Additionally, the ratio of debt to GDP declined from 135.2 per cent at the end of FY2012/2013 to 133.3 per cent at the end of FY2013/2014 and to an estimated 130.6 per cent at the end of FY2014/2015. The Fiscal Balance also showed notable improvements, as it moved from -4.07 per cent of GDP in FY 2012/2013 to a fiscal surplus of 0.12 per cent of GDP in FY 2013/2014, while a small fiscal deficit of -0.5 per cent of GDP is estimated for FY 2014/2015. The Net International Reserves (NIR) increased by 77.8 per cent from US\$1,125.58 million at the end of 2012 to US\$2,001.09 million at the end of 2014. However, nominal GDP per capita denominated in United States Dollars declined by 7.4 per cent over the period from US\$5,460.31 in 2012 to US\$5,054.57 in 2014. This decline was due to the marginal growth performance of the economy over the period, combined with the 25 per cent depreciation in the annual average nominal exchange rate of the Jamaican currency from J\$88.99 to US\$1.00 in 2012 to J\$111.22 to US\$1.00 in 2014.

A number of initiatives that were aligned to strategies to create a stable macroeconomy, some of which commenced implementation under the first MTF (2009-2012), progressed under the second MTF (2012-2015). Among these were the establishment and commissioning

of the Central Treasury Management System (CTMS) ahead of schedule; completion of the initial phase of amalgamating statutory payroll deductions, with a new SO3 form for making quarterly payments being gazetted in March 2014; implementation of E-filing for select taxes for Large Tax Payers and for payroll taxes for employers with personnel numbering more than 20; establishment of a Modernization Programme Office (MPO) in the Tax Administration (TAJ) to manage the implementation of tax reform; and the development of several pieces of legislation in support of strategies to ensure fiscal and debt sustainability; developing an efficient and equitable tax system; and maintaining financial system stability and price stability. Accordingly, the Public Bodies Management and Accountability (Amendment) Act and the Financial Administration and Audit (Amendment) Act were passed in order to implement the Fiscal Rule; and the Charities Act, which now governs the granting of waivers, was passed in 2013 along with the Fiscal Incentives (Miscellaneous Provisions) Act. Further, the Banking Services Act (Omnibus Banking Bill), a consolidation of the Banking Act, Financial Institutions Act, some sections of Building Societies Act and the Bank of Jamaica (Building Societies) Regulations, was passed in 2014. The new enactment enhances the supervision of deposit-taking institutions (DTIs) in accordance with international principles and increases the supervisory independence of the Bank of Jamaica (BOJ).

In 2014, the Financial Services Commission (FSC) amended the Securities Act in order to enhance its regulatory powers and make the securities markets systematically safer and to provide enhanced protection for investors. To create and encourage product diversity and to encourage growth, the FSC promulgated its Collective Investment Schemes (CIS) Regulations.

The permanent legislation for the Minimum Business Tax was tabled in Parliament in March 2015, while progress was made also in implementing property tax reform, including amendments to the Property Tax Amendment Act, the Land Valuation Amendment Act, and the Tax Collection Amendment Act. In addition to the development of the legal framework, progress was made also in the policy and institutional framework with the implementation of the Medium Term Expenditure Framework in the Ministry of Finance and Planning (MOFP) in Quarter 2 of 2013; the

crafting of a Privatization Policy as well as a Public Private Partnership Policy; and the tabling in Parliament of a White Paper on Public Sector Pension Reform in 2013.

As a small open economy, Jamaica is particularly vulnerable to the impact of external shocks in international capital, commodity and currency markets. Jamaica continues to face significant macroeconomic challenges including high levels of public debt, persistent fiscal deficits, a complex and cumbersome tax system, and the need for further strengthening of the supervisory and regulatory framework of the financial sector.

Under MTF 2015-2018, the priorities for the macroeconomy are to continue the fiscal consolidation programme, while promoting measures for broad-based and inclusive growth over the medium term; strengthen the debt management strategy and capacity; rationalize

the public sector to improve efficiency and effectiveness; accelerate fundamental tax reform to increase efficiency, simplicity and equity of the tax system; strengthen the legislative and regulatory framework for the financial system; and deepen the application of monetary policy towards the objectives of price stability, economic growth and employment. It is anticipated that the actions taken to stimulate macroeconomic stability will provide the necessary context to secure economic growth in the medium term.

### National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure

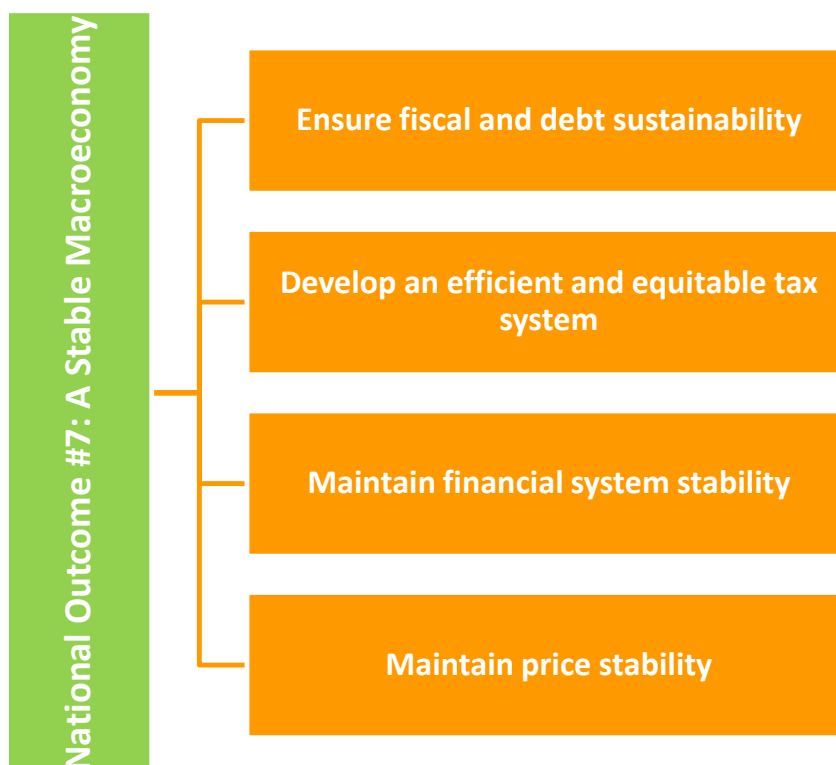


Figure 14: National Strategies – A Stable Macroeconomy – 2015-2018

### Alignment to the 2030 Agenda for Sustainable Development

National Outcome #7 is aligned to SDG Goal 8:

**Table 20: Indicators and Targets – A Stable Macroeconomy**

<b>National Outcome #7 – A Stable Macroeconomy</b>										
<b>Indicators</b>	<b>Baseline</b>	<b>Actual</b>						<b>Targets</b>		
	<b>2007</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2018</b>	<b>2030</b>
Nominal GDP per Capita (US\$)	4779.90	4522.54	4908.01	5340.27	5460.31	5228.91	5054.57	6629	5512	≥12736 <sup>30</sup>
Real GDP annual growth rate (%)	1.43	-3.42	-1.45	1.40	-0.47	0.20	0.53	1.7	2.7	5
Debt-to-GDP ratio	109.42	131.57	133.86	131.77	135.24	133.34	130.62	132	98.5	60r
Fiscal balance as % of GDP	-4.61	-11.12	-6.20	-6.42	-4.07	0.12	-0.47	0	1.4r	0
Inflation rate (CPI) (%)	16.8	10.2	11.7	6.0	8.0	9.5	6.4	≤10	6.0	≤10

Note: Values and Targets for Debt-to-GDP ratio and Fiscal balance as percentage of GDP are for fiscal years.

r – Indicates that the target has been revised

**Table 21: Priority Strategies and Actions – 2015-2018 – A Stable Macroeconomy**

<b>National Outcome #7 – A Stable Macroeconomy</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 7-1: Ensure fiscal and debt sustainability</b>		
<b>Sector Strategy: Reduce the fiscal deficit towards a balanced budget</b>		
1. Expand the coverage and functionality of the Central Treasury Management System (CTMS), including expanded use of the Treasury Single Account (TSA) at the BOJ	FY2015/2016 - FY2017/2018	<b>MOFP, BOJ</b>
2. Establish a new Cash Management Unit in the Accountant General's Department (AGD) and transfer to it the cash management function handled by the Fiscal Policy Management Unit (FPMU)	September 2015	<b>MOFP, AGD</b>
3. Ensure application of the fiscal accountability framework and fiscal rules to guide fiscal policy and budgeting	FY2015/2016 - FY2017/2018	<b>MOFP, AGD, Parliament</b>
4. Amend the Financial Administration and Audit (FAA) Act to incorporate a provision for the appointment of CEOs of Public Bodies as Accounting Officers and a new budget calendar	FY2015/2016	<b>MOFP</b>

<sup>30</sup> Annually, on July 1, the World Bank revises the analytical classification of the world's economies based on estimates of gross national income (GNI) per capita for the previous year. For the current 2016 fiscal year the World Bank's operational classification of economies that determines lending eligibility defines high-income economies as those with a GNI per capita of US\$12,734 or more calculated using the World Bank Atlas Method. While the GNI captures GDP plus net income from abroad, the threshold of \$12,736.00 is being applied here as the 2030 target of the national outcome indicator, Nominal GDP per capita expressed in US dollars.

<b>National Outcome #7 – A Stable Macroeconomy</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
5. Implement a results-based budgeting system for the public sector	FY2015/2016 - FY2017/2018	MOFP
6. Implement the Public Financial Management Reform Action Plan (PFM RAP)	FY2015/2016 - FY2017/2018	MOFP
7. Strengthen the macro-fiscal capacity of the MOFP	FY2015/2016 - FY2016/2017	MOFP, IMF
8. Ensure successful implementation of the last two years of the four-year Extended Fund Facility Arrangement with the IMF	FY2015/2016 - FY2016/2017	MOFP, BOJ, PIOJ
9. Implement programme priorities 2014-2016 and five-year plan 2014-2019 for public sector transformation and modernization	FY2015/2016 - FY2017/2018	MOFP, Cabinet Office
10. Undertake public sector pension reform	New public pension system to be implemented by April 2016	MOFP
11. Implement new public sector wage agreement for FY2015/16 - FY2016/17 that is consistent with programme targets	Public sector labour contracts for FY2015/16 - FY2016/17 to be concluded by FY2015/2016	MOFP, Trade Unions
12. Finalize the development and introduction of the revised Chart of Accounts	FY2015/2016	MOFP
13. Complete implementation of International Public Sector Accounting Standards for public financial accounting	FY2015/2016	AGD, MOFP
<b>Sector Strategy: Reduce public debt stock in the medium term</b>		
14. Undertake measures to reduce public debt stock, including debt exchanges, debt buy-backs, debt-asset swaps and reductions in government-guaranteed debt	FY2015/2016 - FY2017/2018	MOFP
15. Implement the Debt Management Strategy	FY2015/2016 - FY2017/2018	MOFP
<b>Sector Strategy: Manage the composition of the public debt to minimize servicing costs, taking account of risk</b>		
16. Increase relative use of low-cost multilateral financing	FY2015/2016 - FY2017/2018	MOFP

<b>National Outcome #7 – A Stable Macroeconomy</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
17. Strengthen the efficiency of the Debt Management Branch through increased staffing of the middle office, skills training, and improvements to securities operations and domestic market development	FY2015/2016 - FY2017/2018	<b>MOFP, IMF</b>
18. Develop a debt management business continuity strategy and function	FY2015/2016 - FY2016/2017	<b>MOFP</b>
<b>Sector Strategy: Reduce the budgetary cost of public bodies (PBs) and public sector entities</b>		
19. Complete key divestments of entities including NMIA, KCT, Cocoa Industry Board, PETCOM, Jamaica Railway Corporation and Caymanas Track Ltd.	FY2015/2016 - FY2017/2018	<b>MOFP, DBJ, MTWH</b>
20. Undertake revisions to improve efficient and effective implementation of the Privatization Policy and Public-Private Partnership Policy	FY2015/2016 - FY2016/2017	<b>DBJ, MOFP, PIOJ</b>
21. Reduce the size of the public sector through the elimination of posts and attrition programme	FY2015/2016 - FY2017/2018	<b>MOFP</b>
22. Develop amendments to the Public Bodies Management and Accountability (PBMA) Act and supporting regulations	FY2015/2016	<b>MOFP</b>
23. Develop and finalize requirements for enterprise Fixed Asset Management System	FY2015/2016	<b>MOFP</b>
24. Implement new human resources software system (the HCMES system)	FY2015/2016 - FY2017/2018	<b>MOFP, IDB</b>
25. Strengthen and improve procurement planning processes in line with strategic objectives: i) Pass a new Procurement Act ii) Prepare a new procurement manual iii) Implement the Electronic Tendering System in four pilot entities	i) June 2015 ii) December 2015 iii) FY2015/2016	<b>MOFP, IDB</b>
<b>Sector Strategy: Provide for growth facilitating capital expenditure</b>		
26. Implement the Public Investment Management System (PIMS), including establishment of a PIMS Secretariat, PIMS Database and Public Investment Management Information System (PIMIS)	FY2015/2016 - FY2016/2017	<b>MOFP, PIOJ</b>
27. Strengthen mechanisms for implementation and monitoring of the GOJ's growth agenda, including annual tabling in Parliament of the Growth Agenda Policy Paper and supporting the operations of the Growth Agenda Subcommittee (GASC) and GASC Secretariat	FY2015/2016 - FY2017/2018	<b>MOFP, MIIC, MTWH, PAJ, PIOJ, JAMPRO, DBJ</b>
<b>National Strategy 7-2: Develop an efficient and equitable tax system</b>		
<b>Sector Strategy: Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system</b>		
28. Introduce new productivity indicators to measure the effectiveness and	November 2015	<b>MOFP</b>

<b>National Outcome #7 – A Stable Macroeconomy</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
efficiency of the tax system		
29. Undertake strategic amendments to the Customs Act to facilitate the introduction of a modern integrated customs management system consistent with international standards and best practice	End-June 2015	JCA, MOFP
30. Enact legislation to improve TAJ's revenue collection powers	FY2015/2016 - FY2017/2018	TAJ, MOFP
31. Increase property tax compliance with strengthened risk management strategies	FY2015/2016 - FY2017/2018	TAJ, MOFP
32. Finalize the enactment of the Revenue Appeals Division (RAD) Bill and implement the RAD Act, including the case profiling mechanism, to improve effectiveness and efficiency of the appeals system	FY2015/2016	MOFP, Parliament
<b>Sector Strategy: Improve and rationalize tax administration and payment processes</b>		
33. Implement the tax National Compliance Plan (NCP) for FY2015/16	FY2015/2016	TAJ, MOFP
34. Complete the transition and staffing of the TAJ to a Semi-Autonomous Revenue Authority	End of March 2016	TAJ, MOFP
35. Implement Phase 2 of the RAiS (GENTAX) integrated tax software package: i) for all major tax types ii) stamp duty and transfer tax	i) End of December 2015 ii) April 2016	TAJ, MOFP
36. Implement the full function production version of the ASYCUDA-World integrated customs software package: i) pilot testing in the port of Kingston ii) entire country	i) End of May 2015 ii) March 2016	JCA
37. Expand electronic filing and payment systems for all corporate, value added and labour-related taxes	FY2015/2016 - FY2017/2018	MOFP, TAJ
38. Develop and implement a computerized workflow management system for the Revenue Appeals Division (RAD)	FY2015/2016 - FY2017/2018	TAJ, MOFP
<b>Sector Strategy: Improve tax compliance in the informal sector by shifting the burden of taxation to consumption</b>		
39. Increase the relative use of indirect taxes, accompanied by offsetting measures to maintain progressivity of the tax system	FY2015/2016 - FY2017/2018	MOFP
<b>Sector Strategy: Carry out reform of the incentives system to the productive sectors</b>		
40. Develop a regulatory framework for the Large-Scale Projects and Pioneer Industries legislation	FY2015/2016 - FY2016/2017	MOFP

<b>National Outcome #7 – A Stable Macroeconomy</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
41. Complete the assessment of the fiscal impact of ongoing grandfathering of tax incentives beyond 2020 based on an entity-by-entity review	December 2015	MOFP
<b>National Strategy 7-3: Maintain financial system stability</b>		
<b>Sector Strategy: Strengthen the legislative and regulatory framework for the financial system</b>		
42. Undertake amendment of the Bank of Jamaica Act to provide the BOJ with overall responsibility for financial system stability and strengthen the independence of the BOJ	FY2015/2016	MOFP, BOJ
43. Make effective the Banking Services Act and supporting regulations	End of September 2015	MOFP, BOJ
44. Enhance the legislative framework for the private sector pensions industry to deal with the second phase of private sector pension reform which includes issues such as vesting and portability	FY2016/2017	MOFP, FSC
45. Make effective the national crisis management plan and resolution framework for the banking sector	FY2015/2016 - FY2016/2017	MOFP, FRC, BOJ, FSC, JDIC, IMF
<b>Sector Strategy: Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes</b>		
46. Develop and implement a Security, Cybercrime, Disaster Recovery and Business Continuity Plan for the financial sector	FY2015/2016	MOFP, BOJ, FSC
47. Establish the FID as an autonomous entity within MOFP	FY2015/2016	MOFP, FID
48. Implement a new trust-based framework to protect the interests of retail repo clients and make less risky business models available to securities dealers	FY2015/2016 - FY2016/2017	MOFP, BOJ, FSC, Securities Dealers, JSE
<b>National Strategy 7-4: Maintain price stability</b>		
<b>Sector Strategy: Evaluate the effectiveness of the monetary policy framework over time and modify based on evolution of the monetary transmission mechanism</b>		
49. Continue adoption of the full-fledged inflation targeting framework with the goal of price stability as its primary objective within a context of greater fiscal stability and certainty	FY2015/2016 - FY2017/2018	BOJ
50. Improve reporting on balance of payments and international investment data	FY2015/2016 - FY2017/2018	BOJ, MOFP
<b>Sector Strategy: Control operating targets to influence money supply and exchange rates in line with monetary</b>		

<b>National Outcome #7 – A Stable Macroeconomy</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>policy targets</b>		
51. Undertake refinements to monetary policy operations to increase certainty in liquidity provision at a price consistent with policy goals	FY2015/2016 - FY2017/2018	<b>BOJ</b>
<b>Sector Strategy: Align domestic inflation with that of Jamaica's major trading partners consistent with desired macroeconomic outcomes</b>		
52. Implement a communication strategy to address inflation expectations	FY2015/2016 - FY2017/2018	<b>BOJ</b>
53. Continue to implement flexible measures to maintain a competitive real effective exchange rate (REER)	FY2015/2016 - FY2017/2018	<b>BOJ, MOFP</b>

# NATIONAL OUTCOME #7

## A STABLE MACROECONOMY

### Introduction

Constraints affecting business activity are considered to arise from either supply- or demand-side factors. Supply-side factors can be further disaggregated and are deemed to arise from either factors in the business environment or the internal operations of firms<sup>31</sup>. Although competition and consumer protection laws have the potential to drive firms' internal efficiencies and have been enacted in Jamaica, external factors also have had a significant impact in terms of cost, risk and uncertainty in the conduct of business.

GOJ's Growth Agenda Policy Paper 2015/16 recognizes that a competitive and enabling business environment supports economic growth and development. Further, it identifies that efficient and transparent public institutions reduce transaction costs for businesses, and diminish the diversion of resources from productive endeavours.

Indicators of the state of the enabling business environment in Jamaica, reflect an overall improvement in micro-economic conditions. This is reflected in Jamaica's ranking in the World Bank Doing Business (DB) report, which is published annually, indicating each country's rank on the Doing Business Index for the following year.<sup>32</sup> According to the Doing Business report for 2012, Jamaica was ranked at the 88th position, rising to the 58th position in the DB report for 2015, after having declined to 90th position in 2013. The 2016 DB report however revised Jamaica's ranking for 2015 downwards to a ranking of 64th for 2016.

The improved ranking based on both the 2015 and 2016 reports was nevertheless an improvement over previous years and has been attributed in part to simplification of the business registration process and action to expand access to credit. These improvements brought the country closer to its 2015 target ranking of 53rd. Improvements in this as well as other leading indices resulted in the 2014 Forbes Best Countries for Business Report naming Jamaica the most improved business environment in the English-speaking Caribbean.

Another critical indicator of the performance of the economy is the state of the labour market. 2014 saw a fall in the annual average rate of unemployment to 13.7 per cent, down from 15.2 per cent in 2013, which was the highest level since 2000. This was however 6.2 percentage points above the 2015 target of 7.5 per cent. In respect to the Labour Market Efficiency Index, which is a subset of the Global Competitiveness Index (GCI), there was marginal improvement in Jamaica's score from 4.22 in 2011 to 4.33 in 2013, the same level which it had attained in 2009. This score remained relatively stationary at 4.28 in both 2014 and 2015 and fell below the 2015 target of 4.60.

In advancing the realization of the vision for Jamaica's business environment, priorities of the last MTF included, inter alia, improvement in the processes for development planning applications; incorporation of businesses; simplification of customs trade procedures; strengthening investment promotion and trade facilitation as well as facilitation of the involvement of the Diaspora in national development; strengthening the intellectual property (IP) rights framework; developing the labour market and strengthening the capacity of micro, small and medium-sized (MSME) enterprises.

Progress in implementing the priority strategies and actions for the overall improvement in the business environment resulted in:

- The implementation of a record number of reforms in 2013 which aimed to positively impact the process to start a business, access credit and pay taxes, among others. These reforms included the adoption of the MSME and Entrepreneurship Policy, passage of the Security Interests in Personal Property (SIPP) legislation and establishment of the National Security Interest in Personal Property Registry of Jamaica (NSIPP)
- Jamaica being among three Caribbean countries that saw improvements in its Global Competitiveness ranking

<sup>31</sup> A Growth Inducement Strategy for Jamaica in the Short and Medium Term, 2011. PIOJ

<sup>32</sup> The country rank in each annual DB report is determined from data gathered in respect of conditions over a twelve-month period (June to May) spanning the current and previous years.

- Jamaica acquiring the status of the best improved performance in the GCI in 2014 with Barbados being the only Caribbean country ranking higher on the GCI than Jamaica
- Jamaica ranking 6th in the Latin America and Caribbean (LAC) region and attaining the highest ranking among its CARICOM neighbours for Doing Business
- Advancements in the country's South-South relations
- Enhanced training options and improved labour force training
- Establishment of flexible work arrangements

Notwithstanding these gains, critical issues and challenges remain a part of the landscape for the conduct of business and must be addressed, in whole or in part, in the medium term. Elements of the environment which must be addressed include delays in the licencing/approvals process for development projects; problems in acquisition, titling and transfer of land; the need for further simplification of the tax administration system; apparent lack of strategic focus in international agreements; regional integration; capacity constraints of MSMEs and limited data and information on MSMEs.

As part of ongoing measures to create an enabling business environment the following strategic priorities are slated for execution during the period 2015-2018:

- Maintenance of the business reform agenda on further simplification of the process to start a business; trade with external markets; implementation of the Port Community System (PCS), Automated System for Customs Data (ASYCUDA) and Applications Management and Data Automation (AMANDA) system; and passage of the Special Economic Zone (SEZ) law
- Further development and implementation of measures to expand the domestic capital market
- Continued implementation of the Economic Partnership Agreement (EPA) provisions
- Diaspora engagement
- Building legislative as well as firms' capacity to take trade remedy defensive actions
- Expanding support and development initiatives for MSMEs
- Promoting and developing entrepreneurship
- Determining strategic priorities for reform of the labour market

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure

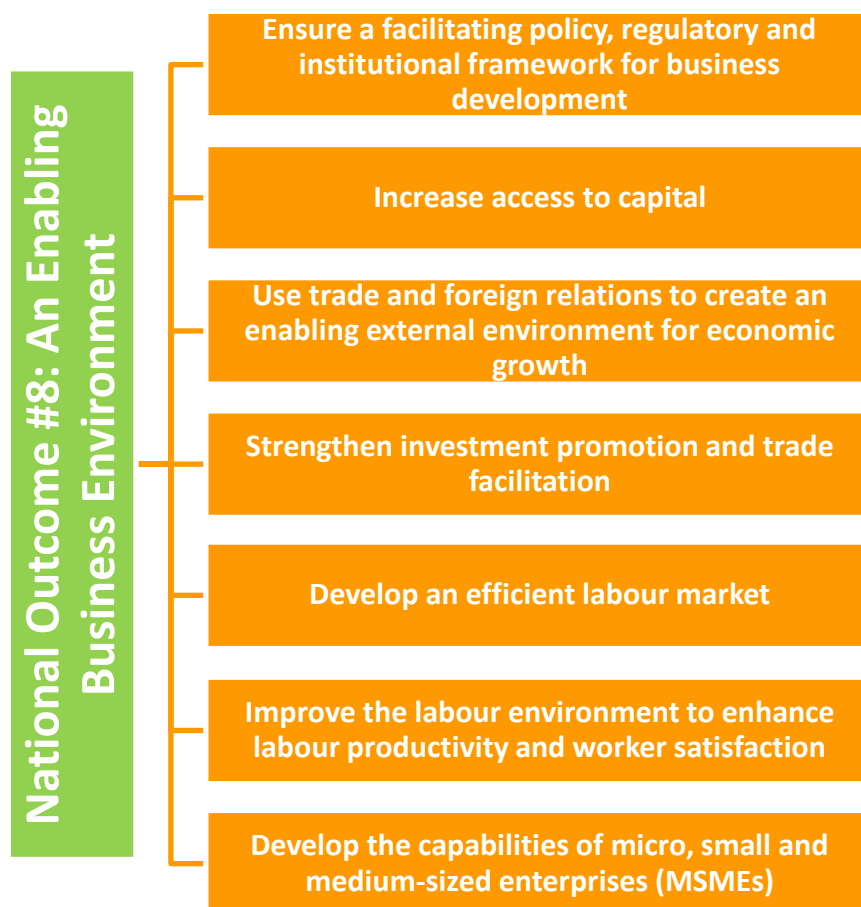


Figure 15: National Strategies – An Enabling Business Environment – 2015-2018

## Alignment to the 2030 Agenda for Sustainable Development

It is anticipated that pursuit of the creation of an enabling environment for the conduct of business will contribute to the achievement of SDG Goal 8: **Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all**, particularly through measures to boost the participation of MSMEs in productive activities as well

**Table 22: Indicators and Targets – An Enabling Business Environment**

National Outcome #8 – Enabling Business Environment											
Indicators	Baseline	Actual						Targets			
	2007	2010	2011	2012	2013	2014	2015	2012	2015	2018	2030
Ease of Doing Business Ranking <sup>33</sup>	50	79	85	88	90	85	71 <sup>34</sup>	58	53	52	34
Unemployment Rate (%)	9.7	12.4	12.6	13.9	15.2	13.7		10	7.5	10.6 (prov.)	4
Labour Market Efficiency Index	4.42	4.23	4.22	4.32	4.33	4.28	4.28	4.50	4.60	4.60	4.75

**Table 23: Priority Strategies and Actions – 2015-2018 – An Enabling Business Environment**

National Outcome #8 – An Enabling Business Environment		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>National Strategy 8-1: Ensure a facilitating policy, regulatory and institutional framework for business development</b>		
<b>Sector Strategy: Improve and streamline bureaucratic processes for business establishment and operation</b>		
1. Establish and operationalize an electronic platform for business registration and incorporation of companies	2015/2016 - 2016/2017	COJ/TAJ
2. Streamline the process and reduce the processing time for development, environment and planning applications through: <ul style="list-style-type: none"> <li>Operationalization of Application Management and Data Automation (AMANDA) system across all local authorities (LAs) and referral/commenting agencies</li> <li>Implement the action plan of reforms to the development applications process (DAP)</li> </ul>	2015/2016  2015/2016 - 2017/2018	NEPA, MLGCD, LAs, Cabinet Office, Referral Agencies
<b>Sector Strategy: Improve processes related to land ownership, titling and transfer</b>		
3. Facilitate increase in the number of Jamaicans who possess certificates of title for land through the delivery of 15,000 (existing and	2015/2016 - 2017/2018	MTWH, HAJ, NLA, Administrator General,

<sup>33</sup> Ranking (position) out of 189 economies

<sup>34</sup> Utilizing a new methodology, the Doing Business Report 2016 which was released on October 27, 2015 has revised Jamaica's 2015 rank from 58<sup>th</sup> position to position 71. It may be noted that the same report also showed Jamaica's 2016 rank at 64<sup>th</sup>.

<b>National Outcome #8 – An Enabling Business Environment</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
undistributed) titles annually under the National Land Titling Programme		MOAF, LAMP
<b>Sector Strategy: Strengthen the legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights</b>		
4. Complete Jamaica's ascension to the Madrid Protocol for international registration of trademarks by: <ul style="list-style-type: none"> <li>Finalizing and enacting the Trade Marks (Amendment) Bill enacting the new Patents and Design Bill and accompanying regulations</li> <li>Strengthening the institutional capacity of JIPO to oversee implementation of Jamaica's obligations under the Madrid Protocol</li> </ul>	2015/2016 - 2017/2018  2015/2016	JIPO, MIIC, OPC, MFAFT
5. Revise the Copyright Act to meet international obligations under the WIPO Internet Treaties	2015/2016	JIPO, MIIC, OPC, MFAFT
6. Finalize the amendment to the Protection of Geographical Indications Act	2015/2016 - 2017/2018	JIPO, MIIC, OPC
<b>Sector Strategy: Strengthen mechanisms to protect consumer rights</b>		
7. Develop a national consumer policy	2015/2016 - 2017/2018	CAC, MIIC, Cabinet
<b>Sector Strategy: Develop the framework for growth and innovation in emerging industries</b>		
8. Establish a cannabis licencing authority	2015/2016 - 2017/2018	MIIC, MOAF, MOH
<b>National Strategy 8-2: Increase access to capital</b>		
<b>Sector Strategy: Develop and implement measures for expansion of the domestic capital market</b>		
9. Develop the Jamaica Venture Capital Eco-System through: <ul style="list-style-type: none"> <li>Establishment of a legislative and taxation framework that is conducive to venture capital</li> <li>Venture capital (VC) and public enterprise (PE) sensitization, training and capacity building initiatives as well as an effective communication strategy targeted at knowledge dissemination and culture modification</li> <li>Fostering a pipeline of investment-ready, high-potential entrepreneurs through capacity building efforts including mentoring and training</li> <li>Promotion of equity investments through the encouragement of new VC/PE funds supported by anchor investments in Jamaican companies</li> </ul>	2015/2016 - 2017/2018	DBJ, MOFP, UWI, NCU, UTech, MIIC, PSQJ
10. Advance the provision of technical assistance to clients and intermediaries as well as training of MSMEs and umbrella organizations to increase access to credit	2015/2016	DBJ, JDB, MIIC
11. Execute capacity development initiatives for financial institutions, members of the judiciary, MSMEs and other stakeholders on the provisions of the Secured Interest in Personal Property Act (SIPPA)	2015/2016 - 2017/2018	MIIC, COJ
12. Implement the new Insolvency and Bankruptcy regime	2015/2016 -	MIIC, MOFP, MOJ

<b>National Outcome #8 – An Enabling Business Environment</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
	2016/2017	
13. Finalize and promulgate the legislation related to the international financial centre, namely: <ul style="list-style-type: none"> <li>▪ International Holding Companies Bill</li> <li>▪ General Partnership Bill</li> <li>▪ Limited Partnership Bill</li> <li>▪ Trust and Corporate Services Providers Bill</li> <li>▪ Segregated Accounts Companies Bill</li> <li>▪ Limited Liability Companies Bill</li> <li>▪ Trusts Bill</li> </ul>	2015/2016 - 2017/2018	JIFSA, MIIC, CPC, Legislative Committee, MOFP
<b>National Strategy 8-3: Use trade and foreign relations to create an enabling external environment for economic growth</b>		
<b>Sector Strategy: Promote Jamaica's economic, social and environmental interests within the multilateral system</b>		
14. Advance maritime delimitation negotiations on Jamaica's Exclusive Economic Zone (EEZ) and ensure congruence with the revised Fisheries Policy	2015/2016 - 2017/2018	MFAFT, MOAF, MTWH, PAJ, MAJ, NEPA
15. Pursue advocacy for attention to the special situation of highly indebted, vulnerable middle-income countries (MICs) including Jamaica	2015/2016- 2017/2018	MFAFT, MOFP
16. Complete ratification of the WTO agreement on Trade Facilitation by the tenth WTO Ministerial Conference	December 2015	MFAFT, MOFP, MIIC
17. Utilize WTO negotiations on the Doha Development Round and the regular WTO work programme to promote Jamaica's socio-economic, trade and environmental interests	2015/2016 - 2017/2018	MFAFT, JTAT
18. Strengthen the role of economic diplomacy in supporting national development objectives	2015/2016 - 2017/2018	MFAFT
<b>Sector Strategy: Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM</b>		
19. Continue phased implementation of the EPA provisions	2015/2016 - 2017/2018	MFAFT, JTAT, MIIC, MOFP
<b>Sector Strategy: Strengthen strategic bilateral foreign and trade relations</b>		
20. Maintain or improve preferential access to the Canadian market	2015/2016 - 2017/2018	MFAFT
21. Implement CARICOM bilateral agreements with Cuba, Costa Rica and the Dominican Republic	2015/2016 - 2017/2018	MFAFT
22. Advance implementation of the National Aid for Trade Strategy	2015/2016 - 2017/2018	MFAFT, PIOJ
23. Finalize and implement the new Foreign Trade Policy with a special emphasis on a strategic, pro-active approach on negotiating preferential trade agreements	2015/2016 - 2017/2018	MFAFT
24. Advance establishment of the Foreign Trade Policy Implementation Co-ordination Unit	2015/2016 - 2017/2018	MFAFT
<b>Sector strategy: Ensure successful creation, implementation and effective use of the CARICOM Single Market and Economy (CSME)</b>		
25. Ensure that the rights of Jamaican nationals are secured under the CARICOM Single Market (CSM) provisions for Free Movement of Persons within the region	2015/2016 - 2017/2018	MFAFT, MLSS, MNS, PICA, AGC

<b>National Outcome #8 – An Enabling Business Environment</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
26. Streamline the administrative procedures to operationalize the CSM and implementation of the Single Economy	2015/2016 - 2017/2018	MFAFT
<b>Sector Strategy: Strengthen the involvement of the Jamaican Diaspora in national development</b>		
27. Stage 2015 and 2017 Biennial Jamaica Diaspora Conferences	2015/2016 - 2017/2018	MFAFT, JDI
28. Coordinate the implementation of the recommendations emanating from the 2015 and 2017 Biennial Jamaica Diaspora Conferences	2015/2016 - 2017/2018	MFAFT
29. Complete the National Diaspora and Development Policy	2015/2016 - 2017/2018	MFAFT, JDI
30. Advance execution of the project to map Jamaica's Diaspora	2015/2016 - 2017/2018	MFAFT, PIOJ
<b>Sector Strategy: Build business capacity to take trade remedy defensive action</b>		
31. Pursue a multi-agency approach to trade enforcement issues through the Trade Enforcement Advisory Mechanism (TEAM)	2015/2016 - 2017/2018	MIIC, MFAFT, AG, MOAF, MOFP
32. Complete amendments to the Customs Duties (Dumping and Subsidies) Act and accompanying regulations	2015/2016 - 2016/2017	MIIC, ADSC, OPC
33. Train 50 strategic micro, small and medium goods-producing entities in the use of trade remedies – dumping, subsidies and safeguards	2015/2016 - 2017/2018	ADSC
34. Establish a help desk to assist businesses, including MSMEs, to file and complete a trade remedy investigation: <ul style="list-style-type: none"> <li>Phase I – Complete design and preparation of project proposal</li> <li>Phase II – Secure first tranche of project funding to establish help desk and execute pilot support programme</li> <li>Phase III – Commence 2018 to 2020 roll-out of suite of support services</li> </ul>	<ul style="list-style-type: none"> <li>2015/2016 - 2017/2018</li> <li>2015/2016 - 2016/2017-2017/2018</li> </ul>	ADSC, MIIC
<b>National Strategy 8-4: Strengthen investment promotion and trade facilitation</b>		
<b>Sector Strategy: Streamline the administrative process for movement of goods through ports of entry</b>		
35. Establish and operationalize a Single Trade Electronic Window (STEW): <ul style="list-style-type: none"> <li>Secure Cabinet approval for implementation</li> <li>Secure project funding</li> <li>Establish and staff project unit</li> <li>Launch the STEW (<i>Cross reference: National Outcome #9, 9-5</i>)</li> </ul>	2015/2016 - 2017/2018	Trade Board, Jamaica Customs, PAJ, MIIC, MTWH, eGovJa, MOH, MOAF
<b>Sector Strategy: Strengthen the capacity of investment and trade institutions</b>		
36. Develop an Investment Policy	2015/2016	MIIC, JAMPRO
37. Develop and implement a Trade Facilitation Implementation Plan	2015/2016 - 2017/2018	MIIC, Trade Board, JAMPRO, MFAFT
38. Implement a public sensitization programme on trade agreements	2015/2016	MIIC, MFAFT, Trade Board, JAMPRO
<b>Sector Strategy: Market and promote Jamaica as a premier destination for investment</b>		
39. Package and promote Shovel-Ready Investment Projects (SRIPs)	2015/2016 - 2016/2017	JAMPRO
<b>National Strategy 8-5: Develop an efficient labour market</b>		

<b>National Outcome #8 – An Enabling Business Environment</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>Sector Strategy: Strengthen and improve access to electronic platforms and other media for dissemination of labour market information (Cross reference National Outcome #2, 2-5 and 2-10)</b>		
40. Advance development, promotion and awareness of the National Labour Market Information System and other sources of labour market information including the Electronic Labour Exchange (ELE) and its activities	2015/2016 - 2017/2018	MLSS
41. Execute industry labour market studies to facilitate the development of a workforce that is more adaptable and flexible	2015/2016 - 2017/2018	MLSS, HEART Trust/NTA, MOE
<b>National Strategy 8-6: Improve the labour environment to enhance labour productivity and worker satisfaction</b>		
<b>Sector Strategy: Remove discriminatory practices based on disability, age, sex, class, religion, sexual orientation, geographical location, HIV status and ethnicity</b>		
42. Promote reasonable arrangements to facilitate increased employment of PWDs (Cross reference: National Outcome #3, 3-6)	2015/2016 - 2017/2018	MLSS, JCPD
43. Implement and monitor the National Workplace Policy to prevent stigma of persons affected or infected by HIV/AIDS	2015/2016 - 2017/2018	MLSS
<b>Sector Strategy: Implement initiatives to improve labour productivity</b>		
44. Enhance the national productivity promotion programme	2015/2016 - 2017/2018	JPC, JCTU, JEF, MLSS, JCC and other Private Sector Umbrella Organizations
45. Promote the use of improved technology for greater productivity	2015/2016 - 2017/2018	JPC, JTI
46. Increase opportunities for linkages with regional and global enterprises	2015/2016 - 2017/2018	JPC, JTI
47. Encourage the development of programmes in the education and training systems to induce innovation and creativity	2015/2016 - 2017/2018	JPC, MOE, JEF, JCTU, Private Training Providers
<b>Sector Strategy: Strengthen the legal framework to improve the environment for labour</b>		
48. Finalize and implement the proposed Occupational Safety and Health Act (OSHA)	2015/2016 - 2017/2018	MLSS, MOH, JFB, NEPA, ODPEM
<b>Sector Strategy: Undertake comprehensive labour market reform</b>		
49. Prepare recommendations for comprehensive labour market reform	2015/2016 - 2016/2017	LMRC
<b>Sector Strategy: Widen the modes of employment generation</b>		
50. Advance the implementation of the Jamaica Emergency Employment Programme (JEEP)	2015/2016 - 2017/2018	JEEP Secretariat, MTWH
51. Expedite development of the National Employment Policy	2015/2016 - 2017/2018	MLSS, LMRC
52. Enforce regulation of the employment services sector to ensure their effectiveness and minimize the exploitation of job seekers	2015/2016 - 2017/2018	Cabinet Office, MLGCD, NEPA
53. Implement the Peckham Bamboo Pre-processing Project	2015/2016 - 2017/2018	Clarendon Parish Council, Peckham Development Committee, MIIC, OAS,

National Outcome #8 – An Enabling Business Environment		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
		PIOJ/CRP, BSJ, SDC
<b>Sector Strategy: Develop the human resources capacity of the Public Sector for greater productivity</b>		
54. Enhance the capacity of public sector workers to utilize the AMANDA system under the Public Sector Transformation process	2015/2016 - 2017/2018	Cabinet Office, MLGCD, NEPA
55. Introduce shared corporate services in human resources in the public sector	2015/2016 - 2017/2018	Cabinet Office
<b>Sector Strategy: Strengthen the framework for optimal deployment of labour</b>		
56. Enhance the work permit machinery to enforce adherence to the Foreign Nationals and Commonwealth Citizens (Employment) Act 1964	2015/2016 - 2017/2018	MLSS
<b>Sector Strategy: Promote work experience programmes at secondary and post-secondary institutions</b>		
57. Advance implementation of apprenticeship programmes in conjunction with private sector ( <i>Cross reference: National Outcome #3, 3-3</i> )	2015/2016 - 2017/2018	MLSS, MOE, HEART, PSOJ, MIIC, NYS, JEEP Secretariat, MTWH
<b>Sector Strategy: Facilitate an environment that promotes effective collective bargaining, the protection of workers (unionized and non-unionized) and employers, in accordance with labour legislation</b>		
58. Strengthen supporting mechanisms for an improved labour environment by: <ul style="list-style-type: none"> <li>Establishing formal arrangements among MDAs and with the private sector and civil society for the execution of labour market related initiatives</li> <li>Reviewing Jamaica's labour legislation framework and developing an omnibus employment law that is applicable to all sectors</li> </ul>	2015/2016 - 2017/2018	MLSS, JCTU, JEF
59. Improve the industrial dispute resolution mechanism	2016/2017 - 2017/2018	MLSS
<b>National Strategy 8-7: Develop the capabilities of micro, small and medium-sized enterprises (MSMEs)</b>		
<b>Sector Strategy: Expand credit facilities for MSMEs</b>		
60. Complete review and identification of new funding sources for disbursement under the revised institutional framework for the Micro Investment Development Agency (MIDA) and Self Start Fund (SSF)	2015/2016	MSME Task Force: MIIC, DBJ, MOFP, PIOJ
61. Implement the agreed recommendations to secure new funding sources for disbursement under the revised institutional framework for MIDA and SSF	2016/2017 - 2017/2018	MIIC, DBJ, MOFP, PIOJ
62. Expand factoring / reverse factoring and lease financing for MSMEs by determining the feasibility and requirements to establish comprehensive reverse factoring and lease financing	2016/2017 - 2017/2018	MIIC
63. Increase awareness of financial services available to MSMEs and expand business development support to enhance utilization of available financial services	2015/2016 - 2016/2017	JBDC, DBJ
64. Enhance access to credit by providing technical assistance to clients and intermediaries as well as training of MSMEs and umbrella associations through: <ul style="list-style-type: none"> <li>Proposal writing workshops</li> <li>Financial coaching</li> </ul>	2015/2016 - 2016/2017	JBDC

<b>National Outcome #8 – An Enabling Business Environment</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<ul style="list-style-type: none"> <li>Access to donor registry</li> </ul>		
65. Enact and promulgate the Micro Credit Act	2015/2016 - 2017/2018	MOFP, MIIC, DBJ
66. Advance the operationalization of the SIPPA by developing asset valuation protocols to enable MSMEs to leverage its provisions	2015/2016 - 2017/2018	MIIC, MOFP
67. Restructure/reposition MIDA and SSF to develop new financial products including micro-venture funding	2015/2016	MIIC
68. Advance development and implementation of Mobile Money services to MSMEs: <ul style="list-style-type: none"> <li>Conduct National Commercial Bank (NCB)/Transcel integration</li> <li>Build implementation capacity through training of micro finance institutions and other relevant entities</li> <li>Implement a live roll-out</li> </ul>	2015/2016	DBJ, NCB
69. Enhance the reach and portfolio sizes of MSME lending channels through: <ul style="list-style-type: none"> <li>expansion of lending through existing channels and accreditation of new AFIs and MFIs including Credit Unions</li> </ul>	2015/2016 - 2017/2018	DBJ
70. Restructure the Credit Enhancement Facility to expand utilization and optimize effectiveness	2015/2016 - 2017/2018	DBJ, MOFP, BOJ
71. Support MSME financing through capacity development programmes including: <ul style="list-style-type: none"> <li>Completion of pilot Voucher for Technical Assistance (VTA) Project and launch of redesigned and expanded programme</li> <li>The Innovation Grant from New Ideas to Entrepreneurship (IGNITE) Start Up Grant Programme</li> <li>The World Bank – Foundations for Competitiveness and Growth Project Component 3A</li> </ul>	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018	DBJ, PIOJ
72. Expand provision of lines of credit to MSMEs under the World Bank – Foundations for Competitiveness and Growth Project Component 3B	2015/2016 - 2017/2018	DBJ, PIOJ
73. Utilize a coordination mechanism to monitor implementation of priority policies and programmes aimed at improving access to MSME development and access to capital	2015/2016	MIIC, PIOJ, SBAJ, DBJ, JBDC, SSF, MIDA
<b>Sector Strategy: Promote and develop entrepreneurship</b>		
74. Offer entrepreneurship facilitation and development services to rural communities through Mobile Business Clinic 'office' on wheels	2015/2016 - 2017/2018	JBDC
75. Introduce a practical component of entrepreneurship in schools in collaboration with business associations	2015/2016 - 2017/2018	MIIC, MOE, PSJO, JBDC
76. Advance roll-out of Introduction to Entrepreneurship and New Venture Creation Programme courses in curriculum of tertiary institutions	2015/2016 - 2016/2017	JBDC, UWI
77. Develop and implement the Youth Entrepreneurship Programme (YEP)	2015/2016 - 2017/2018	MYC, JBDC
<b>Sector Strategy: Provide training and capacity development for MSMEs</b>		
78. Implement Small Business Development Centre (SBDC) model by: <ul style="list-style-type: none"> <li>Commencing training at selected SBDCs</li> </ul>	2017/2018	JBDC, MIIC

<b>National Outcome #8 – An Enabling Business Environment</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<ul style="list-style-type: none"> <li>▪ Establishment of an implementation oversight Steering Committee for the SBDC</li> <li>▪ Utilizing NEOSERRA platform to meet national MSME information gathering requirements</li> </ul>		
79. Provide incubator support services to MSMEs in areas such as food processing, fashion, jewellery and furniture manufacturing	2015/2016	<b>JBDC</b>
80. Develop MSME operational and trade capacities through: <ul style="list-style-type: none"> <li>▪ The Energy Audit Grant Programme to facilitate utilization of renewable energy and energy efficiency technologies</li> <li>▪ Facilitation of exports and links to global supply chains</li> </ul>	2015/2016 - 2017/2018	<b>DBJ, MIIC</b>
81. Foster growth and development of MSMEs through the provision of business mentorship and handholding	2016/2017 - 2017/2018	<b>JBDC, DBJ</b>
82. Advance execution of the business formalization programme targeted at MSMEs	2015/2016 - 2016/2017	<b>JBDC</b>
83. Implement MSME tourism inclusion shared value project to facilitate business development through support to MSMEs to participate in the global value chain	2015/2016 - 2017/2018	<b>JBDC, IDB, MTE</b>
84. Increase MSMEs market access through Things Jamaican (TJ) e-store and brick and mortar supply chain	2015/2016 - 2017/2018	<b>JBDC, TJ</b>
85. Support the incorporation of research-based planning in MSME business operations through training in applied research methods and technical assistance via the MSME Research and Development Initiative	2015/2016 - 2016/2017	<b>JBDC</b>
86. Implement biennial needs assessment study of MSMEs (update needs assessment study conducted in 2014/2015)	2016/2017	<b>JBDC</b>
87. Implement MSME support initiatives including Trainee Start-up, Export-Based Small and Medium Enterprises (SMEs), sector-specific and general support programmes		<b>HEART, JAMPRO</b>

## NATIONAL OUTCOME #9

### STRONG ECONOMIC INFRASTRUCTURE



#### Introduction

The state of a country's infrastructure has been identified as a critical supply-side determinant of economic growth and development as it impacts the efficiency of modalities through which factors of production are combined. Vision 2030 Jamaica therefore recognizes the role of transportation, telecommunications and water infrastructure as a pillar of international competitiveness<sup>35</sup>. Infrastructural investments have been demonstrated to have a high return particularly in countries at Jamaica's income level. This is due in large part to the multiplier effect and transformative impact that enhanced infrastructure is able to deliver, especially where there are linkages with other economic sectors. Another return on such investments is the positive externality of the "opening-up" effect which improved telecommunications and road infrastructure provide.

Additionally, globalization and trade liberalization have led ultimately to the increasing importance of managing logistics costs in order to gain global competitiveness. Logistics costs affect the entire value chain since they impact the production function. Developing Jamaica's capacity to be a regional transportation and logistical hub is a priority initiative of Vision 2030 Jamaica. Increased efficiency in freight logistics and advancement in trade facilitation infrastructure will effectively enable new regional players to enter the global economy – promoting competition, improving distribution of goods and services, reducing logistics costs of companies, and allowing firms to take advantage of market access opportunities created through regional and multilateral trading agreements.

Jamaica's performance, as reflected in medium-term targets established for the Infrastructure sub-index of the Global Competitiveness Index (GCI), suggests that domestic infrastructure has moved further away from what was globally considered to be the "best" between 2009 and 2014. Compared to a score of 3.84 in 2009, the country's infrastructure in 2014 was scored at 3.75 in the 2014/2015 GCI report, having attained its highest point of 3.91 on this index in 2010. The 2015/2016 report which was released in September 2015 reflected a marginal decline to a score of 3.74 but maintained the country's infrastructure ranking globally. Contrast this trend, however, with that shown by the Logistics Performance Index (LPI), a benchmarking tool developed by the World Bank that measures logistics efficiency worldwide, on which Jamaica climbed 54 places between 2012 and 2014. This improvement witnessed the country moving from position 124 out of 160 countries in 2012, to 70 out of 160 countries in 2014, hinging closely on the fact that initiatives

<sup>35</sup> While infrastructure necessary to facilitate economic activities includes the electricity distribution network, electricity supply and generation is addressed under National Outcome #10 – Energy Security and Efficiency.

to create a strong economic infrastructure continued to develop apace in the context of plans to establish Jamaica's place in global logistics.

Another key component of Jamaica's infrastructure is the distribution system for water and sanitation services. Currently, 92.0 per cent of Jamaicans have access to improved sources of drinking water and 99.5 per cent have access to improved sanitation facilities. Approximately 25 per cent of Jamaica's population is served by sewerage systems operated by the National Water Commission (NWC), while the remaining 75 per cent of Jamaica's sewage wastes are disposed of through soak away systems, septic tanks, tile fields, pit latrines, etc. Notwithstanding improvements in these services, there still remain issues which must be resolved.

Vision 2030 Jamaica aims for 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.

Against this background, the priorities for the period 2012-2015 included completion of the build-out of priority infrastructure systems island-wide, and advancing the development of Jamaica as a multimodal regional logistics hub. Highlights of the implementation of the priority strategies and actions for the period include:

### **Transport Infrastructure**

- Completion of the rehabilitation and protection of the Palisadoes Peninsula in December 2012
- Completion of a Master Drainage Plan (MDP) in 2013
- Completion and opening on August 5, 2014 of the Linstead to Moneague leg (Section 2) of the North-South Link of Highway 2000, while construction of Sections 1 (Caymanas to Linstead – 27.5 km) and 3 (Moneague to Ocho Rios – 20 km) of the Highway was advanced. Phase 1B (Sandy Bay to May Pen – 10.5 km) of the East-West Link of Highway 2000 was completed and opened to the public on August 15, 2012
- Advancement of the process to privatize and develop the Norman Manley International Airport (NMIA)
- Completion of the procurement process for the selection of a private operator of the Kingston Container Terminal (KCT)
- Acquisition of the Automated System for Customs Data (ASYCUDA) World, a customs management platform which is expected to be integrated with the Port Community System (PCS) to provide a complete trade and logistics solutions for Jamaica
- Undertaking of preliminary market studies to establish Jamaica as an international shipping centre and commencement of a study to establish a dry docking industry
- Securing funding of a project to develop a Master Plan for the Logistics Hub Initiative and the packaging of Hub investment projects

### **Water and Sewerage Infrastructure**

- Construction of 10 km of transmission pipe lines from Caymanas Estates to Marley Hill under the Kingston Metropolitan Area (KMA) Water Supply Project
- Restoration of reliable production output of 16 and 6 million gallons per day to Mona and Hope Water Treatment Plants, respectively

### **ICT Infrastructure**



- Build-out of the national broadband network through community access points at secondary schools, select post offices, libraries and hospitals

For the medium term, under MTF 2015-2018, several critical issues have been identified as impacting the country's infrastructure, which merit urgent attention. In several instances, action has commenced under previous MTFs towards their alleviation. These issues include:

- Fragmented responsibility for as well as cost and timeliness in maintaining the road network
- Inadequate maintenance of rural road networks which support the productive sectors
- Inadequate road safety
- An inadequate public transport system
- Need for maintenance of standards for international and domestic air transport systems
- Security threats
- Constraints in creating the enabling environment for maritime transport including lack of maritime legislation
- Regional and international competition for establishment and operation of a transport and logistics hub
- Low level of logistics capacity and underutilized port capacity

- Inadequate reliability and convenience of water and sanitation services, particularly in rural areas
- Spatial issues related to water supply and usage, as areas where water resources are located are not the same areas where demand for water is highest

Among the priorities to be targeted under MTF 2015-2018, therefore, as part of efforts to create a strong economic infrastructure, is the continuation of projects and programmes that commenced under the precursor MTF 2012-2015 as well as undertaking new initiatives. These are expected to result in, inter alia, improved logistics capacity and competitiveness, enhanced road safety, and improved water and sanitation service delivery. The priorities will therefore include:

- Completion of construction of the North-South Link of Highway 2000
- Commencement of construction of the Southern Coastal Highway Improvement Project (SCHIP)
- Development of a targeted motor cycle/pedestrian programme geared at reducing road fatalities and injuries
- Completion of infrastructure work at the Norman Manley International Airport
- Privatization of the Kingston Container Terminal
- Development and implementation of an integrated trade facilitation system
- Review, reform and implementation of the legal framework for the development of a logistics-centered economy

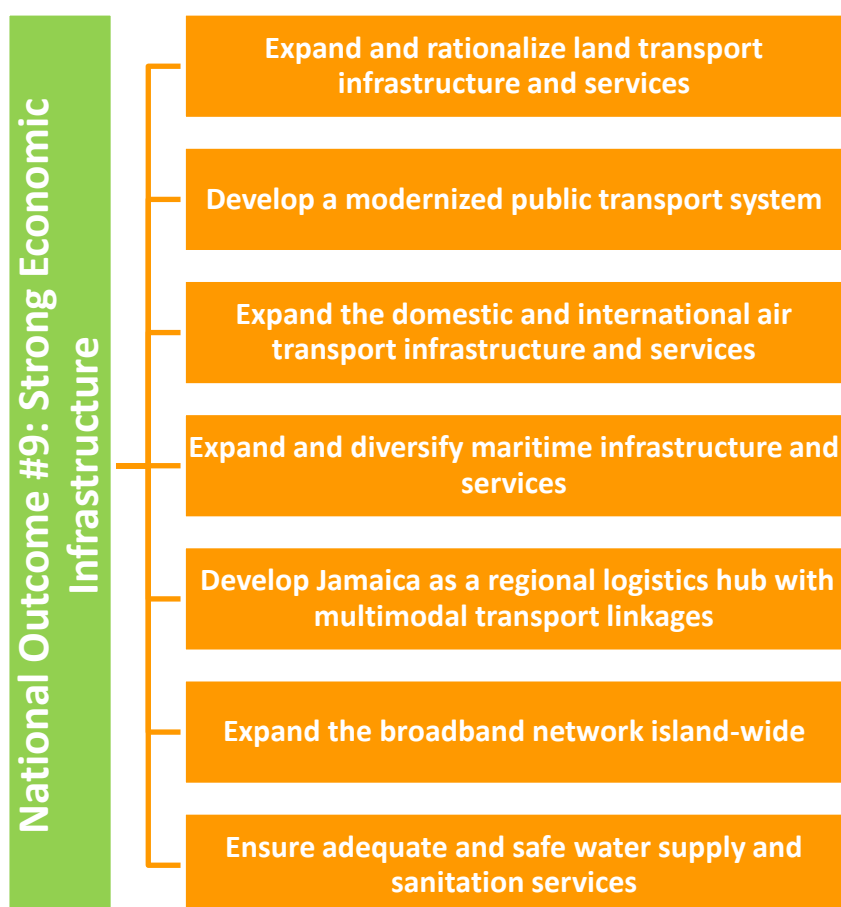
### *Jamaica – Global Logistics Hub Initiative (GLHI)*

A logistics hub is a key location where transport and supply routes connect, and where cargo is exchanged across multiple modes of transport including sea, air, road and rail. A logistics hub includes integrated centres for the collection, storage, processing, transshipment and distribution of goods, as well as supporting communications and other services and facilities.

Jamaica has the strategic opportunity to establish itself as a major logistics hub in the Caribbean based on its geographic location, well-developed maritime infrastructure, and the projected increase in trade flows from the expansion of the Panama Canal. MTF 2015-2018 focuses on expediting the phased and integrated development of the key components of Jamaica's GLHI.

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure



## Alignment to the 2030 Agenda for Sustainable Development

As Jamaica seeks to improve its transport, logistics, communication, water distribution and sanitation infrastructure, the country is expected to advance its attainment of SDG 9 which identifies the need to **build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**.

**Table 24: Indicators and Targets – Strong Economic Infrastructure**

<b>National Outcome #9 – Strong Economic Infrastructure</b>											
<b>Indicators</b>	<b>Baseline</b>	<b>Actual</b>						<b>Targets</b>			
	<b>2007</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2012</b>	<b>2015</b>	<b>2018</b>	<b>2030</b>
Infrastructure Index	3.54	3.91	3.74	3.59	3.49	3.75	3.74	3.69	3.84	4.0	4.59
Connectivity and Technology Infrastructure Index	3.70	4.75						4.35	4.9		7.5

**Table 25: Priority Strategies and Actions – 2015-2018 – Strong Economic Infrastructure**

<b>National Outcome #9 – Strong Economic Infrastructure</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 9-1: Expand and rationalize land transport infrastructure and services</b>		
<b>Sector Strategy: Improve coordination in the implementation of land transport related policies and programmes</b>		
1. Finalize and implement the framework for the establishment of the Land Transport Authority (LTA)	2015/2016 - 2017/2018	MTWH
2. Construct the Portmore Transportation Hub	2015/2016 - 2017/2018	MTWH
<b>Sector Strategy: Strengthen the institutional capacity and capabilities of road authorities to develop and maintain the road network</b>		
3. Improve the inter-institutional arrangements for construction, maintenance and management of main, parochial and farm road networks	2015/2016 - 2017/2018	NWA, MTWH, MLGCD, LAs, MOAF
<b>Sector Strategy: Advance the improvement and modernization of the main road network and highway infrastructure</b>		
4. Complete the construction of the North-South Link of Highway 2000 by: <ul style="list-style-type: none"> <li>Completing Section 1 (Caymanas to Linstead) and Section 3 (Moneague to Ocho Rios)</li> </ul>	by March 2016	NROCC, MTWH, JNSHC

<b>National Outcome #9 – Strong Economic Infrastructure</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<ul style="list-style-type: none"> <li>Construction of the next phases of Highway 2000 – May Pen to Williamsfield (Phase 1C) and Williamsfield to Montego Bay (Phase 2B) [Jamaica North South Highway Company (JNSHC) has right of first refusal until 2021]</li> </ul>	2015/2016 - 2017/2018 <i>(timeline subject to change)</i>	<b>NROCC, MTWH</b>
5. Commence construction works on Segment 1 (Harbour View to Port Antonio) of the Southern Coastal Highway Improvement Project, specifically: <ul style="list-style-type: none"> <li>Section 1A – Harbour View to Yallahs</li> <li>Section 1B – Yallahs to Morant Bay</li> </ul>	2015/2016 - 2017/2018	<b>NWA, MTWH</b>
6. Undertake development of lands adjacent to the North-South Link of Highway 2000 to include: <ul style="list-style-type: none"> <li>Commence development of the Mammee Bay Hotel</li> <li>Commence development of two other hotels</li> <li>Provide 570 housing solutions</li> </ul>	2015/2016 - 2017/2018  2016/2017  2015/2016 - 2017/2018	<b>CHEC, NROCC, MTWH, NWC</b>
7. Undertake rehabilitation works on key arterial, secondary and tertiary roads as well as major bridges under the Major Infrastructure Development Programme (MIDP)	2015/2016 - 2017/2018	<b>NWA, MTWH</b>
8. Develop the enforcement mechanism for transport infrastructure standards (material, design, construction and climate change/environmental resilience, national roadway standards)	2015/2016 - 2017/2018	<b>MTWH, MWLECC, MLGCD, BSJ, MIIC</b>
<b>Sector Strategy: Improve the safety and security of all road users</b>		
9. Complete the revision of the National Road Safety Policy	2015/2016 - 2017/2018	<b>MTWH</b>
10. Develop a targeted motor cycle/pedestrian programme geared at reducing road fatalities and injuries	2015/2016 - 2017/2018	<b>MTWH</b>
11. Develop vehicle safety standards to promote the concept of crash-worthy vehicles operating on the road network	2015/2016 - 2017/2018	<b>MTWH, Trade Board, ITA, BSJ, CAC, MOH, MIIC, Automobile Dealers, Insurance Association of Jamaica</b>
<b>National Strategy 9-2: Develop a modernized public transport system</b>		
<b>Sector Strategy: Create the framework for a sustainable transportation system</b>		

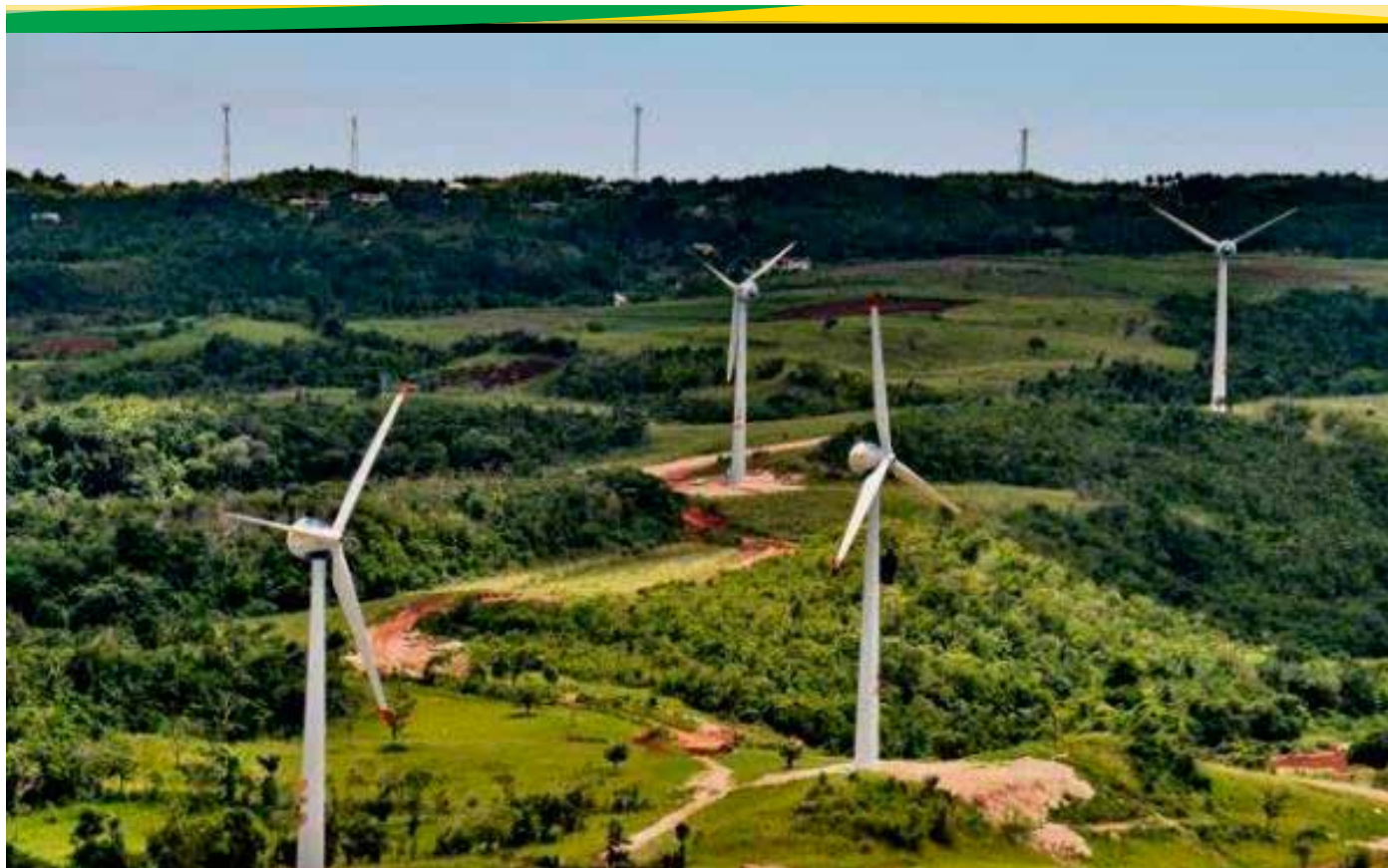
<b>National Outcome #9 – Strong Economic Infrastructure</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
12. Complete the revision of the National Transport Policy	2015/2016 - 2017/2018	MTWH
13. Ensure proper infrastructure and supporting facilities and equipment for the public transport system, especially in rural areas and other urban centres (outside of the KMTR)	2015/2016 - 2017/2018	MTWH
<b>National Strategy 9-3: Expand the domestic and international air transport infrastructure and services</b>		
<b>Sector Strategy: Ensure strategic alliances for airport development and operation</b>		
14. Complete the “concessioning” of the Norman Manley International Airport (NMIA)	2015/2016 - 2016/2017	DBJ, AAJ, MTWH
15. Develop and promote a strategic model for existing aerodromes	2015/2016 - 2017/2018	AAJ, MTWH, DBJ
16. Complete Phase 1B of the Capital Development Programme (CDP) – NMIA	2015/2016	AAJ, MTWH
17. Commence implementation of Phase 2 of the CDP – NMIA	2016/2017 - 2017/2018	AAJ, MTWH
<b>Sector Strategy: Promote growth of domestic and international air services</b>		
18. Strengthen the regulatory and legal framework for operation and promotion of the air transport sector	2015/2016 - 2017/2018	AAJ, MTWH, MIIC
<b>National Strategy 9-4: Expand and diversify maritime infrastructure and services</b>		
<b>Sector Strategy: Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers</b>		
19. Complete the privatization of the Kingston Container Terminal by: <ul style="list-style-type: none"> <li>▪ Executing the financial close of transaction</li> <li>▪ Transferring operational control to concessionaire</li> <li>▪ Undertaking deepening of the Kingston Harbour by dredging the Kingston Access Channel to accommodate large vessels</li> </ul>	2015/2016 (3 <sup>rd</sup> Quarter)  2015/2016 (4 <sup>th</sup> Quarter)  2017/2018	DBJ, PAJ, MTWH  PAJ, MTWH, Private Operator  Private Operator
20. Facilitate the sustainable development of cruise shipping, including home porting	2015/2016 - 2017/2018	PAJ, MTWH, MTE, MIIC, MAJ
<b>Sector Strategy: Nurture ancillary and supporting services to develop a maritime centre</b>		

<b>National Outcome #9 – Strong Economic Infrastructure</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
21. Establish Jamaica as an International Shipping Centre, to include the provision of varied services, such as: <ul style="list-style-type: none"> <li>▪ Dry docking</li> <li>▪ Bunkering</li> <li>▪ Ship registry</li> <li>▪ Ship repairs</li> </ul>	2015/2016 - 2017/2018	MAJ, MTWH, PAJ, Petrojam, Jamaica Customs, JAMPRO, MIIC, HEART Trust/NTA, CMI
<b>National Strategy 9-5: Develop Jamaica as a regional logistics hub with multimodal transport linkages</b>		
<b>Sector Strategy: Develop and link major supporting logistics centres and facilities island-wide</b>		
22. Develop the Rights of Way Policy	2015/2016 - 2017/2018	MTWH, NWA, MLGCD
23. Develop a multi-phased logistics/transshipment port and industrial and commercial zones, including completion of technical and feasibility studies as well as environmental impact assessments	2015/2016 - 2017/2018	CHEC, PAJ, MTWH, MIIC
24. Develop and implement an integrated trade facilitation system which includes: <ul style="list-style-type: none"> <li>▪ Customs modernization</li> <li>▪ A Port Community System</li> <li>▪ An E-trade system</li> <li>▪ A national Single Window for trade (<i>Cross reference: National Outcome #8, 8-3</i>)</li> </ul>	2015/2016 - 2017/2018	PAJ, Jamaica Customs, MTWH, MIIC, Trade Board, eGovJa, MOH, MOAF, BSJ
25. Prepare a detailed master plan for the development of a Logistics Hub based on, <i>inter alia</i> , global industry trends, logistics capabilities and risks	2015/2016 - 2016/2017	MIIC, MTWH, PIOJ, PAJ
26. Review, reform and implement the legal framework for operation of a logistics-centered economy, to include: <ul style="list-style-type: none"> <li>• Maritime legislation</li> <li>• Safety and security legislation and regulations</li> </ul>	2015/2016 - 2017/2018	MIIC, MTWH, MNS, MAJ, PAJ
27. Finalize and implement the new SEZ regime to replace free zones, including the legislative and regulatory framework by: <ul style="list-style-type: none"> <li>▪ Enacting the Special Economic Zone legislation and enabling regulations</li> <li>▪ Transitioning existing free zones to SEZs</li> </ul>	2015/2016	MIIC
	2015/2016	MIIC
28. Undertake a feasibility study for the Caymanas Special Economic Zone	2015/2016 - 2016/2017	MIIC, Caymanas Enterprise Team, MTWH, PIOJ
<b>National Strategy 9-6: Expand the broadband network island-wide</b>		
<b>Sector Strategy: Develop the policy and strategic planning framework for universal access to high-capacity networks</b>		

<b>National Outcome #9 – Strong Economic Infrastructure</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
29. Develop a strategic plan for broadband service delivery	2015/2016 - 2017/2018	<b>MSTEM</b>
30. Develop a spectrum management policy	2015/2016 - 2017/2018	<b>MTSEM, SMA, eGovJa</b>
31. Develop infrastructure sharing guidelines	2015/2016 - 2017/2018	<b>MSTEM, Private Sector</b>
<b>Sector Strategy: Improve regulation of the telecommunications industry</b>		
32. Establish guidelines for telecommunications service delivery	2015/2016 - 2017/2018	<b>OUR, MSTEM, SMA</b>
<b>Sector Strategy: Encourage public and private sector partnerships to establish internet connectivity in publicly accessible space</b>		
33. Advance the provision of internet access via community-based networks including avenues such as utilization of Television White Space (TVWS)	2015/2016 - 2017/2018	<b>USF, MSTEM, Private Providers</b>
<b>National Strategy 9-7: Ensure adequate and safe water supply and sanitation services</b>		
<b>Sector Strategy: Develop infrastructure for efficient and sustainable supply of water</b>		
34. Complete the KMA Water Supply Improvement Project	2015/2016 - 2017/2018	<b>NWC, MWLECC</b>
35. Procure and install 100,000 water metres in KSA	2015/2016 - 2017/2018	<b>NWC, MWLECC</b>
36. Implement a non-revenue water (NRW) reduction programme for KSA	2015/2016 - 2017/2018	<b>NWC, MWLECC</b>
37. Implement a comprehensive rural water supply upgrading and repairs programme, including implementing catchment tank rehabilitation and rain harvesting projects ( <i>Cross reference: National Outcome #12 Agriculture, Action 20</i> )	2015/2016 - 2017/2018	<b>NWC, MWLECC</b>
38. Implement the tank and pump programme (supply and install 71 pump motor sets, construct 30 tanks, rehabilitate 70 tanks, and rehabilitate facilities)	2015/2016 - 2017/2018	<b>NWC, MWLECC</b>
<b>Sector Strategy: Advance development of infrastructure for sewerage treatment and disposal</b>		
39. Complete Stage 1 of the Port Antonio Water Sewerage and Drainage project	2015/2016 - 2017/2018	<b>NWC, MWLECC</b>
40. Undertake the Portmore Sewerage Configuration (retire 5 treatment plants and transfer sewage to the Soapberry Treatment Plant)	2015/2016 - 2017/2018	<b>NWC, MWLECC</b>
41. Undertake expansion of the Soapberry Treatment Plant	2015/2016 - 2017/2018	<b>NWC, MWLECC</b>

# NATIONAL OUTCOME #10

## ENERGY SECURITY AND EFFICIENCY



### Introduction

The development of Jamaica's energy sector continues to show much promise in reducing dependence on imported petroleum, lowering the cost of energy to consumers and creating a framework for better use of energy through energy conservation and efficiency. These positive changes have been facilitated by the country's first long-term National Energy Policy 2009-2030 which was promulgated in November 2010. Since the promulgation of the National Energy Policy 2009-2030, the main focus of the energy sector has been on:

- Modernizing the energy infrastructure
- Diversifying fuel sources
- Improving energy efficiency and conservation
- Enhancing energy security
- Promoting and facilitating competition in the electricity sub-sector
- Developing the renewable energy sub-sector

The continued thrust towards diversification of fuel sources has led to a steady reduction in the number of barrels of oil purchased from 2008 to present. This is reflective of increases in both the use of renewable energy (hydropower, wind and solar) and alternative fuels such as coal. There also has been an increase in the usage of energy efficient equipment at both the household and firm levels. For example, between 2010 and 2014, the share of wind power increased by approximately 98 per cent and overall the share of alternative fuels increased by approximately 49 per cent between 2010 and 2013. Notwithstanding this increased use of alternative energy, in 2014, the country spent in excess of J\$200 billion on the importation of crude and refined petroleum products – or about 15 per cent of

## GDP.

The Government has indicated that energy efficiency and conservation must be a priority of the sector and that renewable energy is the “fuel of the future”. As a result, the Government continues to implement a series of targeted policy shifts to facilitate greater levels of investment in renewable energy projects.

Achievements in the sector over the period 2012-2015 were:

- The removal in 2012 of the proviso that gave the Petroleum Corporation of Jamaica (PCJ) the exclusive right to develop all renewable energy projects in Jamaica. Once this was enacted, the renewable energy market was liberalized and opened to competition. This was supported by grid access (through net billing) as well as the proposition of a new feed-in tariff. Consequently, the Office of Utilities Regulation (OUR) issued a Request for Proposals to procure up to 115 MW of renewable energy generating capacity. Three bids were awarded over the period for wind and solar generation totaling 78 MW – once these projects are completed in the 2015-2018 MTF period, Jamaica is expected to have 12.5 per cent of electricity capacity generated from renewables.
- The introduction of net billing, so that individual homes, offices or factories can generate electricity from their own fuel sources for their own needs and may sell the excess to the national grid. Over 166 net billing licences were granted over the period with a combined capacity of over 2.6 MW.
- Progress on proposing a framework for ‘electricity wheeling’ so that an entity can produce its own electricity at one location and transmit it to another where it operates a business, via the JPSCo’s transmission and distribution system on a fee basis regulated by the OUR.
- The launch of the “Developing an Energy Services Company (ESCO) Industry in Jamaica” project, which aims to facilitate the creation of an enabling environment and the supporting infrastructure for the development of an Energy

## Services Company industry.

- The development of a Smart Grid Roadmap for Jamaica which presents measures that the Government can take to transition its electricity sector to one that is socially, environmentally and financially sustainable.
- Expanded energy financing options such as the energy line of credit being offered to micro, small and medium-sized enterprises (MSMEs) through the Development Bank of Jamaica (DBJ) and the provision of energy loans for National Housing Trust (NHT) contributors.
- Establishment of a renewable energy training facility at Wigton Wind Farm
- An increase in the country’s electrification rate from 91 per cent in 2010 to 98 per cent. The 2 per cent that remains outside of the national grid are mainly in remote areas more than 3 kilometres from the grid, and extending the grid to these households is considered to be economically unfeasible.

With respect to the indicators used for tracking the performance of this sector, the indicator, Percentage of Renewables in the Energy Mix, showed an increasing trend, moving from 8.1 per cent in 2011 to 8.6 per cent in 2013 and a further increase to 8.9 per cent in 2014. The Energy Intensity Index (EII) also showed a decreasing trend indicating a more efficient use of energy. The target of 12,422 BTU/US\$1 set for 2012 for this indicator was met in 2010. In 2014, there was a slight increase in the Energy Intensity Index compared to 2013.

Notwithstanding much progress in the energy sector over the 2012-2015 period, there are still many issues that the sector must address. These include:

- The need to promulgate the five sub-policies under the National Energy Policy 2009-2030 (renewable energy, waste-to-energy etc.) to leverage institutional level support for the implementation of the National Energy Policy
- Delays in developing energy efficiency standards, including the appropriate provisions under the revised National Building Code

- Absence of an established ESCO industry to effectively support energy efficiency and conservation efforts
- Underdeveloped human capacity to support modernization and fuel diversification efforts
- Old and inefficient plants and related infrastructure (refinery, generating plants, transmission & distribution)
- An inadequate policy and regulatory framework to support diversification of fuel/energy sources
- Insufficient research in renewable and alternative energy
- Delays in promulgating pieces of legislation such

as the Gas Act which is expected to promote the use of natural gas

To move towards achieving the vision for the energy sector, MTF 2015-2018 outlines a package of priorities focused on:

- Strengthening the policy, legislative, regulatory and institutional framework for the energy sector, including support for diversification of fuel sources
- Supporting modernization and diversification efforts
- Advancing energy conservation and efficiency efforts

### National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure

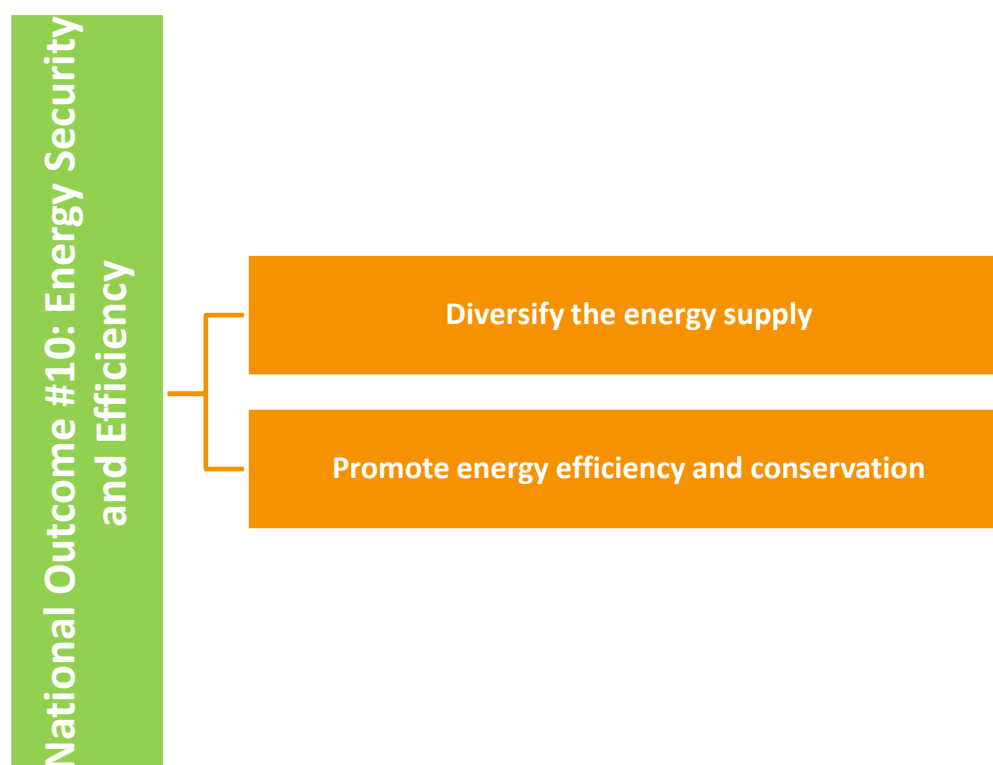


Figure 17: National Strategies – Energy Security and Efficiency – 2015-2018

### Alignment to the 2030 Agenda for Sustainable Development

National Outcome #10 is aligned to SDG Goal 7:

**Table 26: Indicators and Targets – Energy Security and Efficiency**

<b>National Outcome #10 – Energy Security and Efficiency</b>										
<b>Indicator</b>	<b>Baseline</b>	<b>Actual</b>					<b>Targets</b>			
	<b>2007</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2012</b>	<b>2015</b>	<b>2018</b>	<b>2030</b>
Percentage of renewables in energy mix	5	7.3	8.1	8.3	8.6	8.9	11	12.5		20
Energy Intensity Index (EII) BTU/US\$1 unit of output (Constant Year 2007 US\$)	14,587	11,018	10,675	10,316	10,313	10,406	12,422	9,359	6,000	4,422

**Table 27: Priority Strategies and Actions – 2015-2018 – Energy Security and Efficiency**

<b>National Outcome #10 – Energy Security and Efficiency</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 10-1: Diversify the energy supply</b>		
<b>Sector Strategy: Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector</b>		
1. Promulgate sub-policies under the National Energy Policy 2009-2030 <ul style="list-style-type: none"> <li>Renewable Energy</li> <li>Energy Conservation and Efficiency</li> <li>Biofuels</li> <li>Carbon Emissions Trading</li> <li>Waste-to-Energy</li> </ul>	2015/2016 - 2017/2018	<b>MSTEM</b>
2. Promulgate the amended Electricity Act	2015/2016	<b>MSTEM</b>
3. Amend the Petroleum Quality Control Act	2015/2016 - 2017/2018	<b>MSTEM</b>
4. Mainstream energy issues into national policies	2015/2016 - 2017/2018	<b>Cabinet Office, MSTEM</b>
5. Establish energy targets at the level of institutions	2015/2016 - 2017/2018	<b>MSTEM, MOFP, Public Sector Agencies</b>
6. Introduce energy efficiency standards	2015/2016 - 2017/2018	<b>MSTEM, BSJ</b>
7. Promulgate the National Building Code (energy efficiency standards for buildings)	2015/2016 - 2017/2018	<b>MLGCD, MSTEM, BSJ</b>
8. Undertake a capacity assessment study to determine the current needs of the sector vis-à-vis what currently exists and develop an appropriate training strategy to address the gaps identified	2015/2016 - 2017/2018	<b>MSTEM, Tertiary Institutions, HEART, MIND</b>

<b>National Outcome #10 – Energy Security and Efficiency</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
9. Institutionalize existing energy courses that were delivered in the non-formal sector in the formal education sector at the tertiary level	2015/2016 - 2017/2018	<b>MSTEM</b> , Tertiary Institutions, MIND
10. Review and revise HEART Trust curricula for the energy sector (technicians and electricians) to include renewable energy and alternate energy issues	2015/2016 - 2017/2018	<b>MSTEM</b> , Heart Trust/NTA
11. Review and redefine the boundaries and rules for inter-connection to the national grid	2015/2016 - 2017/2018	<b>MSTEM</b> , CPC, OUR
12. Revamp the two energy loans under NHT to encourage greater uptake of renewable energy	2015/2016-2017/2018	<b>MSTEM</b> , NHT, OPM
13. Undertake creation of a re-sale market for renewable energy components	2015/2016-2017/2018	<b>JSEA</b> , <b>MSTEM</b> , JAMPRO
<b>Sector Strategy: Develop diversification priorities in a timely way based on cost, efficiency, environmental considerations and appropriate technologies</b>		
14. Expand oil and gas exploration	2015/2016 - 2017/2018	<b>MSTEM</b> , PCJ, Tullow Oil PLC
15. Complete one feasibility study in the area of oil and gas exploration	2015/2016 - 2017/2018	<b>MSTEM</b> , PCJ
16. Undertake conversion of the 115 MW Bogue power station from oil to gas	2015/2016 - 2016/2017	<b>JPSCO</b>
17. Construct a 190 MW power generation plant in Old Harbour (gas)	2015/2016 - 2017/2018	<b>JPSCO</b>
18. Construct a 140 MW plant (gas)	2015/2016 - 2017/2018	<b>Aluminium Partners</b>
19. Develop reliable sources of liquefied natural gas (LNG) to support energy diversification	2015/2016 - 2017/2018	<b>MSTEM</b> , OUR
20. Construct a 50 MW coal-fired plant	2015/2016 - 2017/2018	<b>Jamalco</b> , PCJ
<b>Sector Strategy: Encourage research, development and timely and efficient implementation of qualified renewable energy (RE) projects</b>		
21. Develop and promulgate appropriate benchmark quality standards for installation of renewable energy technologies	2015/2016 - 2017/2018	<b>MSTEM</b> , OUR, CPC, JPSCO
22. Complete a biodiesel value chain assessment	2015/2016 - 2017/2018	<b>PCJ</b> , Petrojam
23. Establish a demonstration project at Font Hill to inform type(s) of fuel wood and wood stove(s) to be utilized	2015/2016 - 2017/2018	<b>PCJ</b>
24. Complete the feasibility study for waste to energy development	2015/2016 - 2017/2018	<b>PCJ</b> , NSWMA, MLGCD, NEPA

<b>National Outcome #10 – Energy Security and Efficiency</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
25. Complete the feasibility study for new hydro plants	2015/2016 - 2017/2018	PCJ, WRA, NEPA
26. Complete the feasibility study for the use of solar-hydrogen gas for domestic cooking	2015/2016 - 2017/2018	PCJ, UTech
27. Develop and promote investment packages for hydro projects	2015/2016 - 2017/2018	MSTEM, PCJ, JAMPRO
28. Implement projects for 78MW of new RE generating capacity	2015/2016 - 2017/2018	MSTEM, OUR, Private sector
29. Issue request for proposals for generating 37MW of new RE generating capacity	2015/2016 - 2017/2018	OUR
30. Complete implementation of solar PV pilot projects at 15 schools and 3 public sector agencies	2015/2016 - 2017/2018	PCJ, SRC, MOE
31. Expedite implementation of power wheeling	2015/2016 - 2017/2018	OUR, JPSCO
32. Operationalize the GER role/mandate to also include regulation of the RE industry	2015/2016 - 2017/2018	MSTEM, GER
<b>National Strategy 10-2: Promote energy efficiency and conservation</b>		
<b>Sector Strategy: Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector</b>		
33. Establish legislation/regulations for stakeholders (provider/client) to foster the development of a sustainable ESCO industry	2015/2016 - 2017/2018	MSTEM, CPC, MLSS
34. Implement a levy or other similar mechanism for reducing the use of or eliminating inefficient energy devices and equipment (including incandescent bulbs)	2015/2016 - 2017/2018	MSTEM, MOFP, BSI
35. Ensure that energy issues are being incorporated into the Green Business Environment Programme to promote efficiency in business	2015/2016 - 2017/2018	NEPA, MSTEM
<b>Sector Strategy: Develop and implement programmes to influence market behaviour to promote efficient use of energy</b>		
36. Develop model contracts and measurement and verification standards to promote ESCO participation in the market	2015/2016 - 2017/2018	PCJ, MSTEM, JPC, BSI
37. Execute a minimum of two ESCO contracts	2015/2016 - 2017/2018	PCJ, MSTEM
38. Develop a training and capacity building programme related to ESCOs	2015/2016 - 2017/2018	MSTEM, HEART Trust/NTA
39. Continue the public education programme on energy conservation for the public sector	2015/2016 - 2017/2018	MSTEM
40. Roll out the national public education programme on energy conservation	2015/2016 - 2017/2018	MSTEM, JIS
41. Infuse energy issues in the schools' curricula at the primary and	2015/2016 -	MSTEM, MOE

<b>National Outcome #10 – Energy Security and Efficiency</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
secondary levels	2017/2018	
42. Modernize the Island Traffic Authority to conduct fleet audits (monitoring of emissions)	2015/2016 - 2017/2018	<b>MSTEM, MTWH, NEPA</b>
43. Develop and implement a structured programme or mechanism for commercializing innovations/pilot projects related to energy conservation	2015/2016 - 2017/2018	<b>MSTEM, JIPO</b>
44. Sustain and continue the innovators award as a means of driving research and development	2015/2016 - 2017/2018	<b>MSTEM, SRC</b>
<b>Sector Strategy: Establish a framework for timely development, decision making and implementation of the least cost expansion plan (LCEP) for generation, transmission and distribution of electricity</b>		
45. Upgrade the Petrojam refinery	2015/2016 - 2017/2018	<b>MSTEM, PCJ, Petrojam</b>
46. Upgrade power generating plants	2015/2016 - 2017/2018	<b>MSTEM, OUR, JPSCO</b>
47. Set transmission and distribution performance standards through the OUR Act	2015/2016 - 2017/2018	<b>MSTEM, OUR, JPSCO</b>
48. Complete the feasibility study to transition from 50 cycle to 60 cycle	2015/2016 - 2017/2018	<b>MSTEM, OUR, JPSCO</b>

# NATIONAL OUTCOME #11

## A TECHNOLOGY-ENABLED SOCIETY



### Introduction

Science, Technology and Innovation (STI) are widely acknowledged as critical underpinnings of rapid economic and industrial growth and fundamental to fostering global competitiveness. Jamaica's economic growth prospects are highly dependent on the ability to apply science, technology and innovation to development processes.

Over the period 2012-2014 there were some achievements in the STI sector as well as advancements in some key areas. Chief among these were:

- Provision of support by the Bureau of Standards Jamaica (BSJ) to various sectors to develop and adopt national standards for products and services
- An increase in the number of conformity assessment bodies accredited to ISO/IEC 17025:2005 or ISO 15189:2009 and companies certified to ISO 9001:2008 standard
- The passage of the Telecommunications (Amendment) Act 2012 as a means of driving,

expanding and improving the country's information, communication and technology (ICT) infrastructure

- Agricultural research directed towards improving genetic resources and pest management, and expanding the value chain of selected agricultural products and livestock
- Establishment of a biodiesel processing plant at the Bodles Research Station and testing the use of biodiesel in Jamaica Urban Transit Company (JUTC) buses
- Broadening access to and use of ICT to improve service provision and enhance business efficiencies, which has been facilitated by increasing numbers of Community Access Points (CAPs), island-wide broadband-connected sites and a growing number of e-Government services
- Commenced the phase-in of Science, Technology, Engineering and Mathematics (STEM) Academies

such as the Sydney Pagon High School

- Continued the roll-out of initiatives to promote ICT-enhanced learning such as the Tablets in Schools (TIS) Pilot Project and the Technology Enrichment Programme being implemented by e-Learning Jamaica Company Ltd. (e-LJam)
- Promotion and installation of environmentally friendly and cost-effective wastewater treatment systems by the Scientific Research Council (SRC) for domestic, municipal, agro-industrial and industrial uses

Additionally, being cognizant of the role of STI in creating a globally competitive knowledge-based economy, the Government of Jamaica, over the period 2012-2015, finalized the STI roadmap – the “Jamaica Science, Technology and Innovation Sector Strategic Roadmap” – to guide the development of the sector. The Roadmap, among other things, provides a pathway for improving STI infrastructure and rationalizing public sector research and development (R&D) agencies. By implementing various strategies outlined in the Roadmap, there are expectations that there will be greater integration of science and technology into all aspects of national development. MTF 2015-2018 will focus on some of the activities identified in the Roadmap.

With respect to the indicators used for tracking the performance of this sector, the low levels of investment in R&D and STI, for example, is reflected in the consistently low knowledge and innovation outputs such as domestic patent filings. At an average of approximately 10 resident patent filings per million persons per annum, Jamaica is on par with India but has 25 times fewer domestic patent filings than Singapore.

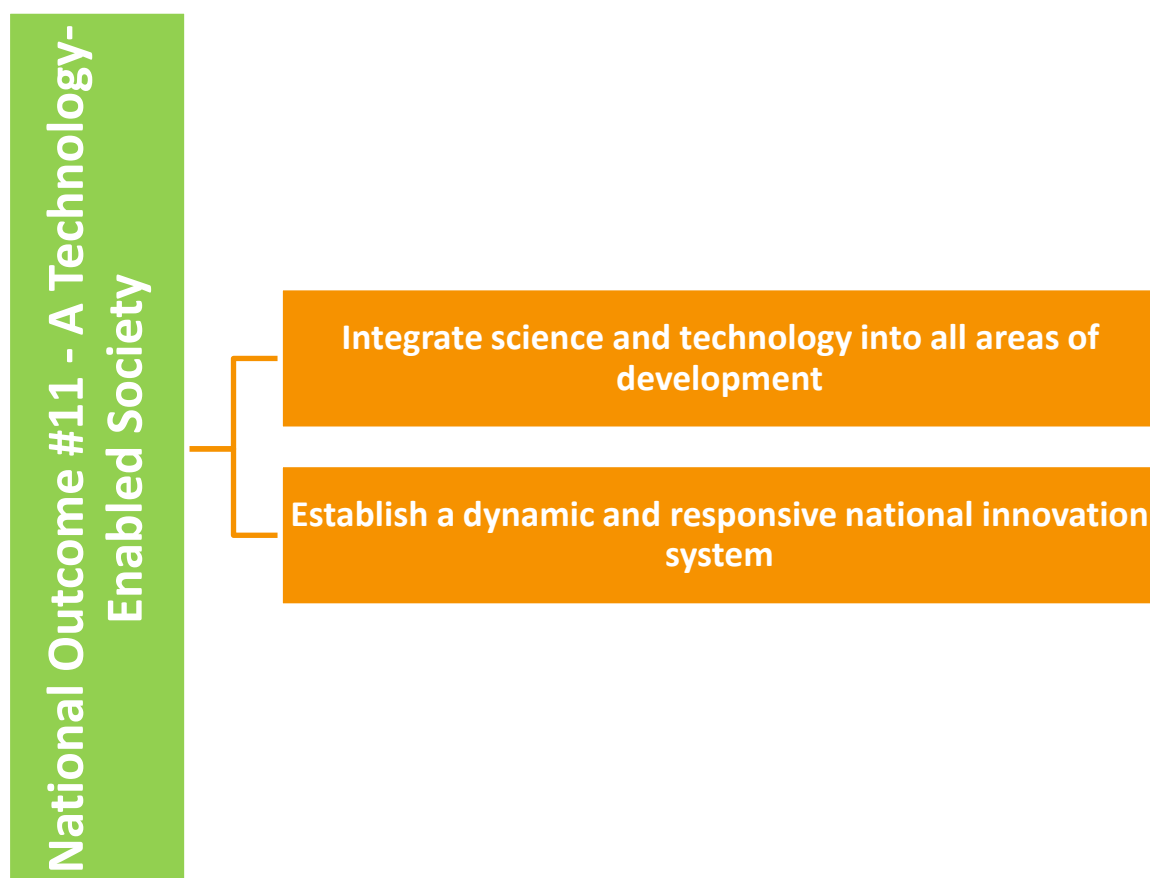
Research publications reflect contributions to the body of knowledge and are an indication of R&D output. Over the period 2009-2013, the number of local publications increased by 21.1 per cent to 425 compared with the period 2004-2008. Medical and allied fields accounted for 47.3 per cent (201) of papers published, followed by environmental science/ecology and geology at 4.5 per cent and 4.2 per cent, respectively. While the 2012 and 2015 targets were met in 2011, there was a fall-off in the ensuing years to below both the 2012 and 2015 targets.

To move towards achieving the vision of a “A dynamic STI culture unleashing the creative potential of the people and catalyzing development – a regional leader and world beater”, as set out in the Vision 2030 Jamaica STI Sector Plan, MTF 2015-2018 outlines a package of priorities focused on addressing many of the same issues that affected the sector over the 2012-2015 MTF period, including among others:

- Consistently low levels of investment by both the Government and private sector, which hampers the country’s capacity to effectively and efficiently exploit STI – Jamaica on average spends less than 1 per cent of GDP on scientific research and development, which ranks low compared with developed countries and some developing countries. Notwithstanding this low level of investment, there was an upward movement in public expenditure on STI programmes moving from 0.4 per cent of the national budget in 2007 to 0.7 per cent in 2012 and 1.0 per cent in 2014.
- No coordinated national research and development
- Lack of a modern, comprehensive STI policy to guide the development of the sector and address gaps and deficiencies
- Gaps in the types and levels of required skills and capabilities for STI and ICT among the work force
- Relatively weak linkages between key players in the innovation process
- Inadequate science and technology education at the primary, secondary and tertiary levels

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure



## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #11 is aligned to SDG Goal 9:

**Table 28: Indicators and Targets – A Technology-Enabled Society**

<b>National Outcome #11 – A Technology-Enabled Society</b>										
<b>Indicator</b>	<b>Baseline</b>	<b>Actual</b>					<b>Targets</b>			
	<b>2007</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2012</b>	<b>2015</b>	<b>2018</b>	<b>2030</b>
Number of scientific publications per million population	48	64	65	38	33	53	≥55	≥62	≥66	≥105
Resident patent filings per million population	2.2	4.8	7.4	9.2	8.1	12.1	≥12	≥18	≥18	≥53

**Table 29: Priority Strategies and Actions – 2015-2018 – A Technology-Enabled Society**

<b>National Outcome #11 – A Technology-Enabled Society</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 11-1: Integrate science and technology in all areas of development</b>		
<b>Sector Strategy: Institutionalize science, technology and innovation education throughout the education system</b>		
1. Implement the pilot project “Improving Innovation Capacities in the Caribbean” (INVOCAB) and have results inform curriculum development and teacher training for primary and secondary schools	2015/2016 - 2017/2018	<b>SRC, MOE</b>
<b>Sector Strategy: Create the framework for the modernization of infrastructure and strengthening of institutions</b>		
2. Complete the Hope Gardens laboratory audit	2015/2016 - 2017/2018	<b>NCST, MSTEM, MIIC, PIOJ, JANAAC, Government Labs</b>
3. Review and implement recommendations of lab audit	2015/2016 - 2017/2018	<b>NCST, MSTEM, MIIC, PIOJ, JANAAC, Government Labs</b>
4. Seek approval from Cabinet Office for mandatory accreditation of public laboratories for testing in relation to health and safety and environmental monitoring	2015/2016 - 2017/2018	<b>NCST, MSTEM, MIIC, PIOJ, JANAAC, Government Labs</b>
5. Implement the STI Roadmap	2015/2016 - 2017/2018	<b>MSTEM, SRC, NCST, MIIC</b>
<b>National Strategy 11-2: Create a responsive national innovation system</b>		
<b>Sector Strategy: Ensure an appropriate integrated policy, regulatory and institutional framework to support the development of the STI sector</b>		

<b>National Outcome #11 – A Technology-Enabled Society</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
6. Prepare and approve a national STI policy	2015/2016	<b>MSTEM, NCST, SRC, PIOJ</b>
7. Promulgate the national STI policy	2015/2016	<b>MSTEM</b>
8. Develop an implementation plan for the STI policy which identifies the key activities to be undertaken in the medium term	2015/2016 - 2017/2018	<b>MSTEM, NCST, SRC, PIOJ</b>
9. Develop an appropriate framework to support the sustainable utilization of STI to fully exploit the value and benefits of natural and genetic resources	2015/2016 - 2017/2018	<b>MSTEM, NCST, SRC, PIOJ</b>
10. Establish a national coordinating mechanism to facilitate planning and policy implementation towards optimal use of infrastructure and resources and maximizing the value and benefits of intellectual property (IP)	2015/2016 - 2017/2018	<b>MSTEM, NCST, SRC, JIPO, PIOJ</b>
11. Identify technical assistance (including financial resources) for STI mapping to assess and analyze components of the STI system including <i>inter alia</i> : policies; legislative framework; educational system; institutions; scientific and technological services; research, development and innovation (RDI) landscape; intellectual capital; and the social, economic and cultural context	2015/2016 - 2017/2018	<b>MSTEM, NCST, SRC, PIOJ, Academia</b>
12. Identify technical assistance (including financial resources) to strengthen the national capacity to collect and analyze STI data, including data on R&D	2015/2016 - 2017/2018	<b>MSTEM, NCST, SRC, PIOJ, Academia</b>
<b>Sector Strategy: Strengthen the national research, development and innovation system to facilitate knowledge-based development</b>		
13. Identify priority R&D needs linked to priority sectors identified through the Vision 2030 Jamaica planning process	2015/2016 - 2017/2018	<b>MSTEM, NCST, SRC, MIIC, PSOJ, Academia</b>
14. Develop a national research agenda which is aligned to the national STI policy	2015/2016 - 2017/2018	<b>MSTEM, NCST, SRC, MIIC, PSOJ, Academia</b>
15. Identify and implement an appropriate model for funding research, development and innovation (e.g. the EU Horizon 2020 model)	2015/2016 - 2017/2018	<b>NCST, SRC</b>
16. Undertake an inventory of the national innovation system and assess the status of the current system: <ul style="list-style-type: none"> <li>Identify gaps in the system</li> <li>Develop a plan of action to formalize and strengthen the system to ensure success of start-ups and other innovations</li> <li>Institutionalize the National Innovation Awards and Young Inventors and Innovators Awards</li> </ul>	2015/2016 - 2017/2018	<b>NCST, SRC, MSTEM, PIOJ, JIPO, JBDC, MIIC, JAMPRO, Private Sector, Academia</b>

# NATIONAL OUTCOME #12

## INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES



### Introduction

Vision 2030 Jamaica – National Development Plan recognizes that Jamaica's productivity ultimately depends on the performance of its economic enterprises of all sizes and across sectors. It identifies cross-cutting factors such as the availability of inputs and support services, the development of economic linkages and clusters, and promotion of eco-efficiency and investment in the emerging green economy as well as conditions which compel productivity, as critical elements that drive competitiveness.

Following a precipitous decline in exports of goods and services between 2009 and 2010, a marginal recovery in competitiveness was observed over the period 2010 to 2014, as evidenced in the net value of trade with the rest of the world. Over this period, Export of Goods and Services at constant prices rose from J\$275,560.72 million to J\$277,927.04 million, having declined to J\$262,783.71 million in 2012. Relative to GDP, the performance of goods and services exports in 2014 continued the trend observed

since 2010 where exports as a percentage of GDP have remained relatively flat, moving from 33.23 per cent to 32.79 per cent.

A contributing factor to this performance is that Jamaican firms continue to face constraints such as a lack of focus on customer service and limited control of their channels of international distribution. There are also inadequate sectoral linkages – leading to high levels of imports – and low levels of application of environmentally friendly and efficient practices.

Under MTF 2012-2015, efforts advanced in the implementation of cross-cutting factors relevant to improving domestic industry competitiveness. While there was not much progress in amending the legislative framework for competition or creating synergies through the establishment of clusters, the highlights of the period include the result of strategies to develop company sophistication and productivity as well as to incorporate eco-efficiency practices.

Specifically:

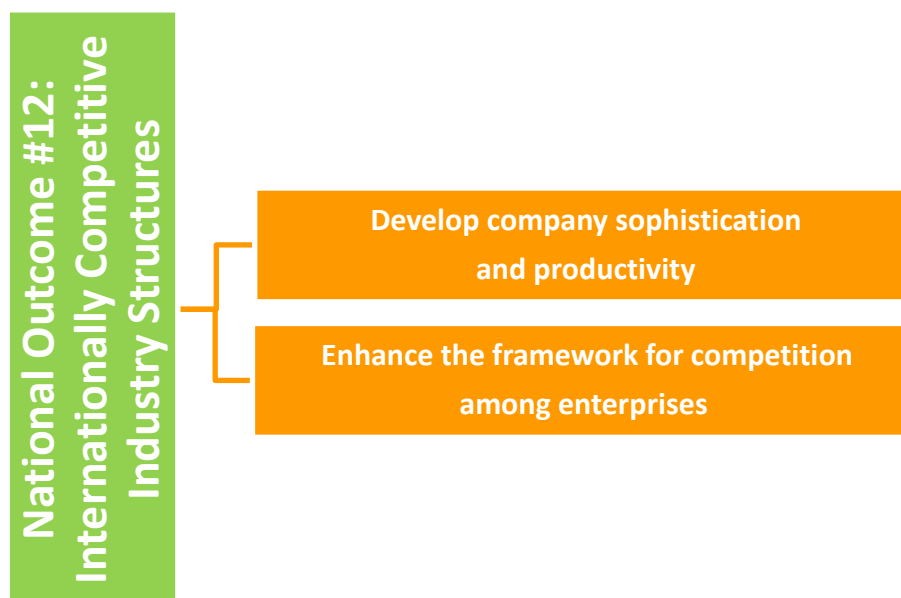
- A database on productivity indicators at the country, industry and firm level was completed.
- In 2013, for the first time, the BSJ secured the status of Collaborative Partner with the Food and Drug Administration of the United States of America.
- By the end of 2014, nine Conformity Assessments Bodies (including the National Certification Body of Jamaica (NCBJ), seven testing and one medical laboratory) were accredited. This included three food testing laboratories and one medical laboratory accredited by the Jamaica National Agency for Accreditation (JANAAC).
- Between 2013 and 2014 at least two other companies received ISO 9001 certification, bringing the total to 36. However, the number of companies certified to ISO 14001 declined by one to 10 in this time.

- Audit and independent verification activities of companies and products to ascertain compliance with relevant standards and other requirements were completed. In respect of product and plant certification schemes, five companies continued to bear the Plant Mark issued by the BSJ.
- A project to produce hydrogen gas as fuel for domestic use was implemented by the BSJ.

MTF 2015-2018 will continue to develop the microeconomic conditions for competitiveness by advancing the application of standards and elevating the national quality infrastructure. Further work will be undertaken to drive demand-side efficiency and equity within the domestic market through efforts to spur inter-firm rivalry and create the conditions for more balanced market relationships between economic actors.

### National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure



**Figure 19: National Strategies – Internationally Competitive Industry Structures – 2015-2018**

### Alignment to the 2030 Agenda for Sustainable Development

National Outcome #12 is aligned to SDG Goal 12:

**Table 30: Indicators and Targets – Internationally Competitive Industry Structures**

National Outcome #12 – Internationally Competitive Industry Structures										
Indicators	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Percentage share of global GDP based on PPPs	0.029	0.025	0.024				0.035	0.026	0.027	0.032

**Table 31: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures**

National Outcome #12 – Internationally-Competitive Industry Structures		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>National Strategy 12-1: Develop company sophistication and productivity</b>		
<b>Sector Strategy: Develop and promote high-quality standards for globally competitive products and services</b>		
1. Review and develop the National Quality Policy and the National Quality Infrastructure including: <ul style="list-style-type: none"> <li>Developing the legislative framework for operation of the Bureau of Standards Jamaica</li> <li>Insulating the regulatory function of the Bureau of Standards Jamaica</li> </ul>	2015/2016 - 2016/2017  2015/2016 - 2017/2018	MIIC, BSJ
2. Advance accreditation of laboratories and assist exporters in meeting requirements of the USFSMA, HACCP and ISO standards	2015/2016 - 2017/2018	MIIC, BSJ, JANAAC
3. Develop a design-led industrial strategic policy framework	2015/2016 - 2017/2018	MIIC
<b>Sector Strategy: Identify and strengthen export capacity in targeted areas</b>		
4. Finalize and implement the 2015-2019 National Export Strategy II	2015/2016 - 2017/2018	JAMPRO, Implementing Entities
<b>National Strategy 12-4: Enhance the framework for competition among enterprises</b>		
<b>Sector Strategy: Strengthen the policy, legislative and institutional framework for fair trading practices</b>		
5. Complete amendment to the Fair Competition Act	2015/2016 - 2017/2018	OPC, MIIC, FTC
6. Develop a consumer protection policy ( <i>Cross reference: National Outcome #8, 8-1</i> )	2015/2016 - 2017/2018	CAC, MIIC, Cabinet Office

# AGRICULTURE



## Introduction

Recent research<sup>36</sup> indicates that in order to feed the rapidly growing number of people who will inhabit the Earth in a few decades, global food production will have to experience a dramatic increase. Amid this enormous challenge of meeting projected demand, especially while confronting the effects of climate change – which is predicted to make production even more challenging in many places – along with degradation of the natural resource base and growing competition for land and water, there is great opportunity for farmers and other agricultural producers. This is not only to meet domestic food and nutrition needs, but also to enable satisfaction of a growing food, fibre and fuel demand in other parts of the world.

Key to confronting this challenge are measures to boost total factor productivity while ensuring sustainability,

enabled by investments in research and development for, among other things, value added production.

The long-term vision for Jamaica's agriculture sector is for its dynamic transformation through a sustained, research-oriented, technological, market-driven and private sector-led revolution, which revitalizes rural communities, creates strong linkages with other sectors and emphatically repositions the sector in the national economy to focus on production of high value commodities and contribute to national food security.

Between 2009 and 2014, changes in Jamaica's Agriculture Production Index showed an improvement in the sector's output, moving from 106.2 to 117.9. Nonetheless, the levels of production, as measured by the index, fell below the targets of 132.2 for 2015. Notably, there were declines in production in 2013 and 2014, demonstrating the vulnerability of the sector to weather-induced risks such

<sup>36</sup> Food Security and Agribusiness: Progress for the Region, Food for the World. II CEO Summit of the Americas, 2015

as drought. Nevertheless, there were increases in exports of non-traditional foods such as yams, fish, crustaceans and molluscs, pumpkins and sweet potatoes between 2012 and 2013, compared to declines in both years in exports of traditional foods such as sugar. In 2014 there was growth of 34.4 per cent in traditional export crops, mainly influenced by higher production of bananas and plantains, cocoa and sugar cane.

The priorities of the last MTF (2012-2015) sought to strengthen agricultural infrastructure, increase the value-added content of the industry, strengthen agricultural research institutions and programmes, promote national food safety and security, continue development of key agricultural sub-sectors and implement environmental best practice and climate change adaptation in the industry.

Highlights of the period reflect some successes in those efforts and include:

- Establishment of nine agro parks
- Attainment of 93 per cent sufficiency in tabled Irish potato, up from 73 per cent in 2013
- Vocational training and certification of over 600 residents in sugar-dependent areas
- Rehabilitation of 51 km of cane roads
- Finalization of the Agricultural Land Utilization Policy
- Strengthening of linkages with the National School Feeding Programme
- Commissioning of two new irrigation systems in New Forrest/Duff House and Yallahs agro parks
- The engagement of youth participation in agriculture through training and the reservation of 100 acres of land for productive activities

Notwithstanding these accomplishments, a range of key issues has been identified as continuing to have a significant impact on the country's agriculture sector. These are:

1. Declining competitiveness of agricultural production and the need for policies and legislation to drive and sustain domestic and international trade in agricultural outputs

2. Inadequate staffing and resources for extension, technical and support services
3. Inadequate key infrastructure and equipment support services including development and maintenance of farming and fishing feeder roads; irrigation works; and green cane harvester service, tractor service and sorting, grading, packaging and storage facilities
4. Weaknesses in marketing
5. Limited access to resources necessary to increase production and productivity by women and youth
6. Insufficient capacity of the workforce to adapt to modern and appropriate technology
7. Loss of agricultural lands and aquatic spaces to non-agricultural usage, including urban and housing development
8. Limited capacity (including human and financial resources) for research and development and weak coordination of research and development activities in the sector
9. Threats to the long-term development of Jamaica's marine fisheries, including over-harvesting, habitat destruction and pollution, and incursions by fishing vessels from other countries
10. Impacts of climate change and heightened climate variability
11. Environmental issues affecting the sustainability of agricultural lands
12. A high incidence of larceny in crops and livestock and illegal, unreported and unregulated (IUU) fishing
13. Deficiency in rural development including livelihood infrastructures and social services. Notably, 61 per cent of the rural population is in the poorest quintiles and their main source of income is agriculture. Rural communities are characterized by having low access to social services such as potable water, healthcare and education, which impacts the capacity of farmers to increase their production and productivity

The priorities which have been determined for MTF 2015-2018 are geared specifically towards addressing these

issues and include strategies to strengthen agriculture research institutions and programmes; improve competitiveness of a diversified range of agricultural products and increase agricultural output; provide adequate water supply, irrigation and drainage to boost production; and improve quality of life in rural areas. In addition, MTF 2015-2018 includes strategies to strengthen agricultural marketing structures; increase environmental

resilience of the agriculture sector; promote national food and nutrition security and food safety; advance the development of organic agriculture and the fisheries sub-sector; improve the capacity of Government to meet the needs of the sector; develop and improve farm roads and access to fish landing sites; increase access to resources; and improve extension service delivery to women and youth in agriculture.

### Alignment to the 2030 Agenda for Sustainable Development

Measures to enhance the development of the agricultural sector are expected to contribute particularly to the attainment of SDG Goal 2:

- End hunger, achieve food security and improved nutrition and promote sustainable agriculture

**Table 32: Indicators and Targets – Internationally Competitive Industry Structures: Agriculture**

National Outcome #12 – Internationally Competitive Industry Structures: Agriculture										
Indicators	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Agriculture Production Index	100	106.6	117.6	119.8	119.1	117.9	124.6	132.2	135.1	176.4

**Table 33: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures: Agriculture**

<b>National Outcome #12: Internationally Competitive Industry Structures: Agriculture</b>		
<b>Priority Strategies and Actions for FY 2015/2016 – 2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>Sector Strategy: Strengthen agriculture research institutions and programmes</b>		
1. Bolster inter-institutional cooperation among private, public, academic (tertiary level), and local, regional and international research and development (R&D) institutions through a suitable coordination mechanism for collaboration	2015/2016 - 2017/2018	MOAF - R&D, MOE, IDPs
2. Develop the Plant Genetic Resources for Food and Agriculture (PGRFA) Programme through: <ul style="list-style-type: none"> <li>Establishment of the PGRFA Authority</li> <li>Development of the PGRFA Strategy and Action Plan</li> <li>Ongoing research on the utilization of plant genetic resources</li> </ul>	2015/2016 - 2017/2018	MOAF - R&D
3. Enhance livestock research and conservation of animal genetic resources including through improved coordination and collaboration with industry stakeholders and NGOs	2015/2016 - 2017/2018	MOAF - R&D & VSD, RADA, JDDP
4. Strengthen the capacity of the Agricultural Land Management Division (ALMD) to conduct soil research	2015/2016 - 2017/2018	MOAF
<b>Sector Strategy: Strengthen the framework for greater competitiveness of a diversified range of agricultural products and increase agricultural output particularly of crops, livestock and aquaculture</b>		
5. Develop agro parks and other key production areas through investment, certification, value chain development, technical support services, and the provision of production zones with adequate infrastructure, targeted crops, livestock, aquaculture, and soil health and fertility enhancement support – evidenced by: <ul style="list-style-type: none"> <li>5 newly established agro parks</li> <li>14 agro parks operationalized</li> <li>Production zones that are Good Agricultural Practices (GAP) certified</li> </ul>	2015/2016  2016/2017 - 2017/2018  2015/2016 - 2017/2018	AIC, MOAF, NIC, RADA, VSD

<b>National Outcome #12: Internationally Competitive Industry Structures: Agriculture</b>		
<b>Priority Strategies and Actions for FY 2015/2016 – 2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<ul style="list-style-type: none"> <li>Completion of an audit/study of agro parks and a strategic plan for expansion</li> </ul>	2015/2016	
6. Promote increased local content and use of indigenous methods in animal feeding systems through research on alternative feeds and feeding systems, including development of climate-resilient fodder varieties	2015/2016 - 2017/2018	<b>MOAF - R&amp;D, JDDB</b>
7. Develop a policy framework for application of genetic modification biotechnology in breed development and expansion of production including use of a clean seed programme for roots and tubers	2015/2016 - 2017/2018	<b>MOAF - R&amp;D</b>
8. Develop and implement targeted programmes for select sub-industries including yam, sweet potato, dasheen, cassava, mangoes, ackee, breadfruit, jackfruit and pineapple	2015/2016 - 2017/2018	<b>MOAF, AIC, RADA, SRC, Private sector, BSJ, JEA, National Food Safety Committee</b>
9. Review and revamp the financing and operational arrangements for tillage service by: <ul style="list-style-type: none"> <li>Streamlining provision of the existing tillage service</li> <li>Expanding tillage service to include other equipment support service</li> <li>Developing partnerships with suppliers, NGOs and related entities to improve the availability and access to modern and appropriate technology</li> <li>Developing and implementing a public education campaign to promote effective use of modern technology and social media</li> </ul>	2016/2017 - 2017/2018	<b>MOAF, RADA, IDPs, JIS</b>
10. Establish post-harvest facilities in select agro parks using the PPP approach	2015/2016 - 2017/2018	<b>MOAF, AIC, DBJ</b>
11. Prioritize creation of value-added products from crops and livestock in which there is a comparative advantage such as coffee, cocoa, pimento and liquid eggs	2015/2016 - 2017/2018	<b>SRC, MOAF - R&amp;D, RADA, VSD, JACRA, private sector, tertiary institutions</b>
<b>Sector Strategy: Implement Development Plans for key agriculture sub-sectors</b>		
12. Continue implementation of the five-year development plan to re-develop the Cattle and Dairy industries	2015/2016 - 2017/2018	<b>JDDB</b>
13. Enhance banana cultivation, production and marketing arrangements under the Jamaica Banana Accompanying Measures	2015/2016 - 2017/2018	<b>MOAF, RADA, Banana Board</b>
14. Expand the execution of existing programmes for target sub-industries: onion, turmeric, pimento/spices, ginger, Irish potato, honey and small ruminants	2015/2016 - 2017/2018	<b>MOAF, AIC, RADA, SRC, export division, Private sector, BSJ, JEA, Food Safety Committee, Export Division</b>
15. Continue the implementation of the Sugar Transformation Programme to: <ul style="list-style-type: none"> <li>Develop a sustainable private sector-led sugar cane industry</li> <li>Strengthen the economic diversification, social resilience and</li> </ul>	2015/2016 - 2017/2018 2016/2017	<b>MOAF - STU</b> <b>MOAF - STU, Jamaica 4-</b>

<b>National Outcome #12: Internationally Competitive Industry Structures: Agriculture</b>		
<b>Priority Strategies and Actions for FY 2015/2016 – 2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
environmental sustainability of sugar-dependent areas		H, NGOs
<b>Sector Strategy: Provide adequate water supply, irrigation and drainage to boost agricultural productivity and meet the needs of rural communities</b>		
16. Expand irrigation facilities on farms in eight production sites including agro park locations ( <i>Cross reference: National Outcome #12 Agriculture, Action 12</i> )	2015/2016 - 2017/2018	NIC
17. Continue the implementation of the National Irrigation Development Plan by: <ul style="list-style-type: none"> <li>Conducting water quality assessment at select agricultural zones</li> <li>Establishing 2,250 acres of irrigated land in Essex Valley and Flagamans</li> </ul>		NIC
18. Improve access to potable water in rural areas by promoting practices such as water harvesting ( <i>Cross reference: National Outcome #14, Action 38</i> )	2015/2016 - 2017/2018	NWC , MWLECC, MOH
19. Develop a mechanism for coordinating sustainable rural development including spatial planning, access, housing development, wastewater treatment and management of manufacturing waste	2015/2016 - 2017/2018	MWLECC, NWC, MOAF, NWC, NEPA, MLGCD
20. Augment irrigation schemes and water catchment facilities in select farming communities in seven parishes as part of the GOJ/Adaptation Fund Programme including: <ul style="list-style-type: none"> <li>Expansion of water harvesting in selected farming communities</li> <li>Continued implementation of the NIP (<i>Cross reference: National Outcome #9, 9-7</i>)</li> </ul>	2015/2016 - 2017/2018	MOAF, PIOJ, NIC
21. Expand provision of irrigation facilities on sugar cane lands and upgrade two select sites	2015/2016 - 2017/2018	MOAF - STU
<b>Sector Strategy: Strengthen agricultural marketing structures</b>		
22. Develop the Export Market Platform to stimulate public-private investment in agribusiness value chain development by identifying and developing a framework to exploit new external markets for domestic agricultural products	2015/2016 - 2017/2018	MOAF, ACP, JAMPRO
23. Develop and strengthen linkages with other economic sectors and industries including tourism, sport and manufacturing as well as through the School Feeding Programme	2015/2016 - 2017/2018	MOAF, JMA, RADA, MTE, MOE, JDDDB, JEFA
24. Advance the development of comprehensive marketing databases that are accessible, user-friendly, responsive and current	2015/2016 - 2017/2018	MOAF, RADA
25. Promote expanded production and export of the USDA pre-cleared group of products	2015/2016 - 2017/2018	MOAF, JAMPRO
<b>Sector Strategy: Increase the resilience of the agriculture sector to natural hazards</b>		
26. Explore and advance integrated pest management technologies	2015/2016 - 2017/2018	RADA, MOAF - R&D, MOH
27. Expand utilization of organic and protective agriculture technologies to mitigate the impacts of climate change	2015/2016 - 2017/2018	JOAM, JGGA
28. Explore and advance sustainable livestock production technologies	2015/2016 -	MOAF, JDDDB, RADA

<b>National Outcome #12: Internationally Competitive Industry Structures: Agriculture</b>		
<b>Priority Strategies and Actions for FY 2015/2016 – 2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
	2017/2018	
29. Promote the use of water harvesting in agricultural production, including the conduct of a feasibility study on commissioning of underutilized dormant water catchment sources	2015/2016 - 2017/2018	RADA, MOAF, NIC, CBOs, MWLECC
30. Design and implement an integrated waste management system for agriculture	2015/2016 - 2017/2018	MOAF, VSD, NEPA, MOH
31. Rehabilitate mined out lands for agricultural purposes such as water harvesting and protected agricultural production through inter-sectoral collaboration	2015/2016 - 2017/2018	MSTEM, MOAF, JGGA, JBI
32. Expand special fisheries and conservation areas	2015/2016 - 2017/2018	MOAF - Fisheries Division
33. Implement a management and governance system for the Pedro Cays fisheries areas ( <i>Cross reference: National Outcome #13, Action 32</i> )	2015/2016 - 2017/2018	MOAF - Fisheries Division, NEPA
34. Strengthen and expand collaboration with local and international partners in species management and sustainable climate-smart fisheries management to build the capacity of managers and users of fisheries protected and conservation areas	2015/2016 - 2017/2018	MOAF – Fisheries Division, MWLECC
35. Continue implementation of the GOJ/Adaptation Fund Programme, Enhancing Resilience of Agricultural Sector and Coastal Areas to Protect Livelihoods and Improve Food Security	2016/2017	MOAF, RADA, NIC, PIOJ
36. Utilize the farmer field school (FFS) methodology to promote climate-smart agriculture including land clearing practices, residue utilization and organic agricultural production	2015/2016 - 2017/2018	RADA, NIC, ACDI VOCA
37. Develop and initiate a climate change strategy and action plan for the agricultural sector in consideration of vulnerable groups	2015/2016	MOAF, MWLECC, Jamaica 4-H
38. Develop a climate resilient fisheries action plan	2015/2016 - 2017/2018	EU, WB, MOAF
39. Complete Phase 1 of the Fisheries Alternative Livelihood Project	2015/2016	MOAF - Fisheries Division
40. Implement the agriculture sector components of the Strategic Programme for Climate Resilience Investment Project (IP) 2 including: <ul style="list-style-type: none"> <li>▪ The vulnerability assessment for project prioritized sectors</li> <li>▪ Facilitation of sustainable farming practices in selected communities</li> <li>▪ Water harvesting and management initiatives</li> </ul>	2015/2016 - 2017/2018	MOAF, RADA, PIOJ
41. Strengthen collaboration with local and international partners to implement a climate-smart and conservation plan for fisheries	2015/2016 - 2017/2018	MOAF - Fisheries Division
42. Implement a species diversification fishing mechanism and develop policies to regulate species harvesting and prevent exploitation	2015/2016 - 2017/2018	MOAF - Fisheries Division
43. Apply good agricultural practices (GAP) in the development and implementation of agricultural programmes	2015/2016 - 2017/2018	MOAF, RADA, Jamaica 4-H
44. Promote environmentally friendly and sustainable land	2015/2016 -	RADA, Forestry

<b>National Outcome #12: Internationally Competitive Industry Structures: Agriculture</b>		
<b>Priority Strategies and Actions for FY 2015/2016 – 2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
management practices such as agro-forestry	2017/2018	Department, The Forest Conservancy, Jamaica 4-H
45. Develop and implement community-based drought and other hazard mitigation response strategies including enhancing the implementation of the Agricultural Disaster Risk Management (ADRM) Plan in regards to all hazards, livestock/apiculture/fisheries/forestry sector and climate change	2015/2016 - 2017/2018	RADA, MOAF, ODPEM
46. Promote the use of safety equipment and protected gear, including public education on health and safety standards in agriculture	2015/2016 - 2017/2018	MOH, RADA, MOAF, VSD
<b>Sector Strategy: Promote national food and nutrition security and safety</b>		
47. Advance implementation of the Food and Nutrition Security Action Plan by (among other things): <ul style="list-style-type: none"> <li>Establishing an Inter-ministerial Committee to guide the process</li> </ul>	2015/2016 - 2017/2018	MOH, MOAF, MIIC
48. Implement an abattoir meat science system to promote food security through: <ul style="list-style-type: none"> <li>Development of a food safety system to include: <ul style="list-style-type: none"> <li>a food safety curriculum</li> <li>the Butchers' Certification Programme at HEART</li> </ul> </li> <li>Creation of a model framework for multi-species abattoirs including: <ul style="list-style-type: none"> <li>development of a national quality standard and protocols for establishment of modern abattoirs</li> <li>review and drafting of meat and meat by-products legislation and regulations</li> <li>Upgrade the western region abattoir to WHO/OIE and other international standards incorporating private sector support</li> <li>Engage a consultant to examine the feasibility of a PPP strategy and develop a design standard for modern abattoirs</li> </ul> </li> </ul>	2016/2017	MOAF - VSD, MOE (Tertiary Institutions), HEART Trust/NTA
	2017/2018	VSD
	2017/2018	VSD, AIC, ACP, MOH
	2015/2016 - 2016/2017	VSD, Private sector
	2016/2017	MOAF, ACP
49. Advance the development of the National Animal Identification and Traceability System (NAITS): <ul style="list-style-type: none"> <li>Complete the development of the NAITS for cattle</li> <li>Commence the development of the NAITS for pigs and small ruminants</li> <li>Develop the legislative framework for the NAITS <ul style="list-style-type: none"> <li>Establish and convene the Inter-Ministerial Committee to facilitate the process</li> </ul> </li> </ul>	2017/2018	VSD, ACP
	2017/2018	
	2016/2017 - 2017/2018	
50. Develop and implement the food safety certification and standardization programme for trade and domestic production: <ul style="list-style-type: none"> <li>Continue the implementation of the Food Safety Modernization Act (FSMA) programme which will enable the certification of producers and facilities; rehabilitate select agro-export facilities; and continue training in GAP and GMP for exporters,</li> </ul>	2015/2016 - 2017/2018	MOAF - SFMA, ACP RADA, VSD, National Food Safety Committee

<b>National Outcome #12: Internationally Competitive Industry Structures: Agriculture</b>		
<b>Priority Strategies and Actions for FY 2015/2016 – 2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
workers and farmers <ul style="list-style-type: none"> <li>Initiate a certification programme to respond to the new Canadian Safe Food Act</li> <li>Develop and implement a food safety certification programme such as GLOBALG.A.P. for select agro parks and other production zones</li> <li>Continue capacity training for extension service and producers for good aquaculture practices and organic, bee and livestock agricultural practices</li> </ul>	2016/2017 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018	
51. Strengthen food safety systems for aquaculture, inland and marine fish and fish products: <ul style="list-style-type: none"> <li>Train fishers in proper post-harvesting handling</li> <li>Establish infrastructure for proper handling and storage</li> <li>Identify and monitor aquaculture sites through monitoring of fish life against man-made toxins and heavy metals</li> <li>Develop a strategic plan for food safety for aquatic products</li> <li>Promote cold-chain processes to reduce spoilage of aquatic produce</li> <li>Initiate HACCP certification of processing facilities</li> </ul>	2016/2017 - 2017/2018	<b>MOAF - Fisheries</b>
52. Strengthen collaboration and capacity to fight illegal, unreported and unregulated fishing	2015/2016 - 2017/2018	<b>MOAF, MNS</b>
53. Continue the implementation of the Praedial Larceny Prevention Programme including amendment of the praedial larceny legislation	2015/2016 - 2017/2018	<b>MOAF/MNS - Praedial Larceny Unit, RADA, JAS</b>
54. Strengthen surveillance and management of illegal importation of agricultural substitutes that attract lower duties	2015/2016 - 2017/2018	<b>MOFP, JCA</b>
<b>Sector Strategy: Strengthen the strategic planning framework for the agriculture sector</b>		
55. Develop and finalize the: <ul style="list-style-type: none"> <li>Livestock Policy</li> <li>Seed Policy</li> <li>Animal Health and Welfare Policy</li> <li>Fisheries Policy and Action Plan</li> <li>Organic Agriculture Policy</li> </ul>	2016/2017 - 2017/2018 2015/2016 - 2017/2018 2016/2017- 2017/2018 2015/2016 2016/2017	<b>MOAF, MOH, JOAM</b>
<b>Sector Strategy: Advance the development of organic agriculture to exploit emerging markets</b>		
56. Develop the institutional framework for organic agriculture production in Jamaica by: <ul style="list-style-type: none"> <li>Establishing a competent authority for organic agriculture</li> </ul>	2016/2017	<b>MOAF, JOAM</b>

<b>National Outcome #12: Internationally Competitive Industry Structures: Agriculture</b>		
<b>Priority Strategies and Actions for FY 2015/2016 – 2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<ul style="list-style-type: none"> <li>Developing PPPs for cost effective certification processes</li> <li>Continuing training for organic inspectors to support certification</li> <li>Continuing to mainstream organic agriculture</li> </ul>	2016/2017  2015/2016 - 2017/2018  2015/2016 - 2017/2018	
<b>Sector Strategy: Strengthen the capacity of Government to play a supporting role in development of the agriculture sector</b>		
57. Strengthen technical capacity through training to respond to current and emerging issues including: <ul style="list-style-type: none"> <li>Pests and diseases</li> <li>Climate change</li> <li>Changes in the market place</li> <li>Technological innovation</li> <li>Subject matter experts</li> </ul>	2015/2016 - 2017/18	<b>MOAF, MOE (Tertiary Institutions)</b>
58. Establish the Jamaica Agricultural Commodities Regulatory Authority (JACRA) as part of measures to rationalize agricultural commodity boards and the Export Division and finalize supporting legislation	2015/2016 - 2017/2018	<b>MOAF, Commodity Boards, Export Division</b>
59. Continue the modernization of the Fisheries Division, RADA, ALMD, ACB, and R&D Division through: <ul style="list-style-type: none"> <li>Implementation of Phases 2 to 3 of the fisheries modernization programme</li> <li>Implementation of Phases 2 to 4 of the RADA modernization programme</li> <li>Completion of the ALMD modernization</li> <li>Advancing the ACB modernization programme</li> <li>Implementation of Phase 1 of the programme to modernize government agricultural research entities and divisions to improve service delivery and responsiveness to emerging trends and needs</li> <li>Identification and implementation of innovative strategies to develop an alternative revenue stream</li> </ul>	2016/2017 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2016/2017  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018	<b>MOAF, RADA, MOFP</b>
60. Continue expansion of awareness efforts on the scope of extension and field services, including through social media and other internet sources	2015/2016 - 2017/2018	<b>RADA, MOAF</b>

<b>National Outcome #12: Internationally Competitive Industry Structures: Agriculture</b>		
<b>Priority Strategies and Actions for FY 2015/2016 – 2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
61. Continue building the capacity of extension services and further develop specialized support service including crop specialists, nutritionists, geneticists, plant and animal breeders, agronomists, sociologists, and specialists in soil and livestock in the extension officer system.	2015/2016 - 2017/2018	MOAF - Field and Extension Services
62. Continue to expand and mainstream the farmer field school methodology as the preferred extension methodology	2015/2016 - 2017/2018	RADA
63. Design, develop and implement a standardized system of monitoring and evaluation of extension services	2016/2017 - 2017/2018	MOAF
64. Move towards the accreditation of five national agricultural laboratories for plant and animal research	2015/2016 - 2017/2018	MOAF, VSD, R&D, ALMD
<b>Sector Strategy: Develop and improve farm roads and access to fish landing sites including rural road networks</b>		
65. Rehabilitate and maintain agriculture roads in sugar-dependent areas	2015/2016 - 2016/2017	MOAF - STU
66. Improve interagency collaboration to rehabilitate and maintain agriculture and fisheries feeder roads	2015/2016 - 2017/2018	MOAF, RADA, MLGCD, LAs
67. Develop and improve farm roads and farm accessways in select agro parks	2015/2016 - 2017/2018	MOAF, AIC, ACP
68. Rehabilitate and maintain agriculture feeder roads and roads from fisheries landing sites	2015/2016 - 2017/2018	MOAF, MLGCD
<b>Sector Strategy: Establish a policy and planning framework to protect and develop suitable agricultural lands and fishing sites</b>		
69. Promulgate the Agricultural Land Use Policy <ul style="list-style-type: none"> <li>Establish an Inter-Sectoral Committee with relevant stakeholders</li> </ul>	2016/2017 - 2017/2018	MWLECC, MOAF, MTWH, MIIC, NLA, NHT
70. Design and promulgate legislation regarding landing sites for the fisheries sector	2017/2018	MOAF - Fisheries, MFAFT
<b>Sector Strategy: Increase access to resources and provide effective services to youth and women in agriculture</b>		
71. Establish marketing groups with a special focus on strategies to address the needs of women and youth	2015/2016 - 2017/2018	RADA, Jamaica 4-H, JNRWP, BWA, JAS
72. Maintain the youth in agriculture mandate (advance the inclusion of youth throughout all agricultural programmes e.g. agro parks and food security initiatives)	2015/2016 - 2017/2018	Jamaica 4-H, RADA, IICA, JAS
73. Develop and implement an action plan for increasing access to resources (extension services, access to credit, land inputs, etc.) for rural women to enhance their productivity and economic empowerment	2017/2018	RADA, GFP, BWA
74. Conduct a study of women in agriculture to inform delivery of extension/support services	2015/2016 - 2017/2018	MOAF, RADA
75. Implement the approved recommendations of the FAO study, including the proposal to align curricula to present and emerging issues in the sector	2015/2016 - 2017/2018	MOE, MOAF
76. Develop and implement age- and gender-specific approaches for extension service delivery including use of social media promotion	2015/2016 - 2017/2018	MOAF, RADA, Jamaica 4-H, Fisheries Division,

<b>National Outcome #12: Internationally Competitive Industry Structures: Agriculture</b>		
<b>Priority Strategies and Actions for FY 2015/2016 – 2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
		Commodity Boards, Private Sector
77. Deliver agriculture-focused entrepreneurship and adaptable technologies training to youth farmers	2015/2016 - 2017/2018	<b>Jamaica 4-H</b> , Farmers Organizations, RADA
78. Provide youths with access to agricultural lands with supporting infrastructure for primary production in the fresh and value-added products markets	2015/2016 - 2017/2018	<b>AIC, Jamaica 4-H</b>
79. Develop and enhance extension services to identify, adapt and impart proper usage of modern and appropriate technology	2015/2016 - 2017/2018	<b>RADA, MOAF</b>
<b>Sector Strategy: Advance the development of the Fisheries sub-sector</b>		
80. Promote the proper utilization of fisheries resources including the maintenance of no-fish zones and the regulation of fishing practices in domestic waters	2015/2016 - 2017/2018	<b>MOAF - Fisheries, MWLECC</b>

# MANUFACTURING



## Introduction

The competitiveness of manufacturing enterprises is determined by the ability of the enterprise to combine technology, managerial entrepreneurship, employee skills, business organization and technology to service markets and interact with customers and suppliers. It is generally felt that the right model for industrial development is strategic collaboration between the private sector and the government, with the aim of uncovering where the most significant obstacles to restructuring lie, and what type of interventions are most likely to remove them. The development progress of a country can benefit from the expansion in the privately driven manufacturing and agro-processing sector as growth in manufacturing activity can result in sharp increases in output as a result of deeper backward and forward linkages.

Despite a relative decline since 1990, manufacturing remains the largest goods-producing industry in the Jamaican economy, employing approximately 70,000 persons. In 2013, the industry contracted by 0.8 per cent relative to 2012, representing the second consecutive annual decline, and accounted for 8.4 per cent of GDP. The value of total manufactured exports amounted to

US\$793.9 million, which represented a reduction of US\$177.4 million in earnings relative to 2012. In 2014, the industry declined by 1.2 per cent and represented 8.3 per cent of total goods and services production. During 2014, the value of exports from the manufacturing industry was US\$680.4 million, a reduction of US\$113.5 million or 14.3 per cent.

Vision 2030 Jamaica – National Development Plan calls for a strategic approach to the development of the manufacturing sector to improve the performance and competitiveness of the sector through:

- Improving the productivity of the manufacturing sector
- Improving the economic and market opportunities of the manufacturing sector
- Improving the environmental sustainability of the manufacturing sector

During MTF 2012-2015 a number of activities were undertaken towards strengthening the sector, including:

- The passing in Parliament in 2013 of the Omnibus Incentives Legislation which overhauls the previous sector-based incentives regime – this legislation now provides a more competitive regime for all sectors. The main benefits to the manufacturing industry are: duty free treatment of raw materials, intermediate goods, consumables and capital goods; allowances for capital investment; and introduction of employment tax credits.
- Delivery of over 65 training and development courses to the sector including: Good Manufacturing Practices; Hazard Analysis & Critical Control Points (HACCP) in general awareness and audit; Elements of Food Safety; and International Standards in several areas.

Despite the progress made in the sector over the years, many issues and challenges remain and need to be addressed. Competitiveness of the sector continues to be a challenge and this has been ascribed to constraints in the macroeconomic and business environment in which Jamaican manufacturers operate. These include complex regulatory processes, high exchange rates, and relatively high real interest rates. Other factors which limit competitiveness at an industry level and are affecting the manufacturing sector include:

- The relatively high cost of labour
- Limited economies of scale resulting from relatively small plants geared for the domestic market

- High costs associated with dealing with crime and security issues in Jamaica and an unreliable justice system
- Inadequate use of appropriate technologies and limited use of clean technologies, which are more efficient
- Limited access and high cost of credit to the manufacturing sector
- Limited access to capital markets including equity markets and venture capital
- The high cost of some productive inputs including energy and other utilities as well as taxes on some inputs
- Low levels of investment in modern technology and business practices
- The recent decriminalization of cannabis coupled with the ban on smoking of cigarettes in public, which has resulted in increased use of cannabis by workers during working hours, threatening worker productivity as well as products (particularly those in the agro-processing and food manufacturing industry) that may become tainted with cannabis
- Constraints in transport and other infrastructure

## Alignment to the 2030 Agenda for Sustainable Development

Measures to enhance the development of the manufacturing sector are expected to contribute particularly to the attainment of SDG Goal 12:

- *Ensure sustainable consumption and production patterns*

**Table 34: Indicators and Targets – Internationally-Competitive Industry Structures: Manufacturing**

National Outcome #12 – Internationally Competitive Industry Structures: Manufacturing										
Indicators	Baseline	Actual						Targets		
	2007	2009	2010	2011	2012	2013	2014	2015	2018	2030
Percentage change in export earnings of manufacturers (value) (rolling 3-year average)	26.26	3.74	-6.37	-8.84	12.12	8.72	-0.79	13	10 (prov)	≥14

**Table 35: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures: Manufacturing**

National Outcome #12 – Internationally Competitive Industry Structures: Manufacturing		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>Sector Strategy: Create an enabling business environment that fosters and supports the establishment, growth and survival of manufacturing enterprises</b>		
1. Develop a design-led industrial strategic policy framework ( <i>Cross reference: National Outcome #12, 12-1, Action 3</i> )	2015/2016 - 2017/2018	MIIC, JMA
2. Apply and enforce the domestic procurement policy	2015/2016 - 2017/2018	MOFP, MIIC
3. Establish a centre of excellence for manufacturers based on global best practices	2015/2016 - 2017/2018	JMA, MIIC, JBDC, Private Sector
4. Prepare a paper that identifies the issues that impact the growth of MSMEs including identifying practices that are uncompetitive	2015/2016 - 2017/2018	FTC, MIIC, JMA
5. Provide training to manufacturers on trade agreements and the opportunities that may exist in these agreements to harness benefits – including the development of fact sheets on relevant information for manufacturers	2015/2016 - 2017/2018	JAMPRO, JMA, MIIC
<b>Sector Strategy: Ensure a competitive infrastructure for Manufacturing</b>		

<b>National Outcome #12 – Internationally Competitive Industry Structures: Manufacturing</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
6. Develop modern factory space for manufacturers, including managing and promoting rentable factory space	2015/2016 - 2017/2018	FCJ, MIIC, JMA
7. Provide incubators for small and medium-sized manufacturers	2015/2016 - 2017/2018	FCJ, MIIC, JMA, JBDC
<b>Sector Strategy: Develop linkages between the manufacturing sector and purchasers in linkage sectors and industries</b>		
8. Implement key activities related to the MOU between JMA and UWI to increase research related to the industry, towards enhancing product development particularly along a higher value-added chain	2015/2016 - 2017/2018	JMA, UWI
9. Through the Tourism Linkages Council task forces strengthen the linkages among the tourism, agriculture and manufacturing industries ( <i>Cross reference: National Outcome #12 Sport</i> )	2015/2016 - 2017/2018	JMA
<b>Sector Strategy: Increase exposure to manufacturers to relevant, innovative and cleaner production technologies</b>		
10. Facilitate the procurement of innovative and cleaner technologies, equipment and machinery through affordable financing (use of existing energy sector incentives – zero rated taxes)	2015/2016 - 2017/2018	DBJ, EXIM, MIIC, MOFP, MSTEM, JMA
<b>Sector Strategy: Promote environmental awareness of the manufacturing sector as a means of improving efficiencies</b>		
11. Promote regular environmental and energy audits for manufacturers to improve energy efficiencies and international competitiveness	2015/2016 - 2017/2018	JMA, JEA, BSJ, MSTEM, NEPA
12. Promote the uptake of ISO 14000 and ISO 22000 standards	2015/2016 - 2017/2018	JMA, MIIC, BSJ
<b>Sector Strategy: Improve the quality and relevance of training and accreditation at educational and training institutions by strengthening linkages to the manufacturing sector</b>		
13. Prepare a skills bank – matching the needs of the industry with educational institutions	2015/2016 - 2017/2018	JMA, MIIC
14. Strengthen links between natural science faculties (at UWI, UTech, NCU) and business schools	2015/2016 - 2017/2018	JMA, Tertiary Institutions
15. Develop and strengthen links with HEART Trust/NTA, NCTVET and MIND to certify training programmes	2015/2016 - 2017/2018	MIIC, JMA, HEART Trust/NTA, NCTVET, MIND
<b>Sector Strategy: Climate proof the sector and encourage adoption of hazard mitigation and emergency management practices</b>		
16. Develop strategies that will promote or develop climate-smart manufacturing practices and products	2015/2016 - 2017/2018	MIIC, JMA, SMEA

# MINING AND QUARRYING



## Introduction

The mining/minerals industry is a significant contributor to the country's GDP and foreign exchange earnings. The full scope of the sector includes metallic minerals (including bauxite and gold), non-metallic minerals (clay, dolomite, gypsum, limestone, marble, sand and gravel, silica sand, volcanic rocks and shale), and semi-precious minerals. The industry's contribution to overall GDP was 2.3 per cent in 2013 relative to 2.2 per cent in 2012, and remained flat at 2.3 per cent in 2014.

Today, the industry remains energy intensive and dependent on petroleum to drive production. Also, the industry has been negatively impacted by inadequate levels of investment and growing inefficiency of its plants. Other issues and challenges faced by the industry include inadequate long-term planning to ensure availability of mineral resources within the context of competing land uses, the declining ratio of trihydrate bauxite to monohydrate bauxite reserves leading to increased cost and lower yields in alumina processing, and inadequate transport infrastructure for the industry, among others.

Notwithstanding these challenges, some progress was made by the industry over the 2012-2015 MTF period. Some of these include:

- Finalization of the National Minerals Policy,

creating a framework to attract investments in the industrial and metallic minerals sectors (including prospecting for gold and copper as well as the exploitation of Jamaica's limestone potential)

- Debate in the Lower House of Parliament in November 2014 of the Bill to Amend the Quarries Control Act
- Discussions and consultations by the Jamaica Bauxite Institute (JBI) with key stakeholders in the Government as well as NGOs and the general public related to mining in the Cockpit Country. The JBI continued to be involved in consultations with the Government and other stakeholders, so that issues raised by the public in respect of that general location could be easily incorporated into future sustainability planning: issues such as watershed protection, biodiversity preservation, protection of unique or endangered species and eco-tourism.

The indicator used for monitoring the sector is the percentage change in export earnings from the bauxite industry. In 2013 there was growth of 3.5 per cent in export earnings from bauxite and alumina and a further increase of 4.5 per cent in 2014, due to the higher export volume of alumina.

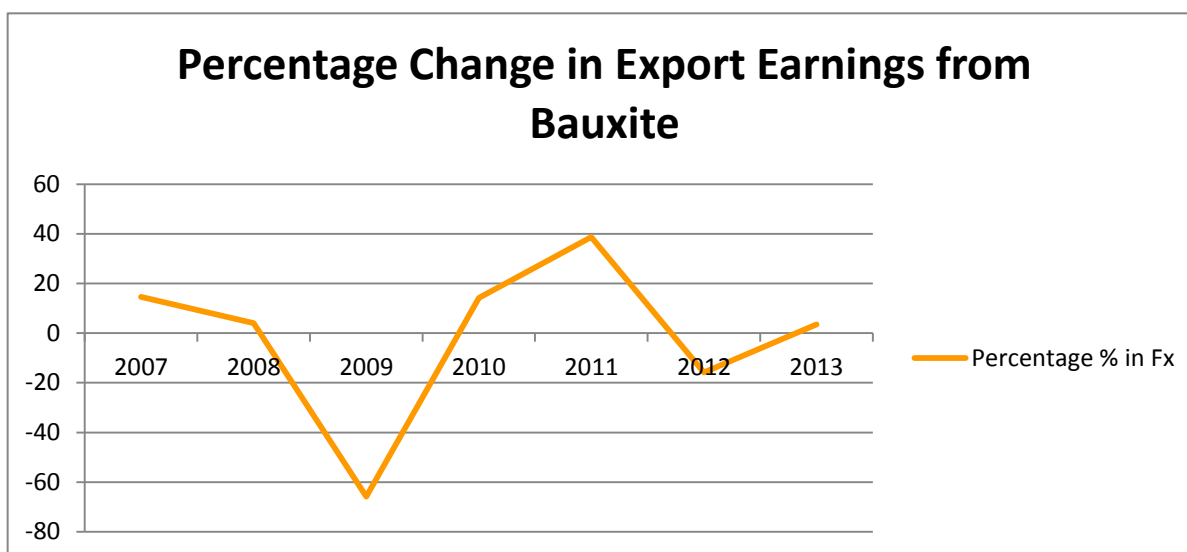


Figure 20: Percentage Change in Export Earnings from Bauxite 2007-2013

The vision of the mining and quarrying industry as presented in Vision 2030 Jamaica is for *“A world-leading minerals sector, efficiently leveraging all endowments and capabilities to deliver sustained economic viability based on value-added products, disciplined and responsible environmental stewardship, and enlightened community engagement, reinforced by an overriding commitment to health and safety”*. To advance this vision and gains made in the industry over the 2012-2015 period the priorities of the mining and quarrying sector under MTF 2015-2018 will be focused around the following key areas:

- Legislative review
- Promulgation of the National Minerals Policy, which is expected to facilitate growth within the minerals sector, particularly the industrial minerals sector
- Mineral resource management
- Increasing research and development in the minerals sector and building institutional capacity
- Working along with the energy sector to develop least-cost energy solutions for the industry

### Alignment to the 2030 Agenda for Sustainable Development

Measures to enhance the development of the mining and quarrying sector are expected to contribute particularly to the attainment of SDG Goals 8 and 12:

- *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*

**Table 36: Indicators and Targets – Internationally-Competitive Industry Structures: Mining and Quarrying**

National Outcome #12 – Internationally Competitive Industry Structures: Mining										
Indicators	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Percentage change in export earnings from the bauxite industry	14.65	14.27	38.64	-15.77	3.48	4.48	2-4%			

**Table 37: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures: Mining and Quarrying**

<b>National Outcome #12 – Internationally Competitive Industry Structures: Mining and Quarrying</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>Sector Strategy: Ensure an appropriate policy and legislative framework for the long-term development of the minerals industry</b>		
1. Review and amend the Mining Act (1947)	2015/2016 - 2017/2018	<b>MSTEM, MGD, CPC, Attorney General, NEPA</b>
2. Promulgate the National Minerals Policy	2015/2016	<b>MSTEM</b>
3. Create an enabling environment (dynamic taxation/royalty model) for mineral valorization	2015/2016 - 2017/2018	<b>MSTEM, MOFP</b>
4. Develop and implement an enabling policy framework to diversify and expand value chain progression	2015/2016 - 2017/2018	<b>MSTEM, MOFP</b>
<b>Sector Strategy: Long-term development of the minerals sector integrated into the overall land use planning and management objectives of the country</b>		

<b>National Outcome #12 – Internationally Competitive Industry Structures: Mining and Quarrying</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
5. Create a framework to increase the manufacture of lime, hydrated lime, cement, grout, thin-set, boulders for coastal protection, and slabs (commercial marble / recrystallized limestone) for cladding, flooring, furniture and other purposes	2015/2016 - 2017/2018	<b>MSTEM, MQAJ, JBI, MGD</b>
6. Establish zones (a zoning regime) for resource evaluation, exploration, allocation and protection (mapping and land acquisition)	2015/2016 - 2017/2018	<b>MSTEM, MGD, JBI, MOFP</b>
7. Conduct timely exploration, analysis, mapping and grade classification of mineral resources based on international benchmarks	2015/2016 - 2017/2018	<b>JB, MGD</b>
8. Establish a mineral land bank, including a financing model	2015/2016 - 2017/2018	<b>MSTEM, MGD, JBI, MOFP</b>
<b>Sector Strategy: Boost research and development capabilities of industry players and build institutional capacity</b>		
9. Institute necessary minerals education programmes at the universities and other levels to provide professionals for the minerals sector <ul style="list-style-type: none"> <li>• Develop tertiary-level training programmes in the Bayer process using the JBI pilot plant</li> <li>• Introduce applied electives on bauxite and limestone in tertiary geology curricula</li> </ul>	2015/2016-2017/2018	<b>MSTEM, MGD, JBI, Tertiary Institutions (UWI, UTech, NCU and Heart Trust/NTA)</b>
10. Develop and implement an information clearing house for the minerals sector	2015/2016 - 2017/2018	<b>MSTEM</b>
11. Build capacity and technical expertise in bauxite red mud mineral extraction through a research and development programme	2015/2016 - 2017/2018	<b>JB, MSTEM, Nippon Light Metals from Japan</b>
<b>Sector Strategy: Develop cost-efficient energy solutions for the metallic and non-metallic minerals sub-sectors</b>		
12. Use the annual productivity plan to drive a progressive reduction in the share of energy in the overall bauxite and alumina industry cost structure by increasing energy efficiency and promoting co-generation	2015/2016 - 2017/2018	<b>MSTEM, JB, Private Sector</b>
13. Coordinate conversion of energy sources at bauxite/alumina plants with national decisions on diversification of fuel supply and underlying economics in energy markets	2015/2016 - 2017/2018	<b>MSTEM, PCJ, JB, Private Sector</b>
14. Promote retooling of non-metallic minerals operations to introduce energy-efficient equipment including variable speed motors	2015/2016 - 2017/2018	<b>MSTEM, JB, MQAJ</b>
15. Encourage more energy-efficient methods of drilling, blasting, loading, crushing and transport	2015/2016 - 2017/2018	<b>MSTEM, MGD, MQAJ</b>
<b>Sector Strategy: Provision of competitive infrastructure and technology</b>		
16. Review and establish internal and external transportation routes to enhance the competitiveness of the minerals sector	2015/2016 - 2017/2018	<b>MSTEM, PAJ, JAMPRO, MTWH</b>
17. Ensure access to and development of port facilities for shipping of non-metallic minerals	2015/2016 - 2017/2018	<b>MSTEM, PAJ, MTWH</b>

# CONSTRUCTION



## Introduction

The construction and installation industry has many linkages with other sectors of the economy and includes residential and non-residential construction, and construction of infrastructure and electrical and water installations. With an almost oligopsonistic relationship with suppliers in the sector as it relates to transport infrastructure, the capacity of government to drive demand and in turn the sector's output has significant implications for its growth and that of the sectors to which it is linked.

The vision for the construction sector is for it to be internationally competitive and support economic development and growth that is environmentally sustainable, with the flexibility and creativity to adopt and adapt new construction technologies over time.

Over the period 2009-2013, the performance of the sector, as measured by the percentage change in labour productivity, showed a decline. The changes in labour productivity also fell below the growth rate of 3 per cent which had been targeted for 2012 as well as 2015. In fact, over the period 2010-2014, there was a marginal decline in the proportion of GDP contributed by the construction sector, moving from 7.4 per cent in 2010 to 7.2 per cent in 2014.

As part of ongoing measures to develop the construction sector to achieve the Vision 2030 Jamaica objective, planned priorities of the last MTF included revision and approval of the long outstanding Construction Industry Policy (CIP); completion of the new Building Code;

enforcement of existing legislation; and, undertaking efforts to modernize and strengthen the institutional framework for the sector.

While the implementation of a number of the priorities under the previous MTF contributed to the finalization of the Construction Industry Policy, the process to advance the completion of the policy culminated in March 2015 with Cabinet's approval for the CIP to be tabled in Parliament. Additionally, the Draft National Building Bill was reviewed, and final drafting instructions were provided to the Chief Parliamentary Counsel in March 2013.

For the next three years, several critical issues have been identified as continuing to impact the sector and which must be addressed. These include, but are not limited to, the availability of skilled labour and technical personnel; weaknesses in the land development approval process; international competition; inadequate levels of compliance with building standards; security concerns, which lead to increased costs and delays in completion of construction projects; gender disparity; as well as high levels of informal activity and inadequate collaboration between local firms, particularly on major construction projects.

Among the future work to be undertaken towards creating an internationally competitive construction sector is advancement of the process to finalize the Construction Industry Policy, development of the governance framework for the sector and improvement of professional licencing and standards adherence in the sector.

## Alignment to the 2030 Agenda for Sustainable Development

The development of an internationally competitive construction sector is expected to advance the attainment of SDG Goal 8:

- *Promote sustained, inclusive and sustainable economic growth, full and productive employment and*

**Table 38: Indicators and Targets - Internationally Competitive Industry Structures: Construction**

National Outcome #12 – Internationally Competitive Industry Structures: Construction										
Indicators	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Percentage change in labour productivity of Construction and Installation Sector	-0.26	1.36	2.25	2.93	0.94		3.00	3.00	3.00	3.00

**Table 39: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures: Construction**

National Outcome #12 – Internationally Competitive Industry Structures: Construction		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>Sector Strategy: Finalize and promulgate the Construction Industry Policy</b>		
1. Implement the new Construction Industry Policy	2015/2016	MTWH
<b>Sector Strategy: Establish a licencing and improved registration system for contractors and professionals in the construction industry</b>		
2. Establish and strengthen licencing authorities to enhance quality standards of the construction industry by: <ul style="list-style-type: none"> <li>▪ Aligning the national licencing authorities with international/regional licencing bodies</li> <li>▪ Advocating that the CARICOM Single Market and Economy requirements for free movement of artisans are met by locally certified practitioners</li> </ul>	2015/2016 - 2017/2018	MTWH, MLSS, CIC, MOFP, IMAJ, Industry Associations, Professional Associations, HEART, PERB, ARB, Construction Enterprises, NCC
<b>Sector Strategy: Establish a governing framework for the construction industry</b>		
3. Establish the Construction Industry Advisory Board with multi-stakeholder composition	2015/2016	MTWH

# CULTURAL AND CREATIVE INDUSTRIES



## Introduction

Cultural and creative industries provide an important avenue for development, by advancing socio-economic growth, trade and innovation. Culture-led development has impacts on social inclusiveness, innovation, creativity and entrepreneurship among individuals and communities through the use of local resources, skills and knowledge.

Vision 2030 Jamaica aims to realize the potential to develop our cultural and creative industries into major contributors to economic growth based on our demonstrated competitive advantages and the projected long-term expansion of the creative economy.

In keeping with global standards and domestic and regional emphases, the creative economy approach to analyzing the fusion of culture and industry is acknowledged as a complex system that derives 'economic value' from the facilitation of economic evolution. The cultural and creative industries as components of the creative economy nurture overarching societal dispositions which stimulate creativity and innovation, working to the benefit of all. Monitoring of the performance of the sector however is challenged by conceptualization issues.

Differing emphases in the definition of cultural industries guide the creation of varying models of the cultural production sector of the economy and hence a different array of specific industries that are contained in the sector. UNESCO defines cultural industries as those activities that combine the creation, production and commercialization of contents which are intangible and cultural in nature. They may be goods or services. In expanding on this definition to embrace the creative industry, the UNCTAD 2013 Creative Economy Report emphasizes that the concept of the creative economy is far more encompassing and embraces a wide range of activities that do not only include cultural goods and services, but also toys and games and the entire domain of "research and development" (R&D). Therefore, while recognizing cultural activities and processes as the core of a powerful new economy, it is also concerned with manifestations of creativity in domains that would not be understood as "cultural". As such, the term creative industries is applied to a much wider productive set, including goods and services produced by cultural industries and those that depend on innovation, including many types of research and software development.

A corollary to the presence of the variable models which exist to categorize cultural and creative industries are the differences in measurement of the economic value of the sector. Compounding this challenge of selecting an

appropriate measurement tool is the lack of consistent, reliable and relevant data. Nevertheless, available data for Jamaica on the real value added for Recreational, Cultural and Sporting Activities, which is the national level indicator for this outcome, suggest that there has been marginal growth in the sector between 2009 and 2013, albeit below the targeted rate of 3 per cent annual growth between 2009 and 2012 and 5 per cent annually thereafter to 2015.

In advancing the development of Jamaica's cultural and creative industries to achieve the Vision 2030 objective, planned priorities of the last MTF (2012-2015) included development of the policy, legislative and institutional framework; enhancing the physical, human and financial capacity of creative enterprises, associations and individuals; expanding and improving the infrastructure for creative industries and the performing arts; and increasing commercial opportunities for products and services in the creative industries.

Highlights of progress in implementing the priority strategies and actions for the growth of the sector included:

- Establishment of the National Cultural and Creative Industries Commission, which is supported by an Inter-ministerial Technical Working Group and the National Registry of Entertainment Practitioners
- Infusion of theatre arts in the school curriculum to develop, among other things, highly demanded sound and lighting skills among students
- Promotion of intellectual property rights as a key element of securing the economic benefits of Jamaica's vibrant culture

For the medium term, under MTF 2015-2018, several critical issues have been identified as continuing to impact the sector and which must be addressed. These include, but are not limited to: the intellectual property rights framework; research and development initiatives; inadequate infrastructure and facilities; human resource development; governance; training and education of practitioners; standardization of skills; certification; informality within the sector (especially among youth); engagement of unattached youth; and repositioning/positioning and legitimization of the sector.

As part of ongoing measures to create commercially viable cultural and creative entities, among the future work to be undertaken under MTF 2015-2018 is the development of an overarching Creative Economy Policy for the sustainable development of cultural and creative industries; completion of the Cultural and Creative Industries (CCI) Business Plan; packaging of investment-ready creative industry projects and the staging of a Creative Industries Trade and Services Exposition. Other strategic priorities geared towards creating an internationally competitive cultural and creative industry include: rationalizing the institutional framework for governance of cultural and creative industries; strengthening the availability and use of information for planning and development; building human resource capacity; expanding and improving the infrastructure for the creative industries and performing arts; advancing the work to designate Kingston as the Creative Capital of the Caribbean; developing financing structures for CCI, and promoting youth employment in creative industries.

### Alignment to the 2030 Agenda for Sustainable Development

The development of thriving cultural and creative industries is expected to advance the attainment of SDG Goal 8:

- *Promote sustained, inclusive and sustainable economic growth, full and productive employment and*

**Table 40: Indicators and Targets - Internationally Competitive Industry Structures: Cultural and Creative Industries**

<b>National Outcome #12 – Internationally Competitive Industry Structures: Cultural and Creative Industries</b>										
<b>Indicators</b>	<b>Baseline</b>	<b>Actual</b>					<b>Targets</b>			
	<b>2007</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2012</b>	<b>2015</b>	<b>2018</b>	<b>2030</b>
Growth Rate of Recreational, Cultural and Sporting Activities (%)	1.59	-2.60	0.32	2.24	0.45		3.00	5.00	2.00 (prov)	5.00

**Table 41: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures: Cultural and Creative Industries**

<b>National Outcome #12 – Internationally Competitive Industry Structures: Cultural and Creative Industries</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>Sector Strategy: Create a framework for a structured national cultural and creative industries sector</b>		
1. Complete the Inter-ministerial Creative Economy (Cultural and Creative Industries) Policy and Master Plan for Sustainable Development	2015/2016 - 2017/2018	NCCIC, Institute of Sport, OPM, MYC, MTE, MSTEM, MOE,

<b>National Outcome #12 – Internationally Competitive Industry Structures: Cultural and Creative Industries</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
		MIIC, MOFP, PIOJ
2. Complete the Cultural and Creative Industries (CCI) Business Plan	2015/2016 - 2017/2018	PIOJ, OPM, NCCIC, MTE, MYC, MIIC, MSTEM
3. Conduct a census of cultural and creative industries, expand the registry/database of practitioners (national registry of entertainment and CCI practitioners), and mandate registration across MDAs	2015/2016 - 2017/2018	MTE, MYC, NCCIC
4. Develop and implement a diaspora programme to establish working linkages between local and international practitioners	2015/2016 - 2017/2018	MYC, MFAFT, JAMPRO, MSTEM, MIIC, NCCIC
5. Emphasize domestic, regional and international trade through the identification of means for the expansion of trade in cultural and creative products and services	2015/2016 - 2017/2018	MFAFT, NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC
6. Promote business development and identification of markets to include incubation and entrepreneurship facilitation	2015/2016 - 2017/2018	JAMPRO, MSTEM, JBDC, MIIC, HEART Trust/NTA, MYC, MFAFT, SDC
7. Package investment-ready creative industry projects	2015/2016 - 2017/2018	JAMPRO, MIIC, MYC
8. Increase international visibility of Jamaican art, by means of development of Jamaica Biennial, overseas exhibitions and publications	2015/2016 - 2017/2018	NGJ
9. Stage Creative Industries Trade and Services Expo	2 years [2016/2017 - 2017/2018]	MIIC, NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC, JAMPRO
10. Advance advocacy and negotiation of improved immigration requirements/procedures in strategic trade partner countries for services suppliers, including cultural and creative industry practitioners, travelling for short-term business purposes	2015/2016 - 2017/2018	MFAFT
<b>Sector Strategy: Rationalize the institutional framework for governance of cultural and creative industries</b>		
11. Establish and resource a NCCIC Secretariat	2015/2016 - 2017/2018	OPM, MOFP
12. Audit, rationalize and strengthen the institutional framework for administration of culture, and cultural and creative industries	2015/2016 - 2017/2018	NCCIC, MSTEM, MYC, MOE, OPM, MIIC, PSMEU, MTE
<b>Sector Strategy: Strengthen the availability and use of information for planning and development of cultural and creative industries</b>		
13. Prioritize research and development in cultural and creative industries: <ul style="list-style-type: none"> <li>• Forge partnerships with domestic and overseas academic and other research institutions to advance research and</li> </ul>	2015/2016	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC, PIOJ, STATIN, MOE, Tertiary Institutions,

<b>National Outcome #12 – Internationally Competitive Industry Structures: Cultural and Creative Industries</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
development in the creative economy <ul style="list-style-type: none"> <li>• Improve coordination in research initiatives aimed at developing national cultural and creative industries</li> <li>• Develop Government's research agenda</li> <li>• Streamline and integrate the CCI research across MDAs</li> <li>• Increase the range and improve the quality of quantitative and qualitative data available on the cultural industries sub-sectors</li> </ul>		MFAFT
14. Undertake a process for the development of a satellite accounting system for cultural and creative industries	2016/2017	NCCIC, MTE, STATIN, MSTEM, MYC, MOE, OPM, MIIC, PIOJ, MOFP
15. Redefine the indices for measuring entertainment as economic activity	2016/2017	MTE, STATIN, PIOJ, NCCIC, JAMPRO, JIPO, MYC, MSTEM
16. Integrate data gathering at CCI service delivery points across the public and private sectors	2016/2017 - 2017/2018	MTE, MYC, MSTEM, MIIC, OPM, MOE, MLSS
17. Incentivize research on the entertainment industry	2016/2017 - 2017/2018	NCCIC, MTE, MYC, MSTEM, MIIC, OPM, MOE, MOFP
<b>Sector Strategy: Build the national human resource capacity for cultural and creative industries through a coordinated training and development programme</b>		
18. Promote education and training, certification and standardization of skills across all segments of the cultural and creative industries	2015/2016 - 2016/2017	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC HEART, Tertiary Institutions, SDC
19. Undertake institutional strengthening for cultural and creative sectors to include: <ul style="list-style-type: none"> <li>• Strengthening and formation of guilds, associations and collective bargaining units</li> <li>• Facilitation of sector development plans</li> <li>• Establishing a decent work<sup>37</sup> framework for creative workers to include pension, health benefits and occupational health and safety</li> <li>• Legitimization, facilitation and entrepreneurial empowerment programmes</li> </ul>	2015/2016 - 2017/2018	NCCIC, MSTEM, MYC, MOE, OPM, MIIC, MLSS
<b>Sector Strategy: Expand and improve the infrastructure for the creative industries and performing arts</b>		

<sup>37</sup> Decent work is the converging focus of four strategic objectives: the promotion of rights at work; employment; social protection; and social dialogue.

<b>National Outcome #12 – Internationally Competitive Industry Structures: Cultural and Creative Industries</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
20. Establish a national multi-media and performance centre	2015/2016 - 2017/2018	NCCIC, MSTEM, MYC, MOE, OPM, MIIC, UDC, Edna Manley College
21. Establish at least one multi-media performance centre in each parish	2015/2016 - 2017/2018	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC, UDC, JCDC
22. Complete renovation of the Ward Theatre	2015/2016 - 2017/2018	KSAC, MYC, UDC
23. Complete the island-wide facilities audit for all (potential) entertainment venues	2015/2016 - 2017/2018	MYC, MTE, UDC, NCCIC, JCDC
24. Create a strategic plan for the establishment and renovation of entertainment facilities island-wide	2015/2016 - 2016/2017	UDC, NCCIC, MSTEM, MYC, MOE, OPM, MIIC
25. Develop spatial planning regulations and codes for sustainable use of entertainment venues	2015/2016 - 2016/2017	UDC, MYC, NEPA, MLCCD, MWLECC, NCCIC
26. Establish standards for performance and sporting (mixed use) centres	2015/2016 - 2017/2018	BSJ, MLGCD, NCCIC, JTB, MSTEM, MYC, MOE, OPM, MIIC
27. Revisit Parish Development Plans for recreational facilities	2015/2016 - 2017/2018	UDC, Resort Boards, NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC, MLGCD, MTE
<b>Sector Strategy: Advance the work to designate Kingston as the Creative Capital of the Caribbean</b>		
28. Engage stakeholders in downtown Kingston and its environs to underscore the significance of securing its designation as a Historic Urban Landscape	2015/2016 - 2017/2018	MYC, UDC, KSAC, JNHT, UDC, KMRB, NCCIC
29. Commence process to designate downtown Kingston as a protected cultural landscape	2015/2016 - 2017/2018	JNHT, MYC, KSAC, UDC
30. Execute at least six large-scale entertainment festivals annually in Kingston, targeted at domestic and overseas markets	2015/2016 - 2017/2018	MYC, MIIC, JAMPRO, JCDC, KSAC, MTE
31. Establish Special Creative Economic Zones which are mapped to significant cultural and creative corridors in Kingston and St. Andrew	2015/2016 - 2017/2018	MIIC, JAMPRO, MYC, MTE, NCCIC, MSTEM
<b>Sector Strategy: Review governance structures for national cultural and creative industries</b>		
32. Improve service delivery within existing governance structures	2015/2016 - 2017/2018	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC
33. Design economic assessment instruments for cultural and creative industries	2015/2016 - 2017/2018	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC, PIOJ
34. Place emphasis on public education for CCIs	2015/2016 -	NCCIC, MTE, MSTEM,

<b>National Outcome #12 – Internationally Competitive Industry Structures: Cultural and Creative Industries</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
	2017/2018	MYC, MOE, OPM, MIIC
35. Audit and map cultural and creative industries governance structures to identify redundancies, duplication of efforts, resource allocations and management processes	2015/2016 - 2017/2018	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC, PSMU
36. Explore a single regulatory authority for converged CCIs	2015/2016 - 2017/2018	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC
37. Design an optimal governance structure for the creative economy and CCIs	2015/2016 - 2017/2018	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC
38. Rationalize incentives and taxation for CCIs	2015/2016 - 2017/2018	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC
<b>Sector Strategy: Develop financing structures for CCIs</b>		
39. Enhance multilateral and public and private sector partnership programmes to develop models to fund entertainment activities in the tourism industry	2016/2017	MTE, MSTEM, MYC, MOE, OPM, MIIC, NCCIC
40. Sensitize CCI practitioners and other stakeholders about funding mechanisms	2016/2017 - 2017/2018	MTE, MSTEM, MYC, MOE, OPM, MIIC, NCCIC
41. Establish a Cultural and Creative Industries Enhancement Fund	2015/2016 - 2017/2018	NCCIC, MSTEM, MYC, MOE, OPM, MIIC, PIOJ, MOFP, MTE
<b>Sector Strategy: Promote youth employment in creative industries</b>		
42. Develop 2D and 3D animation training programmes	2015/2016 - 2017/2018	IBRD, MSTEM
43. Develop a strategic policy for the animation industry	2015/2016 - 2017/2018	IBRD, MSTEM
44. Develop strategic plans for youth employment across all priority sectors of the CCIs	2015/2016 - 2017/2018	MTE, MTC, MSTEM, MOE, NCCIC, OPM, SDC, JSIF, JBDC

# SPORT



## Introduction

Jamaica has boasted world-class athletes in varying sporting disciplines and has demonstrated a distinct competitive advantage, particularly in track and field. Evidence of the prominence of sport in Jamaica's culture is seen in the longevity and influence of sporting events such as the Junior Athletic Championships, and "Boys and Girls Champs", which play an indelible role in honing and identifying talent. The latter, in particular, is a major event

on the sporting calendar for track and field enthusiasts both at home and abroad.

Under Vision 2030 Jamaica, in addition to utilizing sport to contribute to other aspects of national development (as reflected in National Outcome #4 – Authentic and Transformational Culture) the aim is to increase the growth of sport as a business and commercial activity with potential to contribute to Jamaica's economic development, and to maximize the role of sport as a source of wealth for a

wide range of professionals, including athletes, coaches, trainers, managers, promoters and entrepreneurs.

Based on official national data on sport-related events, including popular sporting activities such as track and field, football and netball, earnings over the period 2012-2014 were primarily from events' gate receipts and sponsorships. On the other hand, at the international level, available information on large international sporting events suggests that the majority of the earnings generated by popular sport events such as the World Cup and Olympics are typically generated by television and marketing rights. Steps will therefore have to be taken to transition our sport industry to take advantage of this lucrative market.

Towards realizing the Vision 2030 objective for sport as an internationally competitive industry structure, priorities of the last MTF (2012-2015) included promotion of Jamaica as a sports tourism destination and the development of a sport museum.

Progress in implementing the priority strategies and actions for the overall development of the sector resulted in the identification of a home for the establishment of a permanent sport museum and ongoing pre-procurement activities for refurbishment of the location and recruitment of a curator/project manager as well as cataloguing of memorabilia and artefacts. Guidelines were developed for hosting international events. These guidelines will form the basis for coordination among stakeholders in seeking to attract international events to Jamaica.

For the medium term, under MTF 2015-2018, several critical issues have been identified as continuing to impact the sector and which must be addressed. These include:

- A lack of adequate statistics and information on sports to provide a basis for planning and monitoring or to evaluate their economic impact
- The need for industry development particularly in the area of the development of professional sporting leagues, copyright protection, formation of linkages with other economic sectors, increased private sector involvement, and product and business development initiatives
- Weak institutions and inadequate government structures

Among the future work to be undertaken towards creating an internationally competitive sport sector are the following strategic priorities for the period 2015-2018:

- The development and packaging of sport as a national product for domestic and international trade
- The creation of forward and backward linkages as part of the enabling environment to boost sport industry development
- Strengthening the availability and use of data and information planning in the development of the sport sector

### Alignment to the 2030 Agenda for Sustainable Development

The development of a vibrant sport industry is expected to advance the attainment of SDG Goal 8:

- *Promote sustained, inclusive and sustainable economic growth, full and productive employment and*

**Table 42: Indicators and Targets - Internationally Competitive Industry Structures: Sport**

National Outcome #12 – Internationally Competitive Industry Structures: Sport										
Indicators	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Note: No quantitative indicators are included for sport due to lack of data										

**Table 43: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures: Sport**

<b>National Outcome #12 – Internationally Competitive Industry Structures: Sport</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Entities</b>
<b>Sector Strategy: Develop and package sport as a national product for domestic and international trade</b>		
1. Strengthen the institutional and human resource capacity to develop and protect sport-related intellectual property rights including broadcast rights	2015/2016 - 2017/2018	JIPO, MIIC, MOJ (Legal Aid), OPM, JAMPRO, Sports Associations (JAAA, JCA, JFF, JNA), Broadcasting Commission
2. Advance the establishment of a national sport museum by: <ul style="list-style-type: none"> <li>▪ Completing preliminary research and initiating the process of design for its operation</li> <li>▪ Procuring the technical services of a curator/project manager</li> <li>▪ Commencing construction of museum</li> <li>▪ Packaging the facility for investment opportunity</li> </ul>	2015/2016  2015/2016 2016/2017 2017/2018	OPM, IOJ, JAMPRO, MYC, JTB, Military Museum, Private Sector
3. Facilitate corporate sponsorship and investment in sport through execution of annual National Sport Fair and Exposition	2015/2016	OPM, Sports Associations, JTB, Jamaica Sport
4. Execute at least three large-scale sport events targeted at domestic and overseas markets	2015/2016 - 2017/2018	Jamaica Sport, OPM, PICA
<b>Sector Strategy: Create an enabling environment to facilitate development of the sport industry</b>		

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

Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Entities
5. Forge linkages with other industries including tourism and agriculture to take advantage of major local and international sport events and to promote elements of Jamaica's culture	2015/2016 - 2017/2018	OPM, MOAF, MTE, JAMPRO, PICA, JTB, Jamaica Sport, MNS
<b>Sector Strategy: Strengthen the availability and use of information planning in development of the sport sector</b>		
6. Undertake a process for development and ongoing updating of a database of sport indicators	2015/2016 - 2017/2018	OPM, STATIN, PIOJ, Sports Associations
7. Develop an impact monitoring and evaluation framework for the National Sports Policy	2015/2016 - 2017/2018	OPM, IDP (UNDP), PIOJ
8. Improve the capacity of sports associations to systemically produce standardized reports	2015/2016 - 2017/2018	OPM, SDF, JOA, STATIN, Sports Associations
9. Utilize the Sport Tourism Economic Assessment Model (STEAM) to improve forecasting and evaluation of the economic returns of major sport events	2015/2016 - 2017/2018	Jamaica Sport, OPM, MTE, JTB
10. Conduct a business case study on the sport industry	2017/2018	PIOJ, IDP (WB), MOFP



# INFORMATION AND COMMUNICATIONS TECHNOLOGY



## Introduction

Vision 2030 Jamaica anticipates the development of an advanced information and communications technology (ICT) industry that achieves sustained global competitiveness, driven by private sector investment, and enhances the productivity of Jamaica's goods and services-producing sectors. Ultimately, the vision is that Jamaica will be a leading producer of high value-added ICT outputs.

While National Outcome #9 treats with the telecommunications network as part of the country's strong economic infrastructure, and ICT as an enabler of other sectors is considered under National Outcome #11 (a Technology-Enabled Society), the focus of this chapter is the development of ICT as an industry in its own right, which supplies ICT products and services.

In the absence of national outcome level quantitative indicators for the ICT industry, data on real value added from the communications sub-industry between 2012/2013 and 2013/2014 suggest that there was growth in this sector, significantly propelled by increased competition in the telecommunications subcategory. Between 2010 and 2014, there also has been a notable increase in internet users and particularly those with mobile broadband access. Preliminary figures indicate the growth in internet subscribers from 118,187 in 2010 to 1,096,935 in 2014 was driven mainly by the inclusion from

2013 of reporting on mobile broadband service. While this increase in recorded demand is a useful indicator of improvements in access, the extent to which this translates to usage for income-generating purposes will be a key measure of progress within the sector.

As part of efforts to develop the ICT industry to achieve the Vision 2030 Jamaica objective, through, inter alia, creating a favourable business environment and supporting framework for ICT investment and business operation, planned priorities of the last MTF (2012-2015) included the expansion of ICT-focused business parks, creation of international partnerships to develop domestic capacity, and developing innovation incubators and entrepreneurship capacity to build an indigenous ICT industry.

Over the period 2012-2015, notable areas of progress in the development of the industry, particularly as it relates to IT-enabled services, include:

- The build out of thousands of square feet of floor space for the Business Process Outsourcing (BPO) industry, in parishes including St. James, Kingston and St. Andrew, St. Catherine and Manchester, and advancement of the procurement process for the Naggo Head Technology Park in Portmore, St. Catherine

- Discovery of market opportunities, strengthening of existing relationships and raising the awareness of Jamaica as an outsourcing destination through the country's participation at the 2014 National Association of Software and Services Companies (NASSCOM) Leadership Forum in India
- Completion by JAMPRO of the Five-Year (2015-2020) National Strategy for the Development of Jamaica's Outsourcing Industry

Presently, several critical issues have been identified as continuing to impact the sector and these must be addressed in the medium term. These issues include, but are not confined to limited capacity to measure the benefits of ICT investments and the impact on productivity;

and limited business-to-business operations utilizing ICT to deliver intermediary services.

Among the future work to be undertaken towards creating an internationally competitive ICT sector is advancement of the process to build out the infrastructure and further create an enabling environment for the Business Process Outsourcing/Knowledge Process Outsourcing (BPO/KPO) sector, improving the availability of data on the sector for improved planning and decision making as well as developing capacity for business-to-business operations utilizing ICT-enabled services, including free and open source software.

### Alignment to the 2030 Agenda for Sustainable Development

The development of an internationally competitive ICT sector is expected to advance the attainment of SDG Goals 9 and 10:

- *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*

**Table 44: Indicators and Targets - Internationally Competitive Industry Structures: Information and Communications Technology**

National Outcome #12 – Internationally Competitive Industry Structures: Information and Communications Technology										
Indicators	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Note: No new quantitative indicators have been determined for output from the ICT industry										

**Table 45: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures: Information and Communications Technology**

<b>National Outcome #12 – Internationally Competitive Industry Structures: Information and Communications Technology (ICT)</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Entity</b>
<b>Sector Strategy: Expand ICT-focused business parks for major service providers</b>		
1. Create additional space (750,000 sq. ft.) for BPO/KPO activities at the Naggio Head Technology Park: <ul style="list-style-type: none"> <li>Complete Phase I comprising 220,000 sq. ft. of space</li> </ul>	2015/2016 - 2016/2017	FCJ, MIIC, Private Sector
2. Advance the promotion and development of the BPO/KPO industry within both the private and public sectors for expansion of infrastructure for the BPO/KPO industry including: <ul style="list-style-type: none"> <li>Engaging a BPO in-market broker</li> </ul>	2015/2016	JAMPRO
<b>Sector Strategy: Develop Jamaica's Outsourcing Industry</b>		
3. Implement the Five-Year (2015-2020) National Strategy for the Development of Jamaica's Outsourcing Industry	2015/2016 - 2017/2018	JAMPRO, MIIC, HEART Trust/NTA, MSTEM, MOFP, FCJ
<b>Sector Strategy: Strengthen the framework for gathering of data and information on the performance of the sector</b>		
4. Execute a pilot survey to disaggregate national output data for the ICT sector	2015/2016 - 2017/2018	OUR, MSTEM, STATIN
5. Utilize financing mechanisms as incentives for business formalization	2015/2016 - 2017/2018	DBJ, SSF, MIDA, MIIC
<b>Sector Strategy: Develop domestic capacity for business-to-business operations utilizing ICT to deliver intermediary services</b>		
6. Identify scope for PPPs for the provision of access to free and open source business solutions	2015/2016 - 2017/2018	MSTEM, DBJ, MOFP
7. Support the growth of an ICT incubator/accelerator services sector	2015/2016 - 2017/2018	MSTEM, UTech, JAMPRO
8. Examine the feasibility of the establishment of domestic e-payment settlement facilities	2015/2016 - 2017/2018	MSTEM, BOJ, Commercial Banks
<b>Sector Strategy: Improve integration and delivery of public services using ICTs</b>		
9. Develop e-Government strategy and guidelines	2015/2016 - 2017/2018	MSTEM, eGovJa
10. Promote e-Government	2015/2016 - 2017/2018	eGovJa, MSTEM, OPM

# SERVICES

## Introduction

Within the Caribbean Community (CARICOM), services account on average for upwards of two thirds of Member States' GDP. Globally, the service sector has demonstrated growing relevance evidenced by, among other factors, the shift towards services foreign direct investment (FDI), which has continued over the past 10 years. This shift has come in response to increasing liberalization in the sector, the increasing tradability of services and the growth of global value chains in which services play an important role.

In 2012, services accounted for 63 per cent of global FDI stock, more than twice the share of manufacturing. The primary sector represented less than 10 per cent of the total services. As a driving force in modern economies, services therefore include the advanced tertiary sectors in which knowledge becomes the basis for the creation of value.

Projections for the sector are :

- Sectoral shifts in the distribution of investments within developing countries, which will hinge significantly on higher proportions of investments in the services sector. The shift is anticipated to be most pronounced in developing countries with the services sector proportion of investment demand expected to increase to 60 per cent overall.
- Rise in services investment in developing countries to almost US\$10 trillion by 2030, with an expectation of US\$626 billion of this amount to be spent on infrastructure
- The embedding of greater services components in manufactured goods

Under Vision 2030 Jamaica – National Development Plan, the services sector includes: finance and insurance services; real estate, renting and business activities; and wholesale and retail trade, including repair and installation of machinery. The vision for the sector is that 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 through 2030. It is expected that this global competitiveness will not only be reflected in the domestic market but also through increased export of the services of Jamaican-based providers operating in non-traditional export sectors such as the retail/distributive trade.

For the period 2009-2014, however, the rate of growth of the selected service industries continued to significantly lag behind the 2012 and 2015 target of 2.25 per cent, with only marginal growth being recorded in the services industry for most of the period. Real value added by the combined finance and insurance services and real estate, renting and business activities industries increased by 0.20 per cent in 2013 and 0.48 per cent in 2014.

Over a decade and a half from the end of the domestic financial crisis of the mid to late nineties and approximately six years from the 2008-2009 economic slump associated with the global financial crisis, the finance and insurance services industries served as a driver of growth in the services sector in 2012 and 2013. This growth emanated from factors such as increased net interest income at commercial banks and higher revenue generated from fees, service charges and commissions.

For the period 2012-2015, the priorities which were identified hinged heavily on the financial industry but also included the priorities as captured in the Services Sector Strategy, which focused on six priority sub-sectors, namely medical tourism, wellness tourism, ICT, professional services, creative industries and offshore medical education.

Progress in implementing the priority strategies and actions for the overall development of the sector resulted in:

- Increased advocacy and educational campaigns for greater financial literacy
- An improved framework for utilization of non-traditional forms of collateral by financial institutions through the passage of the Security Interests in Personal Property Act (SIPPA)
- An expanded standards framework for the services sector. For the period 2012-2013, of the

95 standards published by the Bureau of Standards Jamaica, 53 of them were services standards

- Advancements in the development of the legal framework to establish Jamaica as a centre for international financial services through the development of the Jamaica International Financial Services Authority (JIFSA)
- Improved Automated Banking Machine (ABM) density between 2012 and 2013
- Moderate success in implementation of the three-year Services Sector Strategy between 2013 and 2015

For the medium term, under MTF 2015-2018, several critical issues have been identified as impacting the sector and which must be addressed. These include: the need for

innovation in financial products design and service delivery; inadequate levels of financial literacy and inclusion of economic actors; access and availability of information in the real estate market and distributive trades; and poor customer service, particularly in the retail trade.

Among the future work to be undertaken towards creating an internationally competitive services sector are the following priorities for the period 2015-2018:

- Improving the business environment in the financial sector through a financial inclusion strategy for greater participation of economic actors
- Advancing the work to establish Jamaica as a centre for international financial services
- Improving the customer service culture in the services sector

### **Alignment to the 2030 Agenda for Sustainable Development**

Success in implementing the agreed priorities under the financial inclusion strategy is expected to contribute to the attainment of SDG Goals 8 and 16:

- *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*
- *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all*

**Table 46: Indicators and Targets - Internationally Competitive Industry Structures: Services**

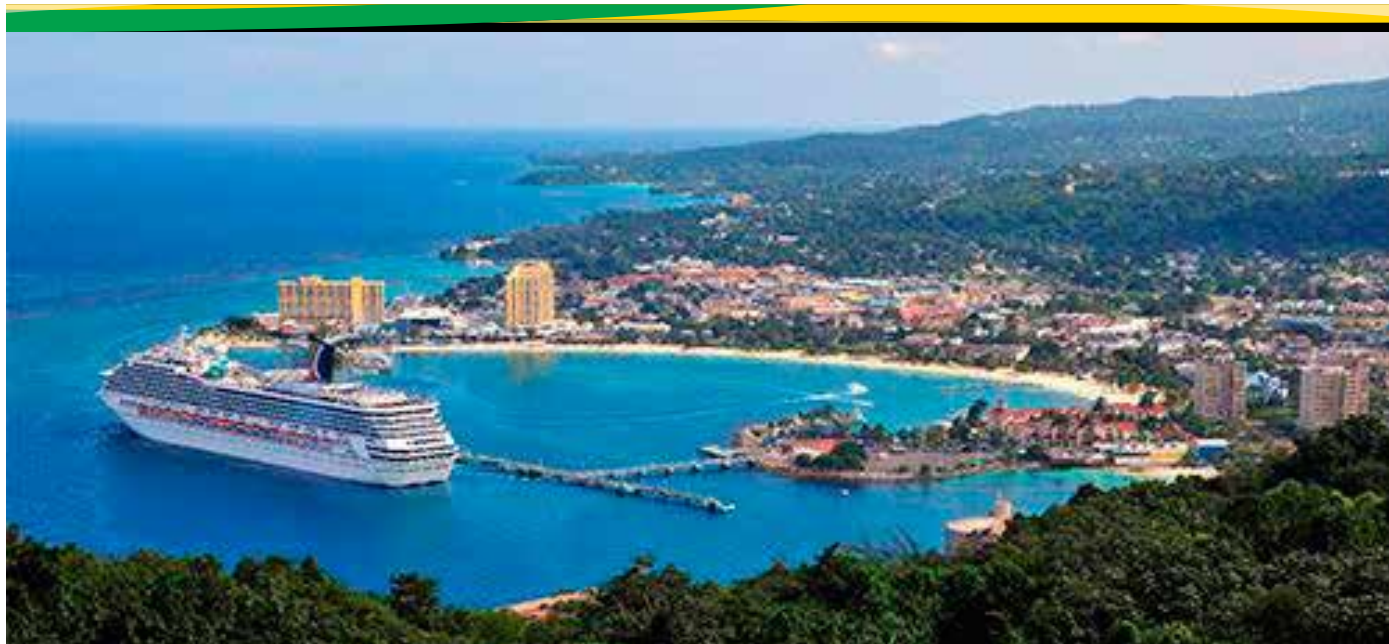
National Outcome #12 – Internationally Competitive Industry Structures: Services									
Indicators	Baseline	Actual					Targets		
	2007	2010	2011	2012	2013	2014	2012	2015	2018
Growth Rate of Services (Finance and Insurance Services and Real Estate, Renting and Business Activities) (%)	4.12	-2.21	-0.24	-0.17	0.20	0.48	2.25	≥2.25	≥2.25 (prov)

**Table 47: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures: Services**

National Outcome #12 – Internationally Competitive Industry Structures: Services		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Entities
<b>Sector Strategy: Improve the operation of the financial sector through greater inclusion, education and protection of economic actors</b>		
1. Develop and implement the National Financial Inclusion Strategy	2015/2016 - 2017/2018	<b>Member Organizations of the National Council, Steering Committee and Financial Inclusion Working Groups</b>
2. Improve coordination in the regulation of financial institutions	2015/2016 - 2017/2018	<b>MOFP</b>

<b>National Outcome #12 – Internationally Competitive Industry Structures: Services</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Entities</b>
3. Strengthen depositor protection and investor compensation	2015/2016 - 2017/2018	JDIC, BOJ, FSC
4. Execute a robust financial literacy campaign including the expansion of existing financial education programmes in primary level schools ( <i>Cross reference: National Outcome #3, 3-3</i> )	2015/2016 - 2017/2018	CAC, Bankers Association, MOE
5. Develop the policy framework to encourage fair competition through reduction in barriers to entry to the industry, especially in commercial banking	2015/2016 - 2017/2018	FTC, FSC, BOJ
<b>Sector Strategy: Diversify the range of financial institutions and products</b>		
6. Advance the Jamaica International Financial Services Authority (JIFSA) programme to establish Jamaica as a centre for international financial services by: <ul style="list-style-type: none"> <li>▪ Completing enactment of requisite pieces of legislation</li> <li>▪ Implementing and sustaining a rigorous marketing plan</li> </ul>	2015/2016 - 2017/2018 2015/2016 - 2017/2018	JIFSA, MIIC, JAMPRO, JBAFSC, MOFP
<b>Sector Strategy: Reduce transaction cost associated with inadequate information flows in the real estate sector</b>		
7. Strengthen the capacity of the National Land Administration (NLA) to gather and disseminate information on the performance of the real estate sector, including property prices	2015/2016 - 2017/2018	NLA, REB, MOWLECC, MTWH
<b>Sector Strategy: Minimize uncertainties in the distributive trade through improved collaboration among data collecting agencies</b>		
8. Develop and implement a survey system to incentivize the voluntary provision of information on domestic commodities trade by large-scale distributors	2015/2016 - 2017/2018	CAC, STATIN, MOAF, Jamaica Customs
<b>Sector Strategy: Diversify the transport infrastructure network for the distributive trades</b>		
9. Expand the range of transportation services available to the distributive trades to include marine transportation	2015/2016 - 2017/2018	MTWH, Jamaica Customs, PAJ
<b>Sector Strategy: Collaborate with providers in development of advanced ICT networks and applications for services</b>		
10. Improve the security and usage on electronic/e-commerce transactions	2015/2016 - 2017/2018	MIIC, JBA, MSTEM, JCC
<b>Sector Strategy: Strengthen the business environment for provision of services through improvements in the customer service culture</b>		
11. Enhance the capacity of the Jamaica Customer Service Association (JCSA) to implement an island-wide campaign to improve customer service	2015/2016 - 2017/2018	JCSA, CAC, BSJ, PSOJ, JCC, WB
12. Develop and implement a national customer service campaign aimed at encouraging the delivery of the highest standards of customer service, including through increased public awareness of service delivery standards	2015/2016 - 2017/2018	JCSA, CAC, JCSI
<b>Sector Strategy: Strengthen production and marketing of key service sectors</b>		
13. Continue implementation of the Services Sector Strategy and Action Plan	2015/2016	MIIC, JAMPRO, JEA

# SERVICES



## Introduction

The tourism industry represents an important component of national development particularly for small Caribbean states such as Jamaica. Jamaica enjoys significant competitive advantages in tourism and travel services, based primarily on its strong brand image, an appealing natural environment and human and cultural assets, and as such has been identified as one of the key industrial clusters deemed capable of driving sustainable economic growth for Jamaica in the long term. Tourism continues to play a central role by contributing to income generation, job creation and foreign exchange earnings.

Between 2010 and 2012, there were steady increases in annual visitor arrivals, but there was a 1.0 per cent fall in arrivals in years 2012 and 2013. However, the percentage increase in visitor arrivals during years 2013 and 2014 reached a high of 7.0 per cent. With respect to cruise ship arrivals, the period saw a continuous increase in arrivals except for 2013 where there was a 4.2 per cent decrease from 2012. However in 2014, cruise arrivals increased by 12.5 per cent over 2013.

With respect to foreign exchange earnings from tourism, in 2009, there was a major downturn in the percentage change in gross foreign exchange earnings from tourism – declining by 2.54 per cent. This was however reversed in 2010 to a 3.94 per cent increase and up to 2014, gross foreign exchange earnings continued to show increases. In fact, the growth in gross foreign exchange earnings in 2014 was 6.39 per cent compared to growth of 2.1 per cent in 2013.



Figure 21: Visitor Arrivals 2010-2014

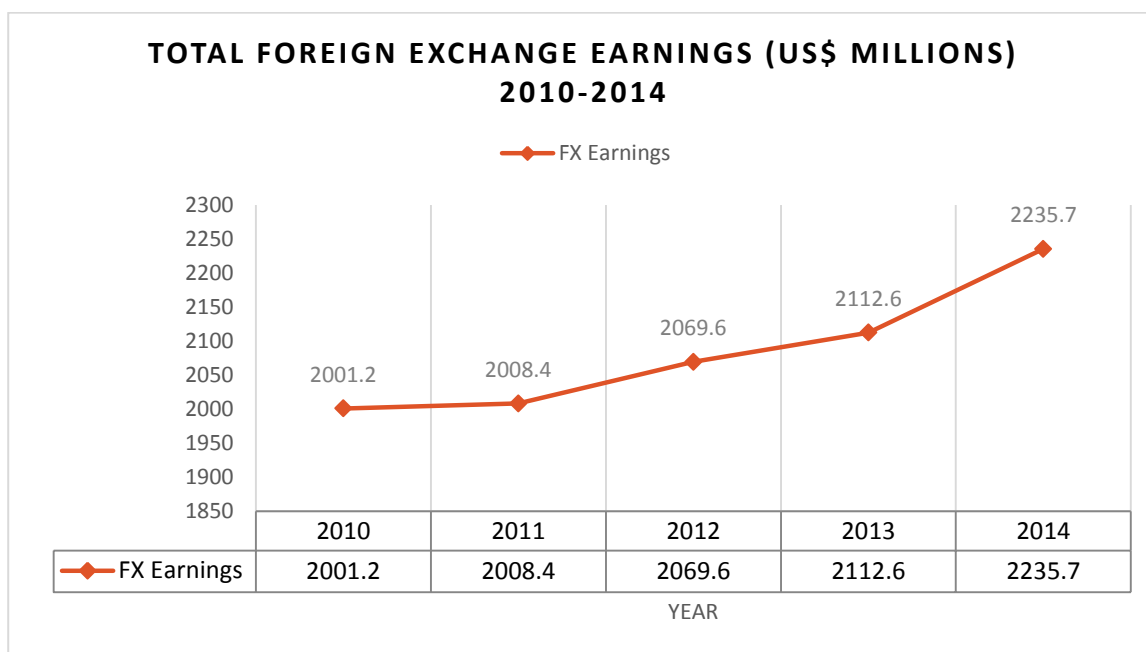


Figure 22: Total Foreign Exchange Earnings from Tourism 2010-2014

The progress made by the tourism sector over the previous MTF period (2012-2015) included:

- Maintaining and sustaining traditional markets
- Increasing market share (increasing visitor arrivals and airlift capacity) and diversifying source markets – the industry was able to reach Latin America and the Eastern European markets, particularly Russia
- Improving and diversifying the tourism product and enhancing the visitor experience
- Deepening tourism linkages with the other industries of the economy such as agriculture, manufacturing and creative industries
- Creating frameworks facilitating tourism inclusiveness – e.g., community tourism and reestablishment of the Resort Boards
- Increasing investments and developing a range of transformational projects
- Developing supporting structures such as the establishment of the Linkages Council and Hub to strengthen the local product and service offerings of the sector
- Sustaining the natural environment upon which the sector depends
- Mainstreaming disaster risk management initiatives in the tourism sector

These achievements can be specifically translated into:

- Capitalization on Jamaica's rich resources and competitive advantage as a means of expanding market segments, which included progress on the development of sub- industries such as health tourism, sports tourism, community tourism and events tourism – these would be further developed under MTF 2015-2018
- Drafting of the National Community Tourism Policy, consultations held and the policy tabled in Parliament. The Policy is expected to be implemented under MTF 2015-2018
- Establishment of a Tourism Linkages Task Force as a means of broadening and deepening the industry's contribution to national development through the creation of linkages between tourism

and the rest of the economy

- The preparation of a draft pension scheme for the tourism industry as a means of increasing the direct benefits of workers of the industry – this pension scheme is expected to be fully operational by the end of the first year of MTF 2015-2018 as the Government recognizes as many as 84 per cent of the workers in the accommodations subsector have no pension arrangements – that is, of the 36,000 workers in that subsector, approximately 30,240 could retire without a pension plan
- The enactment of the Timeshare Vacations Act
  - An increase in tourism investments, including new rooms and hotels. The major international and local investors included Sagicor, RIU, Blue Diamond, Palace Resorts, Hylton, Hyatt Ziva, Playa and Karisma, representing approximately US\$54 billion in capital investments and approximately 1,600 new rooms

The vision of the tourism industry as presented in Vision 2030 Jamaica is for 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. To advance this vision and gains made in the industry over the 2012-2015 period, the priorities of the tourism sector under MTF 2015-2018 will be focused around the following key areas:

- Further enhancing the tourism product to leverage international competitiveness
- Facilitating the development of other varieties of tourism accommodation
- Further development and diversification of geographic source markets and niche markets
- Continued deepening of tourism linkages
- Continuing to facilitate awareness and broaden inclusiveness
- Mainstreaming environmental sustainability and adaptation of the tourism sector to climate change
- Developing human resources and improving tourism worker welfare

## Alignment to Post-2015 Development Agenda

Tourism is aligned to SDG Goals 8, 12 and 14:

- *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*
- *Ensure sustainable consumption and production patterns*

**Table 48: Indicators and Targets - Internationally Competitive Industry Structures: Tourism**

National Outcome # 12 – Internationally Competitive Industry Structures: Tourism										
Indicators	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Percentage change in foreign exchange earnings from tourism	2.11	3.94	0.35	3.05	2.09	6.39	≥3.98	≥3.98	≥5.0	≥4.1
Percentage change in visitor arrivals (stopover)	1.3	4.9	1.6	1.8	1.1	3.6	3.0	2.8	4.5	4.0
Percentage change in visitor arrivals (cruise passenger)	-11.8	-1.4	23.7	17.3	-4.2	12.5	25.3	4.6	5.0	6.0
Percentage change in the number of persons employed in the accommodations sector	3.7	1.8	-5.7	0.8	-3.6	3.6	0.8	3.9	3.0	3.0

Source: Jamaica Tourist Board Annual Travel Statistics (Various Years)

**Table 49: Priority Strategies and Actions – 2015-2018 – Internationally Competitive Industry Structures: Tourism**

<b>National Outcome #12 – Internationally Competitive Industry Structures: Tourism</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>Sector Strategy: Develop new tourism market segments: advance gains made in the development of new market segments</b>		
1. Develop a sports tourism strategy and implementation plan (Cross reference: National Outcome #12 Sport)	2015/2016 - 2017/2018	JTB, Sports Tourism Implementation Committee, OPM, MTE, NSC
2. Finalize the health and wellness tourism policy that includes the following: <ul style="list-style-type: none"> <li>• Accreditation/standards pertaining to medical and wellness tourism</li> <li>• Policy, legal and regulatory issues related to medical and wellness issues</li> </ul>	2015/2016 - 2017/2018	JAMPRO, MOH, MTE
3. Enhance the promotion of heritage-based tourism through the continued focus on the development and preservation of the country's major heritage assets: <ul style="list-style-type: none"> <li>• Priority areas are Port Royal, Seville, Spanish Town and Falmouth</li> </ul>	2015/2016 - 2017/2018	MYC, MTE, JTB, TPDCo, JNHT, IOJ
<b>Sector Strategy: Develop diversified geographic source markets</b>		
4. Increase marketing programmes to specific countries in South America and the emerging markets	2015/2016 - 2017/2018	JTB, Trade Associations, MTE, JAMVAC, JAMPRO
5. Continue to secure adequate airlift support for new markets	2015/2016 - 2017/2018	JAMVAC, JTB, JCAA, AAJ, MTW, MTE
<b>Sector Strategy: Support and facilitate the development of a variety of accommodations</b>		
6. Undertake operationalization of the Timeshare Vacations Act	2015/2016 - 2017/2018	REB, MTE
7. Promulgate timeshare regulations	2015/2016	MTE, REB, Attorney General
8. Develop a framework for the implementation of bed and breakfast accommodations	2015/2016 - 2017/2018	MTE, TPDCo
9. Facilitate the establishment of a bed and breakfast association	2015/2016 - 2017/2018	TPDCo, B&B Stakeholders, JHTA, JAVA, MTE
10. Provide assistance to small accommodations under 50 rooms – to include product development and marketing	2015/2016 - 2017/2018	MTE, JTB, TPDCo
<b>Sector Strategy: Enhance the visitor experience through product development</b>		

<b>National Outcome #12 – Internationally Competitive Industry Structures: Tourism</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
11. Upgrade Devon House	2015/2016 - 2017/2018	<b>Devon House</b> , TEF, TPDCo, JTB, MTE
12. Seek public-private partnerships for Milk River Mineral Bath and Bath Fountain Hotel and Spa	2015/2016 - 2017/2018	<b>MTE</b> , DBJ, JAMPRO, TPDCo, MRMB, BFHS
13. Develop a craft policy and establish a craft authority	2015/2016 - 2017/2018	<b>MTE, TPDCo</b> , JTB, JBDC
14. Provide product development and marketing support to sites that are designated as UNESCO World Heritage sites	2015/2016 - 2017/2018	<b>JTB, MTE, MYC</b> , JCDT, IOJ, JNHT, SDC, TPDCo, Forestry Department
15. Develop Kingston as a cultural capital/city: Kingston designated under UNESCO Creative Cities Programme as a Music City	2015/2016 - 2017/2018	<b>MTE, MYC, KSAC, MLGCD</b>
16. Continue to implement the Beach Park Programme (started in 2014) to upgrade the 14 public beaches in resort towns	2015/2016 - 2017/2018	<b>TPDCo</b> , NEPA, TEF, UDC, Parish Councils, Resort Boards, MTE
17. Continue the resort town upgrading programme: Montego Bay, Port Antonio, Falmouth, Lucea, Black River <ul style="list-style-type: none"> <li>Continue transformational projects in resort towns – Montego Bay Hip Strip, Ocho Rios, Negril</li> </ul>	2015/2016 2017/2018	<b>TEF, Parish Councils, Resort Boards</b>
18. Provide assistance to small accommodations under 50 rooms through product development and marketing		<b>MTE, JTB</b>
<b>Sector Strategy: Sustain the framework for deeper linkages between tourism and other sectors (e.g. agriculture, manufacturing, entertainment)</b>		
19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors	2015/2016 - 2017/2018	<b>MTE, Tourism Linkages Hub</b>
20. Implement programmes which will bring together manufacturers and producers of local gift items	2015/2016 - 2017/2018	<b>MTE, Tourism Linkages Hub, JMA</b>
21. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package	2015/2016 - 2017/2018	<b>MTE, Tourism Linkages Hub</b>
22. Encourage the private sector to invest in independent services that are outside of the accommodation sector to increase visitor spend, for example, high end restaurants, night time entertainment and shopping	2015/2016 - 2017/2018	<b>JAMPRO, MTE, MIIC</b>
<b>Sector Strategy: Ensure that all aspects of the tourism industry meet required standards for customer service</b>		
23. Amend the Travel Agency Act	2015/2016 - 2017/2018	<b>MTE</b>
24. Amend the Tourist Board Water Sport regulations	2015/2016 - 2017/2018	<b>MTE, JTB</b>
25. Develop standards for tourism enterprises	2015/2016 - 2017/2018	<b>MTE, JTB</b>

<b>National Outcome #12 – Internationally Competitive Industry Structures: Tourism</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
26. Develop regulations for tourism enterprises	2015/2016 - 2017/2018	<b>MTE, JTB</b>
27. Develop a framework for anti-harassment initiatives and social inclusion	2015/2016 - 2017/2018	<b>TPDCo, MTE, MNS, SDC</b>
<b>Sector Strategy: Sustain the framework for tourism inclusiveness to facilitate awareness, broad business opportunities and access for stakeholders</b>		
28. Begin implementation of the Community Tourism Implementation Plan	2015/2016 - 2017/2018	<b>MTE, TPDCo, JTB, TEF JSIF, SDC, MYC, MLG, MOAF, JBDC, Resort Boards, Trade Associations, Private Sector Organizations, NGOs, Funding Agencies</b>
29. Continue implementation of the National Tourism Awareness Campaign	2015/2016 - 2017/2018	<b>MTE, JTB, TEF</b>
<b>Sector Strategy: Strengthen the legislative and regulatory framework to protect workers' health, safety, remuneration and rights</b>		
30. Establish a pension scheme for tourism workers	2015/2016	<b>MTE, MLSS, JHTA</b>
31. Develop a framework for housing solutions for tourism workers in resort towns	2015/2016 - 2017/2018	<b>MTWH, MTE, NHT, NHDC, TEF, TPDCo, HAJ</b>
<b>Sector Strategy: Ensure that activities in the tourism sector support the country's environmental sustainability goals</b>		
32. Include environmental guidelines in the country's investment framework	2015/2016 - 2017/2018	<b>JAMPRO, NEPA, MWLECC</b>
33. Develop and implement a green business programme for the tourism industry	2015/2016 - 2017/2018	<b>MWLECC, MTE, NEPA, TPDCo, Trade Associations (JHTA, AJAL), Private Sector</b>
34. Complete sustainable development plans and development orders for all resort towns	2015/2016 - 2017/2018	<b>NEPA, LAs, MWLECC, TEF, MTE, Resort Boards</b>
35. Implement the tourism component of the South Coast Sustainable Development Plan	2015/2016 - 2017/2018	<b>TPDCo, TEF, Resort Boards, Forestry Department, Parish Councils</b>
36. Finalize eco-tourism guidelines for the Cockpit Country trails and water features	2015/2016 - 2017/2018	<b>MTE, NEPA, Forestry Department</b>
37. Undertake carrying capacity studies of Trelawny, Hanover and Portland	2015/2016 - 2017/2018	<b>MTE, TEF, JTB, TPDCo, NEPA, UDC</b>
<b>Sector Strategy: Reduce the vulnerability of the tourism sector to natural hazards and adapt the sector to climate change</b>		
38. Install shoreline protection infrastructure in specific and most	2015/2016 -	<b>NEPA, NWA, MTE,</b>

<b>National Outcome #12 – Internationally Competitive Industry Structures: Tourism</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
vulnerable tourism areas (including both hard and soft engineering structures)	2017/2018	Resort Boards
39. Implement activities to address the effects of climate change on the tourism sector	2015/2016 - 2017/2018	<b>MWLECC, Climate Change Division, MTE, TPDCo, Resort Boards</b>
40. Continue implementation of the multi-hazard contingency planning programme in resort towns	2015/2016 - 2017/2018	<b>ODPEM, Climate Change Division, MTE, TPDCo, Resort Boards</b>
<b>Sector Strategy: Develop a dynamic and flexible demand-driven education training system for tourism</b>		
41. Improve training and educational opportunities for workers in the tourism sector and better align training with new and emerging needs of the sector	2015/2016 - 2017/2018	<b>TPDCo, MTE, MOE, HEART Trust/NTA, Tourism Tertiary Institutions</b>

## NATIONAL OUTCOME #13

### SUSTAINABLE MANAGEMENT AND USE OF ENVIRONMENTAL AND NATURAL RESOURCES



#### Introduction

Environmental sustainability continues to be a highly important policy focus across the world. While a great deal of attention has recently been focused on climate change, other issues including water quality and availability, air pollution, deforestation and land use changes, biodiversity, and the sustainability of agriculture and fisheries have also gained prominence on the global public agenda. In fact, Vision 2030 Jamaica calls for the sustainable management and use of the country's environmental and natural resources as a means of enhancing the quality of life of all Jamaicans as well as advancing the sustainable prosperity agenda of the country.

The importance of the natural environment is further highlighted under the Sustainable Development Goals (SDGs) of Agenda 2030 which articulates the importance and centrality of the environment to the achievement of all the other SDGs such as: ending hunger and achieving food security; empowering women and girls; access to sustainable and modern energy for all; and sustainable economic growth, full and productive employment and decent work for all, among others.

Vision 2030 Jamaica articulates that to achieve developed country status there is need to ensure the proper management and use of environmental and natural resources and emphasizes the need to give priority attention to a range of issues such as:

- Providing an effective regulatory framework for environmental protection
- Incorporating environmental issues into socio-economic decision-making processes, including decisions related to investments
- Undertaking environmental and natural resource valuations to assess the economic values of biodiversity and ecosystems and the long-term consequences of their loss due to other economic activities

As with the previous MTF period 2009-2012, the country also continued to show improvements under MTF 2012-2015 in a number of areas including capacity building in forestry management, climate change adaptation, disaster risk reduction, land management, protected areas management, water quality monitoring and geographical information systems (GIS). However, achievements in the

sector continued to be hampered by inappropriate land use and waste management practices and insufficient knowledge of environmental issues among large segments of the population. Key initiatives undertaken over the period 2012-2015 included:

- Implementation of activities that supported and encouraged proper farming practices
- Finalization of the Watersheds Policy of Jamaica
- Reforestation of degraded land and sustainable land management and water security activities within the Yallahs River and Hope River Watershed Management Units – recognizing that these units provide potable water to approximately one million citizens in Kingston and St. Andrew and have been seriously degraded over time
- Preparation of Jamaica's Forest Policy and subsequent approval by Cabinet
- Preparation of the Forest Management Plan for the Cockpit Country Forest Reserve as a means of preserving one of Jamaica's largest remaining closed broadleaf forests
- Upgrading and expanding the National Hydrologic Monitoring Network, through the installation of additional and more accurate monitoring equipment. The data from this network will guide the management of water resources, the allocation of water to drive national development and the assessment of climate change impacts on water resources and relevant strategies that must be implemented to mitigate the impacts of climate change
- Finalization and promulgation of the Wastewater and Sludge Regulations – these regulations are part of Jamaica's compliance with the Cartagena Convention concerning pollution from land-based sources
- Expansion of a national air quality monitoring network, which has enhanced the country's capacity to monitor the impact of anthropogenic sources of air pollution on ambient air quality and to report on changes in air quality during pollution incidents
- Creation of a spatial database for coastal ecosystems that includes coastal set back limits,

protected areas (PAs), and revised guidelines on environmental impact assessments (EIAs), all geared towards better management of coastal and marine resources

Notwithstanding the range of activities implemented in the sector, the country's scores on the Environmental Performance Index (EPI) – the outcome indicator used under Vision 2030 Jamaica to measure the state of the natural environment – was less than targeted for the period. In 2010, Jamaica's score in terms of environmental performance as measured by the EPI was 58.8, placing the country at 89th out of 163 countries, having fallen by 35 places relative to 2008 in which the score was 79.1 with a ranking of 54th out of 149 countries. However, Jamaica's ranking on the EPI improved in 2012 to 63rd out of 132 countries, with a score of 54.4, and improved further in 2014 to 55th out of 178 countries, with a score of 58.3. However, scores and rankings for the 2014 EPI cannot be compared directly with scores and rankings from earlier releases of the EPI, due to changes in data and methodology.

Today, a range of issues and challenges still remains and needs to be addressed to improve the state of the country's natural environment. These issues include:

- Inadequate management of protected areas, ecosystems and biodiversity
- Improper usage of forest resources including implementation of conflicting projects
- Illegal charcoal production
- Poor land-clearing practices such as slash and burn as well as illegal land clearing
- Conflicting socio-economic policies that cause a negative impact on the natural environment
- Increasing threats of climate change and climate variability
- Insufficient integration of environmental, social and economic issues at the national level
- Continued overfishing as well as overfishing of select species (e.g. parrotfish which is a known coral reef protector/grazer)
- Increasing amounts of land-based sources of pollution (including nutrient loading)

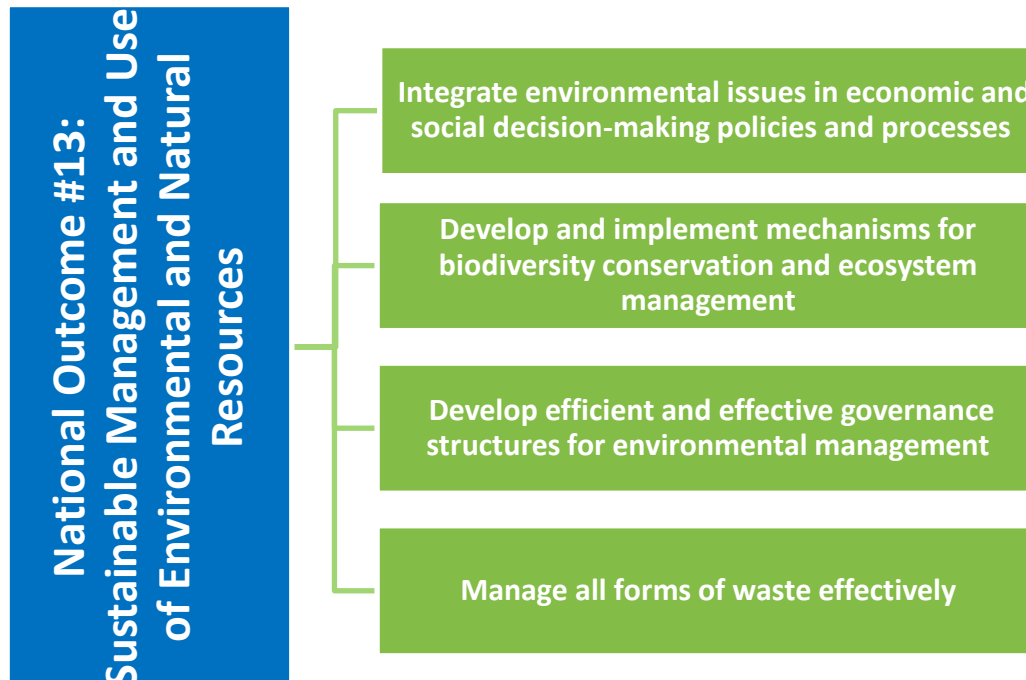
- Inadequate management of cays
- Insufficient environmental baseline data/information to support effective analysis and assessment of the existing status and efficient management of environmental resources

MTF 2015-2018 therefore outlines a package of priorities designed to improve the state of the natural environment, thereby contributing to reduced vulnerabilities and advancing socio-economic development and focuses on a number of key areas such as:

- Improving the governance structures for waste management
- Promoting sustainable consumption and production practices
- Developing frameworks to address unregulated sources of pollution
- Strengthening of the overall policy, legislative and institutional framework
- Increasing public awareness and education on environmental issues
- Increasing the participation of NGOs, CBOs and school groups and forging partnerships to advance environmental awareness
- Improving environmental data collection, including the frequency of data collection, to better guide policy decisions
- Enhancing private sector involvement in environmental management
- Enhancing climate resilience across economic sectors
- Improving the financing mechanisms for biodiversity and ecosystem management

### National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure



**Figure 23: National Strategies – Sustainable Management and Use of Environmental and Natural Resources – 2015-2018**

## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #13 is aligned to SDG Goals 6, 12, 14 and 15:

- *Ensure availability and sustainable management of water and sanitation for all*
- *Ensure sustainable consumption and production patterns*
- *Conserve and sustainably use the oceans, seas and marine resources for sustainable development*
- *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*

**Table 50: Indicators and Targets – Sustainable Management and Use of Environmental and Natural Resources**

National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources										
Indicator	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Environmental Performance Index (EPI)	74.7 (2006)	58.8		54.4		58.3	≥80	≥82.2	≥60.2	≥80

The Environmental Performance Index (EPI) ranks how well countries perform on high-priority environmental issues in two broad policy areas: protection of human health from environmental harm and protection of ecosystems. Within these two policy objectives the EPI scores country performance in nine issue areas comprising 20 indicators as follows:

- Environmental Health
  - o Health Impacts (child mortality)
  - o Air Quality (particulate matter, household air quality)
  - o Water and Sanitation (Effects on Human Health) – access to water and sanitation
- Ecosystem Vitality
  - o Water Resources (wastewater treatment)
  - o Agriculture (agriculture subsidies and pesticide regulation)
  - o Forests (change in forest cover)
  - o Fisheries (coastal shelf fishing pressure and fishing stocks)
  - o Biodiversity and Habitat (critical habitat protection, terrestrial protected areas, marine protected areas)
  - o Climate and Energy (trend in carbon intensity, access to electricity, trends in CO2 emissions per KWH)

**Table 51: Priority Strategies and Actions – 2015-2018 – Sustainable Management and Use of Environmental and Natural Resources**

<b>National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 13-1: Integrate environmental issues in economic and social decision-making policies and processes</b>		
<b>Sector Strategy: Create mechanisms to ensure the use of impact assessments in sectoral policy development</b>		
1. Develop a policy on the use of economic instruments for environmental management to support environmental management efforts	2015/2016 - 2017/2018	MWLECC, NEPA, MOFP, Forestry Department
2. Revise EIA Guidelines to include natural resource valuation	2015/2016 - 2017/2018	MWLECC, NEPA, CPC
<b>Sector Strategy: Implement best management practices for air, forest, ground and surface water, land management, soils, and resource consumption</b>		
3. Build capacity in the Forestry Department to conduct natural resource valuations (NRVs)	2015/2016 - 2017/2018	Forestry Department
4. Conduct an NRV in one protected area	2015/2016 - 2017/2018	Forestry Department
5. Conduct an NRV in the Yallahs/Hope Watershed Management Units	2015/2016 - 2017/2018	NEPA, Forestry Department
6. Prepare MOU among environmental agencies and STATIN to enhance collection, management and use of environmental data	2015/2016 - 2017/2018	STATIN, MWLECC, NEPA, Forestry Department, NLA, Fisheries Division
7. Implement a coral reef restoration programme	2015/2016 - 2017/2018	UWI, NEPA
8. Develop a national land policy	2015/2016 - 2017/2018	MWLECC, NLA
9. Promulgate the water sector policy	2015/2016 - 2017/2018	MWLECC
10. Finalize the rural water policy	2015/2016 - 2017/2018	MWLECC, WRA, RWSL
11. Develop a water quality profile and index for surface and coastal waters	2015/2016 - 2017/2018	NEPA, MWLECC
<b>National Strategy 13-2: Develop and implement mechanisms for biodiversity conservation and ecosystem management</b>		
<b>Sector Strategy: Adopt an ecosystems management approach</b>		
12. Promulgate the national forest policy	2015/2016 - 2017/2018	MWLECC, Forestry Department
13. Develop four protected area management plans	2015/2016 - 2017/2018	NEPA

<b>National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
14. Develop two forestry management plans	2015/2016 - 2017/2018	Forestry Department
15. Finalize the following environmental and ecosystems management policies: <ul style="list-style-type: none"> <li>• Watersheds policy</li> <li>• Dolphin policy</li> <li>• Beach access and management policy</li> <li>• Fisheries and aquaculture policy</li> <li>• Coastal resources policy</li> <li>• Wildlife trade policy</li> <li>• Biosafety policy</li> <li>• Cays policy</li> </ul>	2015/2016 - 2017/2018	MWLECC, NEPA, MOAF
16. Develop the forest management and conservation plan	2015/2016 - 2017/2018	Forestry Department, MWLECC
17. Revise the fisheries bill ( <i>Cross reference: National Outcome #12 Agriculture</i> )	2015/2016 - 2017/2018	Fisheries Division, MOAF
18. Prepare drafting instructions for the amendment to the Wild Life Protection Act	2015/2016 - 2017/2018	NEPA, MWLECC
19. Prepare 2 <sup>nd</sup> National Biodiversity Strategy and Action Plan (NBSAP)	2015/2016 - 2017/2018	NEPA, MWLECC, Forestry Department
20. Review and refine watershed area management mechanism	2015/2016 - 2017/2018	NEPA, WRA, Forestry Department
<b>Sector Strategy: Promote the sustainable management and use of water resources</b>		
21. Implement artificial aquifer recharge in the Rio Cobre watershed	2015/2016 - 2017/2018	MWLECC, WRA , NEPA
22. Revise the Water Resources Master Plan	2015/2016 - 2017/2018	WRA
23. Improve the country's hydrometeorological monitoring programme	2015/2016 - 2017/2018	WRA
24. Promote the use of rainwater harvesting for households and the agricultural sector	2015/2016 - 2017/2018	MWLECC, WRA, NEPA, MOAF
25. Develop national rainwater harvesting guidelines	2015/2016 - 2017/2018	MWLECC, WRA, NEPA
26. Promote the use of treated wastewater for agriculture	2015/2016 - 2017/2018	MOAF, NIC MWLECC, NEPA

<b>National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
27. Revise the Water Resources Act to include volume-based licencing fees	2015/2016 - 2017/2018	MWLECC, WRA, CPC
28. Undertake assessment of the Rio Cobre to improve abstraction and reuse of treated effluent from the Soapberry Plant	2015/2016 - 2017/2018	NWC, WRA, NEPA
29. Implement mechanisms to improve the efficiency in water use and develop sustainable water supply systems for agriculture in select agricultural zones (agro parks) ( <i>Cross reference: National Outcome #12 Agriculture</i> )	2015/2016 - 2017/2018	MOAF, NIC
<b>Sector Strategy: Reverse loss of environmental resources through restoration initiatives</b>		
30. Develop and implement a programme to develop under- and unutilized fisheries	2015/2016 - 2017/2018	Fisheries Division, MOAF
31. Build the capacity of managers and users of special fishery conservation areas, forest reserves and forest management areas	2015/2016 - 2017/2018	Fisheries Division, MOAF, NEPA, Forestry Department
32. Develop a marine spatial plan for Pedro Bank and Cays	2015/2016 - 2017/2018	Fisheries Division, MOAF, NEPA
33. Implement the Pedro Cays Management Plan	2015/2016 - 2017/2018	Fisheries Division, MOAF, NEPA
34. Develop a climate-resilient fisheries action plan	2015/2016 - 2017/2018	MWLECC, MOAF, Fisheries Division
35. Rehabilitate eight local beaches	2015/2016 - 2017/2018	TEF, NEPA, NRCA, Local Planning Authorities
36. Develop a reforestation programme (including a database and M&E framework) to provide overall direction and strategy for reforestation efforts on forest estates	2015/2016 - 2017/2018	Forestry Department
37. Undertake reforestation of 100 ha of denuded forest estates per year	2015/2016 - 2017/2018	Forestry Department
<b>Sector Strategy: Promote sustainable use of biological resources</b>		
38. Pilot a mechanism to allow for payment for ecosystem services in the Yallahs/Hope Watershed Management Units	2015/2016 - 2017/2018	NEPA, MOFP
39. Operationalize and capitalize the National Conservation Trust Fund of Jamaica (under the Caribbean Biodiversity Fund)	2015/2016 - 2017/2018	NEPA, MOFP, MWLECC
40. Build capacity in silviculture through training	2015/2016 - 2017/2018	Forestry Department
41. Develop yield and growth curves for primary commercial species	2015/2016 - 2017/2018	Forestry Department
<b>National Strategy 13-3: Develop efficient and effective governance structures for environmental management</b>		

<b>National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>Sector Strategy: Create a dynamic and responsive regulatory environment</b>		
42. Finalize the protected area system policy and legislation	2015/2016 - 2017/2018	MWLECC, NEPA, Forestry Department, JHNT, MOAF
43. Update the Forest Policy and amend the Forest Act	2015/2016 - 2017/2018	MWLECC, Forestry Department
44. Build capacity to develop a REDD readiness profile by 2017	2015/2016 - 2017/2018	Forestry Department, PIOJ, MWLECC, UNDP
<b>Sector Strategy: Promote the use of new and clean technologies in the private sector</b>		
45. Implement the Green Business Jamaica Programme (similar to EMS) and green certification programme (Ecolabel for businesses)	2015/2016 - 2017/2018	NEPA, MWLECC, MIIC, JMA, PSOJ
<b>National Strategy 13-4: Manage all forms of waste effectively</b>		
<b>Sector Strategy: Create a framework for the management of all types of waste</b>		
46. Revise the National Waste Management Policy to <ul style="list-style-type: none"> <li>Reflect emerging issues such as hazardous waste, e-waste, medical waste, white waste, agricultural waste, sewage etc.</li> <li>Separate regulatory and operational functions of the NSWMA</li> </ul>	2015/2016 - 2017/2018	NSWMA, MLGCD, MOH, MWLECC, NEPA
47. Promulgate the national solid waste regulations	2015/2016 - 2017/2018	MLGCD, NSWMA, CPC
48. Revise and approve hazardous waste policy	2015/2016 - 2017/2018	NSWMA, MLGCD, MOH, MWLECC, NEPA
49. Update the plastic packaging materials policy	2015/2016 - 2017/2018	NSWMA, MLGCD, MWLECC, NEPA
50. Promulgate "Take Back" legislation for e-waste	2015/2016 - 2017/2018	NSWMA, MLGCD, MWLECC, NEPA
51. Revise and approve the medical waste policy	2015/2016 - 2017/2018	MOH, NEPA, NSWMA, MLGCD
52. Undertake an organizational analysis and capacity assessment of the NSWMA	2015/2016 - 2017/2018	MLGCD, NSWMA, MOFP
53. Implement a system for quantification and reporting of waste streams	2015/2016 - 2017/2018	NSWMA, MLGCD, MOH, MWLECC, NEPA
54. Conduct a feasibility assessment of waste-to-energy options	2015/2016 - 2017/2018	MLGCD, MSTEM, NSWMA, PCJ
55. Implement annual solid waste characterization studies	2015/2016 - 2017/2018	NSWMA
<b>Sector Strategy: Create a framework for the management of air quality</b>		
56. Develop capacity to better monitor gas emissions	2015/2016 - 2017/2018	NEPA
57. Develop an air quality index	2015/2016 -	NEPA

<b>National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
	2017/2018	
58. Establish at least one additional air quality monitoring site in the KMA	2015/2016 - 2017/2018	<b>NEPA</b>
59. Establish at least one additional air quality monitoring site in St. Catherine (Portmore)	2015/2016 - 2017/2018	<b>NEPA</b>
60. Establish at least one additional air quality monitoring site in Manchester	2015/2016 - 2017/2018	<b>NEPA</b>
<b>Sector Strategy: Develop a framework for non-regulated sources of pollution</b>		
61. Undertake regulatory impact assessments of select non-regulated sources of pollution	2015/2016 - 2017/2018	<b>NEPA</b>
62. Develop best practices guidelines for a least two non-regulated source categories	2015/2016 - 2017/2018	<b>NEPA</b>

## NATIONAL OUTCOME #14

### HAZARD RISK REDUCTION AND ADAPTATION TO CLIMATE CHANGE



#### Introduction

Jamaica, by virtue of its location in the Caribbean Basin and its topography and geology, is exposed to several natural hazards. These include: tropical cyclones, floods, landslides, droughts and earthquakes. With the exception of earthquakes, these natural hazards have had significant impact on economic activities, human welfare and natural resources in the last few decades. As a climate-sensitive society, it is expected that climate change will exacerbate the impact on these areas as well as on human health.

Jamaica continues to experience an increase in the frequency of natural events related to inclement weather, tropical depressions, tropical storms and hurricanes – primarily floods, droughts and landslides – and between 2001 and 2012 Jamaica experienced 11 storm events (including 5 major hurricanes) and several flood events. These events combined resulted in loss and damage amounting to approximately J\$128.54 billion (data from the PIOJ in the State of the Climate 2012 Report). In one year (2004) the loss due to Hurricane Ivan was equivalent to 8.0 per cent of GDP. Hurricane Sandy (2012) accounted for J\$9.7 billion or 0.8 per cent of 2011 GDP. In 2014, for example, a number of flooding events were recorded

– one noted example was in January when the eastern parishes of Portland and St. Mary were severely affected following two days of torrential rainfall, having an initial clean-up cost of about J\$33 million, with the estimate for permanent works in St. Mary being J\$125 million.

Over the years, the issue of drought has become a major concern. Droughts in 2013 and 2014, for example, affected several sectors, especially the agriculture and water sectors. During 2013, severe drought affected mainly central and western parishes. During 2014, drought affected the agriculture sector and was most severe in the southern parishes of Manchester and St. Elizabeth – the parishes that produce approximately 40 per cent of Jamaica's agricultural domestic production.

Earthquakes can affect the entire island but most of the earthquakes recorded have occurred in the eastern section of the island. Coastal areas and plains across Jamaica are at greater risk of higher intensities based on the sub-surface material (alluvium), which amplifies earthquake waves and can lead to liquefaction. While the country experiences hundreds of earthquakes each year, very few of these are felt.

An assessment of public buildings in the Kingston Metropolitan Region undertaken between 2012 and 2013 revealed that several of these structures are not earthquake-resistant. The assessment, which was carried out by the Office of Disaster Preparedness and Emergency Management (ODPEM), found that of 77 critical facilities in the Corporate Area, 61 per cent are susceptible to earthquakes. Of the 37 police stations assessed, 65 per cent were not earthquake-safe. Of the 7 fire stations surveyed, 61 per cent also fell in that category, along with 57 per cent of the 33 health centres included in the assessment. These figures reinforce the need for an updated national disaster policy and plan and the promulgation of the country's revised building code.

Additionally, in a 2014 report, the ODPEM, indicated that of the 947 communities in Jamaica, over 300 can be considered highly vulnerable, further increasing the need to address vulnerability to natural hazards.

Between 2012 and 2014, efforts were made to build more hazard-resilient communities and a range of activities was undertaken, including the development of a national disaster risk management policy, the tabling in Parliament of the Bill on Disaster Risk Management, and the completion of community hazard mapping and seismic guidelines.

With respect to climate change, in 2013, the International Monetary Fund (IMF) recognized Jamaica as the leading country in the Caribbean in addressing climate change. Climate change remained a top priority over the period with emphasis being placed on adaptation strategies and measures to increase sectoral resilience to current and future threats posed by climate change. Several programmes and projects were implemented over the period. Chief among these were the GOJ Adaptation Fund Enhancing the Resilience of the Agriculture Sector and Coastal Areas for Livelihoods Protection and Food Security project and the GOJ/EU/UNEP CCADRRP and Phase I of the Pilot Programme for Climate Resilience (PPCR). The country also is focusing on adaptation projects at the community level and initiatives to raise awareness of the public in general and vulnerable groups in particular on the impacts of climate change.

At the international level, Jamaica remains a Party to the UN Framework Convention on Climate Change (UNFCCC) and its Kyoto Protocol, and has been active in negotiations pressing the case of small island developing states (SIDS) for there to be substantial reductions in the emission of greenhouse gases (GHGs) and for adequate funding to be

made available to assist SIDS, which are not responsible for the high levels of GHG emissions. Jamaica continues to play its part in reducing its GHG emissions through 'no regrets' mitigation actions, which can lead not only to reduced emissions but also cost savings and social and environmental benefits for the country.

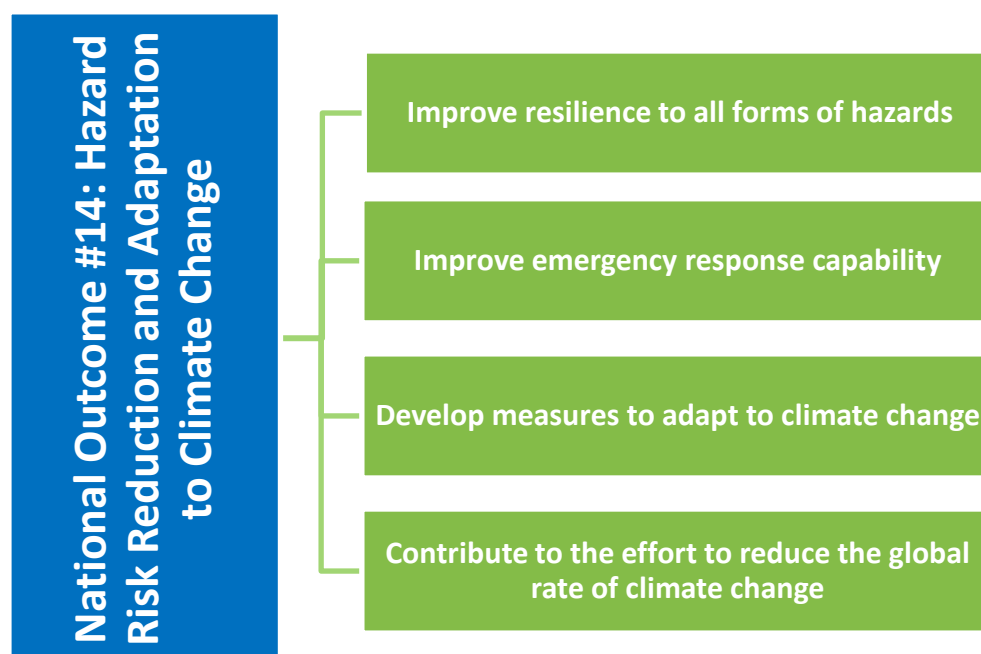
Despite the many gains made in the implementation of a range of activities in the areas of disaster risk management and climate change adaptation, stakeholders in the sector have identified a range of priority issues that remain to be addressed in the medium term to reduce vulnerabilities to natural and manmade hazards as well as to better adapt to climate change. Some of these are:

- Insufficient seismic readiness of the country
- An outdated and weak legislative framework and inadequate enforcement
- Absence of a comprehensive national recovery framework
- Inadequate financial resources to effectively support the development of a comprehensive disaster management framework
- Need for improved emergency response
- Insufficient risk assessments

As such, MTF 2015-2018 outlines a package of priorities designed to reduce vulnerability of people and communities, improve resilience, and advance key strategies to reduce the potential impacts of climate change.

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure



## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #14 is aligned to SDG Goals 13 and 15:

- *Take urgent action to combat climate change and its impacts*
- *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*

## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #14 is aligned to SDG Goals 13 and 15:

- *Take urgent action to combat climate change and its impacts*
- *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*

**Table 52: Indicators and Targets – Hazard Risk Reduction and Adaptation to Climate Change**

National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change										
Indicator	Baseline	Actual					Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Cost of damage caused by disasters as percentage of GDP	3.4	1.9	0.1	0.8	n/a	n/a	2.5	1.5	1.3	≤1
Greenhouse gas emissions (Mt per annum)	5	n/a	n/a				4.75	4.0		

**Table 53: Priority Strategies and Actions – 2015-2018 – Hazard Risk Reduction and Adaptation to Climate Change**

National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<b>National Strategy 14-1: Improve resilience to all forms of hazards</b>		
<b>Sector Strategy: Develop mechanisms that integrate disaster risk reduction in development planning</b>		
1. Finalize the national policy on disaster risk management	2015/2016 - 2017/2018	MLGCD, ODPEM, MWLECC, NEPA
2. Expand the development of multi-hazard mapping and risk assessments	2015/2016 - 2017/2018	ODPEM, MLGCD, NEPA, MWLECC, Forestry Department
3. Build the capacity of key stakeholders in data collection and analysis and risk assessment methodologies for enhancing multi-hazard mapping and undertaking risk assessments	2015/2016 - 2017/2018	ODPEM, UWI, WRA, MGD, NSDM, Met Service, NEPA, RADA, Forestry Department
4. Prepare and disseminate information to guide decision making related to hazard risk reduction and spatial planning	2015/2016 - 2017/2018	ODPEM, MLGCD, MWLECC, Forestry Department
5. Finalize and promulgate “Specially Vulnerable” regulations	2015/2016 - 2017/2018	ODPEM, MLGCD, MTWH, MGD

<b>National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
6. Revise the country's seismic code	2015/2016 - 2017/2018	<b>ODPEM, Earthquake Unit, MLGCD, MSTEM</b>
7. Implement key activities under the seismic roadmap, including retrofitting of critical facilities and structures and undertaking an in-depth engineering assessment	2015/2016 - 2017/2018	<b>ODPEM, Earthquake Unit, MLGCD, MSTEM, MOH, Fire Brigade, MWLECC, MTWH</b>
8. Promulgate the National Building Code and bill	2015/2016 - 2016/2017	<b>MLGCD</b>
9. Create mechanisms to reduce informal settlements in high-risk areas	2015/2016 - 2017/2018	<b>MLGCD, ODPEM, MTWH, NEPA, OPM, Forestry Department</b>
10. Increase land ownership (land titling) and advance land reforms	2015/2016 - 2017/2018	<b>MWLECC, NLA, MTWH</b>
11. Incorporate hazard information into national finance decisions	2015/2016 - 2017/2018	<b>ODPEM, MOFP, MLGCD</b>
12. Develop systems to prevent the inflows of hazards at the country's borders	2015/2016 - 2017/2018	<b>ODPEM, Jamaica Customs, MOH, MNS</b>
<b>Sector Strategy: Implement best practices in hazard risk management</b>		
13. Develop mechanisms for the mainstreaming of hazard information into national socio-economic policies	2015/2016 - 2017/2018	<b>MLGCD, ODPEM, Cabinet Office</b>
14. Improve post-disaster assessments to obtain more localized information (including information on forest fires) by determining the main deficiencies in the current post-disaster assessments	2015/2016 - 2017/2018	<b>ODPEM, PIOJ, Forestry Department</b>
15. Identify and assess vulnerability of settlements and implement public awareness, hazard mitigation and risk reduction where necessary	2015/2016 - 2017/2018	<b>ODPEM, MLGCD, MTWH, MWLECC, OPM</b>
16. Complete the hazardous materials plan and identify hazardous waste disposal sites	2015/2016 - 2017/2018	<b>MWLECC, NEPA, NSWMA, ODPEM, MLGCD</b>
<b>Sector Strategy: Build awareness of natural hazards among stakeholders</b>		
17. Infuse disaster risk management issues into education curricula	2015/2016 - 2017/2018	<b>ODPEM, MOE, Red Cross</b>
18. Develop communication and dissemination mechanisms for disaster risk information and early warning systems	2015/2016 - 2017/2018	<b>ODPEM, MLGCD</b>
19. Implement "train-the-trainer" disaster risk management (DRM) programmes at the community level	2015/2016 - 2017/2018	<b>ODPEM, SDC, Red Cross and other NGOs</b>
20. Increase public education and training related to seismic events to enhance awareness and readiness	2015/2016 - 2017/2018	<b>ODPEM, Earthquake Unit, MLGCD</b>
<b>National Strategy 14-2: Improve emergency response capability</b>		
<b>Sector Strategy: Develop a comprehensive national disaster recovery framework</b>		

<b>National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
21. Review and revise the National Disaster Recovery Framework	2015/2016 - 2017/2018	ODPEM, MLGCD, OPM
22. Develop and maintain a response resources inventory	2015/2016 - 2017/2018	ODPEM
23. Develop strategies for business continuity of small and medium-sized enterprises	2015/2016 - 2017/2018	ODPEM, MLGCD, PSOJ, JMA
24. Implement strategies for psychosocial intervention for hazards with long-reaching effects	2015/2016 - 2017/2018	MOH, PAHO, Red Cross, ODPEM
25. Develop risk management plans (specifically for disaster response) for MDAs	2015/2016 - 2017/2018	ODPEM, MDAs
26. Identify high-risk areas for mass evacuation and mass assembly points	2015/2016 - 2017/2018	ODPEM
27. Standardize the national incident command system	2015/2016 - 2017/2018	ODPEM
<b>National Strategy 14-3: Develop measures to adapt to climate change</b>		
<b>Sector Strategy: Identify strategic priorities for climate change</b>		
28. Prepare the 3 <sup>rd</sup> National Communication to the UNFCCC	2015/2016 - 2017/2018	Climate Change Division, MWLECC
29. Upgrade, expand and coordinate the programme of collection of climate-relevant data	2015/2016 - 2017/2018	MWLECC, PIOJ, Met Service, WRA, Forestry Department, Academia
30. Develop and implement a coordinated information platform/clearing house for climate change	2015/2016 - 2017/2018	Climate Change Division, MWLECC, Met Office
31. Prioritize a research agenda for climate change and conduct relevant research to address strategic needs	2015/2016 - 2017/2018	Climate Change Division, MWLECC, PIOJ, Academia, Forestry Department
32. Align existing climate change studies to actionable programmes	2015/2016 - 2017/2018	Climate Change Division, MWLECC, PIOJ, Academia, Forestry Department
33. Strengthen the capacity of the Climate Change Division	2015/2016 - 2017/2018	MWLECC
<b>Sector Strategy: Adopt best practices for climate change adaptation</b>		
34. Climate proof national policies and plans and integrate/infuse relevant actions into plans of key social and economic sectors	2015/2016 - 2017/2018	Climate Change Division, MWLECC
35. Implement activities to address the effects of climate change on the tourism sector	2015/2016 - 2017/2018	Climate Change Division, MWLECC, MTE, NEPA
36. Implement activities to address the effects of climate change on human health	2015/2016 - 2017/2018	Climate Change Division, MWLECC,

<b>National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
		<b>MOH, NEPA</b>
37. Implement sustainable land and marine use management initiatives for the following resources: forestry, marine and coastal areas, wetlands, fisheries ( <i>Cross Reference: National Outcome # 13</i> )	2015/2016 - 2017/2018	<b>MWLECC, NEPA, Forestry Department, MOAF</b>
38. Implement water security/conservation measures for domestic and agricultural uses	2015/2016 - 2017/2018	<b>MWLECC, WRA, MOAF, NIC</b>
39. Implement measures to increase private sector participation in climate change activities	2015/2016 - 2017/2018	<b>MWLECC, MIIC, JMA, PSOJ, Forestry Department</b>
<b>Sector Strategy: Promote knowledge of climate change and facilitate knowledge transfer</b>		
40. Implement the existing National Communication Strategy and Action Plan	2015/2016 - 2017/2018	<b>Climate Change Division, PIOJ, Forestry Department</b>
41. Incorporate climate change issues into education curricula (improve knowledge transfer and collaboration with the Ministry of Education)	2015/2016 - 2017/2018	<b>Climate Change Division, MOE</b>
42. Improve awareness raising and knowledge transfer with communities and the non-formal education sector	2015/2016 - 2017/2018	<b>Climate Change Division, Forestry Department</b>
43. Develop strategies to increase private sector engagement in climate change initiatives and transformation	2015/2016 - 2017/2018	<b>Climate Change Division, Private Sector</b>
44. Conduct a national awareness survey on the role and use of forests every three years with the final survey being completed in 2021	2015/2016 - 2017/2018	<b>Forestry Department</b>
45. Sustain and update education and awareness programmes, including school curricula, on forests and climate change, through collaboration between relevant stakeholders	2015/2016 - 2017/2018	<b>Forestry Department, Climate Change Division</b>
<b>National Strategy 14-4: Contribute to the effort to reduce the global rate of climate change</b>		
<b>Sector Strategy: Participate in developing global solutions to climate change</b>		
46. Participate in international negotiations related to climate change and greenhouse gas emissions (e.g. COP 21 and COP 22 <sup>41</sup> )	2015/2016 - 2017/2018	<b>MWLECC, Climate Change Division, MFAFT, Met Service</b>
47. Strengthen the capacity to measure greenhouse gas emissions in support of fulfilment of Jamaica's commitments under the new international climate agreement	2015/2016 - 2017/2018	<b>MWLECC, Climate Change Division, UWI, NEPA, Forestry Department</b>

<sup>41</sup> The 21<sup>st</sup> and 22<sup>nd</sup> Conference of the Parties under the UNFCCC in 2015 and 2016, respectively

# NATIONAL OUTCOME #15

## SUSTAINABLE URBAN AND RURAL DEVELOPMENT



### Introduction

Globally it is recognized that urban and regional planning based on sustainability principles play a critical role in the optimization of the use of resources at regional and local levels and contribute to the development of sound planning. This in turn facilitates the development of multi-sectoral and spatial linkages; identifies the growth potential of areas and the most effective means of harnessing that potential; and informs market decisions by revealing trends in the economy, society and the natural environment.

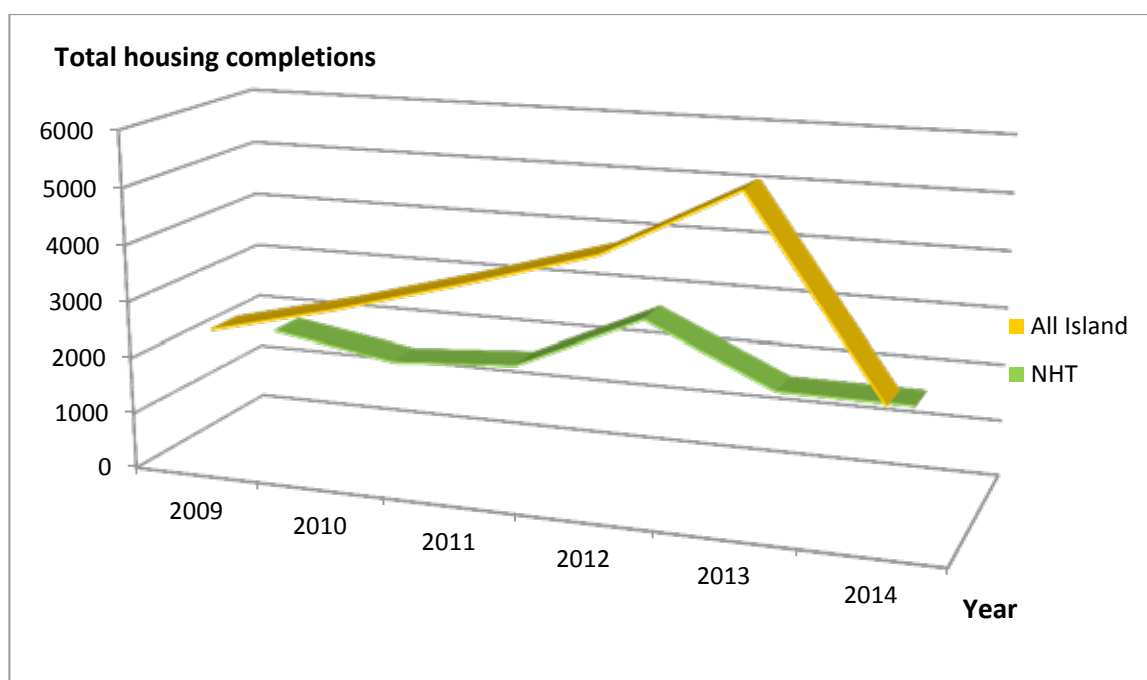
Over the period 2012-2015, the preparation of Local Sustainable Development (LSD) Plans was a primary focus and in 2012, the Local Sustainable Development Planning (LSDP) Task Force was established to guide the LSDP process. Significant strides were made, for example, in St. Elizabeth as the Greater Treasure Beach Local Sustainable Development Plan was completed in 2013. Notwithstanding these advancements, the indicators used to track performance of the sector showed that only two LSD plans were completed over the period and under Vision 2030 Jamaica it was proposed that all parishes would have had development plans and complementing development orders as a means of ensuring more

sustainable development across the country. Four development orders were completed by NEPA over the period.

The Ministry of Water, Land, Environment and Climate Change (MWLECC) and its agencies such as NEPA were actively engaged in the finalization of the Town and Country Planning Bill. Of note is that the new features of the Town and Country Planning Bill will include the extension of the Act to cover the island's territorial waters to include the continental shelf, the exclusive economic zone and all natural or artificial accretions.

To advance the thrust for affordable housing, the Mortgage Bank Act was amended in 2014 to increase the affordability of housing by reducing the burden of a high down payment towards the purchase of a home from a 10-15 per cent band to 3 per cent.

Total housing completions over the period 2009-2014 (from both public and private sector investments) were approximately 18,820 solutions. Housing completions over the period 2012-2014 increased by 34 per cent over the period 2009-2011.



**Figure 25: Housing Completions 2009-2014**

Source: ESSJ. Various Years

With respect to housing, the Housing Quality Index improved slightly in 2012 and rural poverty declined between 2010 and 2012. The Housing Quality Index rose to 72.0 in 2012, up from 71.5 in 2010 and 68.1 in the baseline year 2007. This target was met for the 2012 period.

During the preparation of MTF 2015-2018 stakeholders identified the following key issues that remain and still need to be addressed:

- Outdated legislation
- Lack of LSD plans for most parishes
- Lack of a national spatial plan
- An inefficient and ineffective development approvals process
- Increasing urban sprawl
- Insufficient access to safe and adequate low-income housing
- An increase in the prevalence of squatter settlements

Therefore, the move towards creating **a spatial arrangement of land use that integrates with**

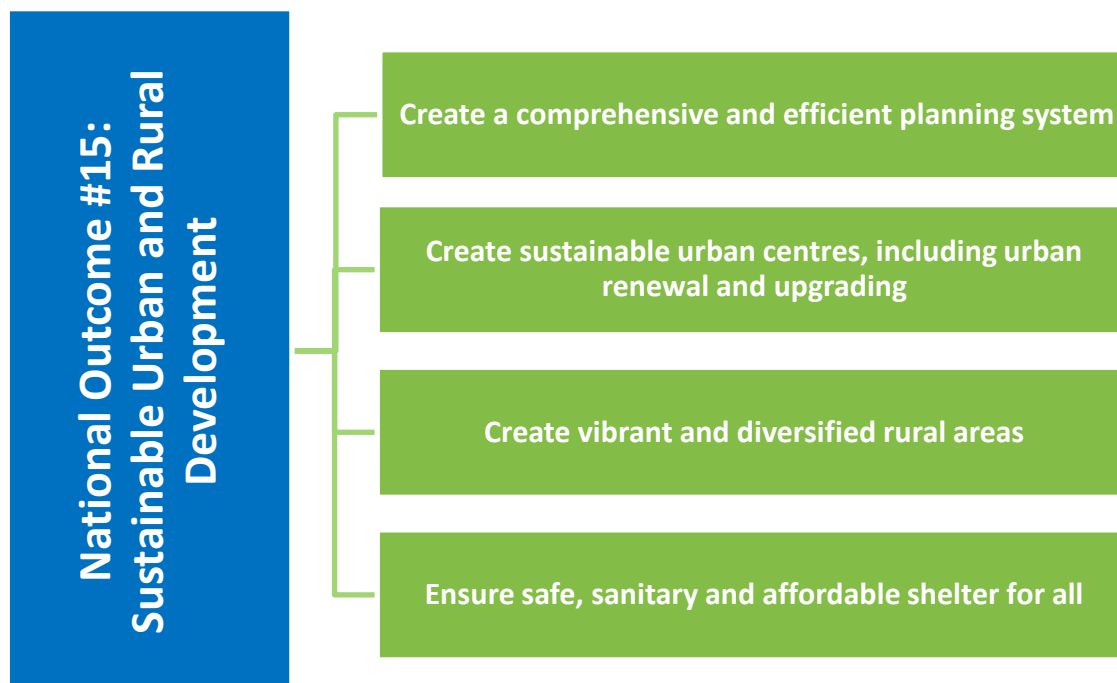
**social and economic development, respects the environment and satisfies the need for safety, efficiency, aesthetics and social justice** (Vision for urban and rural development under Vision 2030 Jamaica), and to ensure that **all Jamaican households have access to affordable, appropriate and legal housing options in livable, vibrant, inclusive and aesthetically pleasing communities**, MTF 2015-2018 outlines a package of priorities focused on:

- Advancing local sustainable development planning
- Completing the national spatial plan
- Implementing and using AMANDA in all relevant agencies to improve the efficiency and effectiveness of the development applications process
- Updating and promulgating a national rural development policy and strategy
- Approving and implementing the national agricultural land use policy
- Finalizing and promulgating the national housing policy

## National Strategies to be pursued under MTF 2015-2018

The national strategies under which the priority sector strategies and actions will be pursued are reflected in the figure

### Alignment to the 2030 Agenda for Sustainable Development



### Alignment to the 2030 Agenda for Sustainable Development

Outcome #15 is aligned to SDG Goal 11:

- *Make cities and human settlements inclusive, safe, resilient and sustainable*

**Table 54: Indicators and Targets – Sustainable Urban and Rural Development**

<b>National Outcome #15 – Sustainable Urban and Rural Development</b>										
<b>Indicator</b>	<b>Baseline</b>	<b>Actual</b>					<b>Targets</b>			
	<b>2007</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2012</b>	<b>2015</b>	<b>2018</b>	<b>2030</b>
Number of parishes with sustainable development plans not older than 5 years	0	1	1	2	2		8	6	8	15
Percentage of population with secure housing tenure	80.5	80.9		77.5			82	85	88	95
Housing Quality Index	68.1	71.5		72.0			71.34	73.77	76	86
Poverty in rural areas (%)	15.3	23.2		21.3			16.8			≤12

**Table 55: Priority Strategies and Actions – 2015-2018 – Sustainable Urban and Rural Development**

<b>National Outcome #15 – Sustainable Urban and Rural Development</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
<b>National Strategy 15-1: Create a comprehensive and efficient planning system</b>		
<b>Sector Strategy: Develop and adopt mechanisms for better integration of spatial models and tools for decision-making</b>		
1. Amend and promulgate the following acts: <ul style="list-style-type: none"> <li>Town and Country Planning Act</li> <li>Urban Development Corporation (UDC) Act</li> <li>Building Code/Act</li> </ul>	2015/2016 - 2017/2018	MLGCD, MWLECC, UDC
2. Promulgate three development orders	2015/2016 - 2017/2018	MWLECC, MLGCD, NEPA, LAs
3. Complete six local sustainable development plans	2015/2016 - 2017/2018	NEPA, MWLECC, MLGCD, LAs

<b>National Outcome #15 – Sustainable Urban and Rural Development</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
4. Prepare a national spatial plan	2015/2016 - 2017/2018	NEPA, MWLECC, MLGCD, LAs
5. Review and adopt recommendations from the review of the planning framework	2015/2016 - 2017/2018	NEPA, MWLECC, PIOJ
6. Implement and use AMANDA in all required agencies in the development applications process	2015/2016 - 2017/2018	MLGCD, MWLECC, Cabinet Office, Relevant Agencies, LAs
7. Implement Cabinet Decision 12/2015 on the Development Applications Process	2015/2016 - 2017/2018	MWLECC, NEPA, LAs, MLGCD, Cabinet Office, PIOJ ,
8. Incorporate risk analyses in the development applications process	2015/2016 - 2017/2018	MWLECC, MLGCD, NEPA, LAs
9. Finalize and promulgate the national data sharing policy	2015/2016 - 2017/2018	MLGCD, MWLECC, NSDMD, Cabinet Office
<b>National Strategy 15-3: Create sustainable urban centres, including urban renewal and upgrading</b>		
<b>Sector Strategy: Design policies to minimize sprawl and encourage compact development, infill and urban regeneration</b>		
10. Create public-private partnerships to provide housing for the downtown Kingston area (including provision of incentives)	2015/2016 - 2017/2018	MTWH, UDC, NEPA, HAJ, MLGCD, JMB
11. Increase residential densities in urban areas	2015/2016 - 2017/2018	NEPA, MLGCD, LAs, MTWH, MWLECC, UDC, NHT
12. Implement the multi-modal component of the national transport policy	2015/2016 - 2017/2018	MTWH, NWA, PAJ
<b>National Strategy 15-4: Create vibrant and diversified rural areas</b>		
<b>Sector Strategy: Create a process of growth and diversification in the rural economy/rural areas</b>		
13. Approve and implement the agricultural land use policy	2015/2016 - 2017/2018	MOAF, MWLECC, NLA, LAs
14. Develop and promulgate a national rural development policy and strategy	2015/2016 - 2017/2018	MOAF, MWLECC, RADA, PIOJ
15. Develop project/actions plans emanating from completed LSD plans	2015/2016 - 2017/2018	MOAF, MWLECC, PIOJ, MLGCD, SDC
16. Replicate the Caribbean Local Economic Development Project (CARILED) in selected parishes	2015/2016 - 2017/2018	MLGCD, SDC
<b>National Strategy 15-5: Ensure safe, sanitary and affordable shelter for all</b>		
<b>Sector Strategy: Provide housing opportunities and improve economic access to housing for all income levels of the population by encouraging a mix of residential development types</b>		
17. Finalize and promulgate the national housing policy	2015/2016 - 2017/2018	MTWH

<b>National Outcome #15 – Sustainable Urban and Rural Development</b>		
<b>Priority Strategies and Actions for FY2015/2016 - FY2017/2018</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>
18. Commence implementation of the Low-Income Housing Programme	2015/2016 - 2017/2018	MTWH, NHT, HAJ, FFP, JEEP
19. Complete the implementation of the: <ul style="list-style-type: none"> <li>GOJ/Food for the Poor/NHT Concrete Houses (JEEP) Project</li> <li>GOJ/Food For the Poor/Petro Caribe Wooden Houses Project</li> </ul>	2015/2016 - 2017/2018	MTWH, HAJ, NHT, Food for the Poor, JEEP, PetroCaribe Development Fund, MLSS
20. Amend the Rent Restriction Act	2015/2016 - 2017/2018	MTWH
21. Accelerate the delivery of land titles	2015/2016 - 2017/2018	NLA, MTWH, MWLECC, LAMP
22. Undertake selective regularization of settlements based on hazard analysis	2015/2016 - 2017/2018	MTWH, MWLECC, MLGCD, ODPEM, NEPA
<b>Sector Strategy: Develop and maintain comprehensive up-to-date information of housing concerns in the country, and the resources available to address housing needs</b>		
23. Undertake a squatter census	2015/2016 - 2017/2018	MTWH, MWLECC, MLGCD, SDC, LAs
24. Finalize the development of the Squatter Management Policy by: <ul style="list-style-type: none"> <li>Undertaking census surveys of squatter settlements to inform development of the Policy</li> <li>Developing the Policy Document</li> </ul>	2015/2016 - 2017/2018	MTWH, MWLECC, MLGCD, SDC, LAs
25. Finalize the amendment of the Housing Public Private Partnership Policy	2015/2016 - 2017/2018	MTWH

# CHAPTER 5

## MTF 2015-2018: INDICATIVE PROGRAMME COST



Resources for the implementation of MTF 2015-2018 will come from a range of sources, including the GOJ budget (Capital A and B), private sector investments, civil society organizations, IDPs and the Diaspora. Investments are required, both in the private sector to sustain and increase economic activity, and in the public sector to provide the enabling environment, framework and impetus for growth and development.

Some of the key assumptions underlying support for MTF 2015-2018 are that:

- Improvements in economic growth will occur
- Domestic revenue collection will improve
- Monitoring and evaluation will be strengthened to ensure effective use of public resources
- Public-private partnerships will be enhanced, facilitating implementation of priorities
- There will be further improvement in the business environment
- There will be ongoing support from the international development community towards the implementation of specific projects and programmes that will yield high economic and social returns
- Lower energy (oil) prices have the potential to reduce balance of trade deficits and therefore increase fiscal resources for other purposes

### Financing Strategies

As was the case with MTF 2012-2015, emphasis will be placed on ensuring that planning, budgeting and resource allocation mechanisms are successfully aligned and integrated for the implementation of MTF 2015-2018 priorities. The Ministry of Finance and Planning (MOFP) plays a pre-eminent direct role in resource allocation within the public sector, primarily through the fiscal budget, as well as an indirect role in broader resource allocation across sectors through the impact of its policies relating to taxation, incentives and other macroeconomic instruments. The MOFP is also expected to play a role in ensuring that resources are used effectively by being a central part of the monitoring process and by enforcing accountability.

In order to ensure effective resource allocation within the public sector for the implementation of MTF 2015-2018, the following steps will be taken:

- Ongoing alignment of the three-year corporate/strategic business plans and one-year operational Plans of MDAs with the strategies and actions of the MTF

- Ensuring consistency of the fiscal budget with the three-year corporate/strategic business plans and one-year operational plans of MDAs
- Ensuring that effective resource allocation mechanisms are developed, strengthened and utilized

To achieve these steps, the following key requirements must be in place:

- Rationalization of the roles of the Cabinet Office, GOJ Prioritization Committee, Public Sector Investment Programme (PSIP) and the fiscal budgeting process in setting priorities that are aligned to national priorities
- Enhanced coordination among corporate planners, policy analysts, project managers and budget and finance officers across ministries and agencies in preparation of MDAs' business plans and budgets
- Increased coordination between the Cabinet Office and the Public Expenditure Division of the Ministry of Finance and Planning to review public sector business plans and finalize public sector budgets

### Indicative Programme Cost

While significant progress has been made in prioritization programmes/activities for the medium term, a process to determine the full resource requirement for implementation has not yet been accomplished.

The following matrix includes a list of some of the ongoing and new programmes and projects that are considered essential to support the implementation of MTF 2015-2018 priority strategies and actions. The programmes and projects presented are a mix of initiatives financed by GOJ, private investment and international development partners.

**Table 56: MTF 2015-2018 - Programme and Project Matrix**

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
<b>National Outcome 1: Healthy and Stable Population</b>				
Development of Food and Nutrition Model for the Prevention of Malnutrition... Based on the Chilean Experience	MOH	2014	0.17	Grant – Capital B FAO
Empowerment and Wellness for	Children First	2015	1.6	Grant – Capital B

<sup>42</sup> Estimated project cost represents the total cost of the project as budgeted. Disbursements of project funds to date are not presented, as these data are not readily and consistently available.

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
Vulnerable Youth	(NGO)			UNICEF
Child Cohort Study	MOE, UWI	October 2010 - July 2015	0.5	Grant – Capital B IDB
Strengthening Child Protection Committees and Establishing National Child Protection Committee	CDA	September 2015 (end)	0.2	Grant – Capital B UNICEF
Community action to prevent alcohol-, tobacco- and marijuana-related harm and risky sexual behaviours among underage youth in Jamaica	National Council on Drug Abuse	December 2013 - November 2015	0.3	Grant – Capital B UNICEF
Adolescent Health and Empowerment – Empowerment and Wellness for Vulnerable Youth	Children First	December 2013 - November 2015	0.2	Grant – NGO UNICEF
Adolescent Health and Empowerment – "I am Alive!" Scaling up HIV prevention and treatment outcomes for HIV-positive adolescent and young mothers through mentorship and sustainable livelihood opportunities (St. Ann and St. James)	Eve for Life	September 2012 - August 2014	0.2	Grant – NGO UNICEF
Programme for the Reduction of Maternal and Child Mortality	MOH	November 2013 - November 2020	30.3	Grant – Capital B European Union
HIV/AIDS Grants Solicitation and Management Project	MOH	2009-2015	4.4	Grant – Capital B USAID
Adolescent Health and Empowerment	MOH, MOE, MYC	January 2012 - January 2016	0.5	Grant – Capital B UNICEF
Institutional Strengthening to the MOH to Improve National Surveillance, Prevention and Control of Infectious Diseases	MOH	November 2014 - June 2016	0.5	Grant – Capital B IDB
Strengthening Health Systems in Jamaica	MOH	August 2014 - August 2016	0.25	Grant – Capital B IDB
Reestablish Nuclear Medicine Programme in Public Sector	MOH	January 2014 - December 2017	0.4	Grant – Capital B IAEA
Infant and Young Child Feeding Policy/Baby Friendly Hospital Initiative	MOH	December 2016 (end)	0.4	Grant – Capital B UNICEF
Youth Development Programme - Phase 1	MYC	December 2008 - December 2015	11.0	Loan – Capital B IDB
<b>National Outcome 2: World-Class Education and Training</b>				
Education Sector Reform Programme	MOE	February 2010 - December 2015	15.0	Loan – Capital B IDB
Modernizing the School Feeding Programme	MOE	July 2010 - July 2015	0.5	Grant – Capital B IDB

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
Partnership for Improved Reading Outcomes	MOE	September 2013 - March 2016	4.0	Grant – Capital B USAID
Regional Capacity Building in Higher Education with a focus on Quality Assurance	UCJ	January 2014 - January 2015	0.06	Grant – Capital B UNESCO
Upgrading and Expansion of the University of Technology	UTech	July 2008 - December 2015	25.8	Loan – Capital B CDB
Enrichment Initiative	Digicel	April 2013 - March 2016	2.0	Grant – Private Sector USAID
Regional Capacity Building in Education Statistics and EFA and MDG Goals, Post-2015 SD Goals related to Education	MOE	January 2014 - December 2015	0.04	
Jamaica Early Childhood Development Project II	ECC	June 2014 - September 2018	12.0	Loan – Capital B World Bank
Capacity Building for Technical Vocational Education and Training and Skills Development	HEART Trust/NTA, UTech	January 2014 - December 2015	0.06	Grant – Capital B UNESCO
Caribbean Education for Employment (Regional)	HEART Trust/NTA	December 2010 - March 2018	1.6	Grant – Capital B DFAFT
Support to Literacy, Adult Education and Lifelong Learning	JFLL	January 2014 - January 2015	0.02	Grant – Capital B UNESCO
Junior Achievement Jamaica	Junior Achievement	September 2009 - September 2015	1.8	Grant – Capital B USAID
Supplement to the Primary Education Support Project (PESP)	MOE	January 2009 - September 2015	14.0	Loan – Capital B IDB
Regional Capacity Building in Education Statistics and EFA and MDG Goals, Post 2015 SD Goals related to Education	MOE	January 2014 - December 2015	0.04	Grant – Capital B UNESCO
Evaluation of Early Childhood Learning Environments	UWI	July 2014 - July 2017	1.0	Grant – Academia IDB
HIV and Health Education	MOE	January 2014 - December 2015	0.03	Grant – Capital B UNESCO
HIV and Health Education	MOE	January 2014 - December 2015	0.01	Grant – Capital B UNESCO
<b>National Outcome 3: Effective Social Protection</b>				
JSDF Social and Economic Inclusion of Persons with Disabilities	MLSS	July 2013 - August 2017	2.9	Grant – Capital B World Bank
Social Protection Project II	MLSS	June 2014 - March 2018	40.0	Loan – Capital B World Bank
Integrated Social Protection and Labour	MLSS	December 2011 -	30.0	Loan – Capital B

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
Programme		December 2016		IDB
Poverty Reduction Programme III	JSIF	July 2012 - April 2016	16.6	Grant – Capital B European Union
Poverty Reduction Programme IV	JSIF	November 2014 - November 2018	15.8	Grant – Capital B European Union
Basic Needs Trust Fund VII	JSIF	December 2013 - December 2016	7.8	Loan – Capital B CDB
Support to Improving the Lives of Persons with Disabilities	MLSS	September 2010 - November 2015	0.5	Grant – Capital B IDB
<b>National Outcome 4: Authentic and Innovative Culture</b>				
Support for the Review of the National Cultural Policy of Jamaica	MYC	January 2015 - June 2016	0.01	Grant – Capital B UNESCO
Nomination process for the Blue and John Crow Mountains National Park for World Heritage Listing	MYC	January 2014 - December 2015	0.02	Grant – Capital B UNESCO
National Capacity Building in Safeguarding Intangible Heritage	MYC	January 2014 - December 2015	0.05	Grant – Capital B UNESCO
Memory of the World Consultancy	UNESCO National Commission	January 2014 - December 2015	0.05	Grant UNESCO
<b>National Outcome 5: Safety and Security</b>				
Promoting Productive Alternatives for Juvenile Remandees and Offenders	Department of Correctional Services	January 2014 - December 2016	1.9	Grant – Capital B OAS
Integrated Community Development Project	JSIF	August 2014 - May 2020	42.0	Loan – Capital B World Bank
Citizen Security and Justice Programme III	MNS, MOJ	2014 - 2020	15.0	Grant – Capital B DFID
Community Empowerment and Transformation Project (COMET II)	Tetra Tech DPK, JCF, SDC, PIOJ	December 2013 - February 2018	12.7	Grant – Private Sector USAID
Criminal Assets Recovery Programme	MNS, Financial Investigations Division, MOFP	September 2013 - September 2015	2.3	Grant – Capital B DFID
Citizen Security and Justice Programme III	MNS	December 2014 - December 2019	20.0	Loan – Capital B IDB
Citizen Security and Justice Programme III	MNS	December 2014 - December 2019	16.0	Grant – Capital B DFAFT
<b>National Outcome 6: Effective Governance</b>				
Legal Drafting Support for the Office of the Chief Parliamentary Counsel	CPC	January 2012 - January 2016	0.2	Grant – Capital B CFTC
Public Sector Efficiency Programme	Cabinet Office	February 2014 - February 2018	30.0	Co-financed– Capital B

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
				IDB, China, EU
Support to the Commission of Inquiry		February 2014 - December 2015	0.3	Grant UNDP
Institutional Strengthening of NAO Office	PIOJ	May 2012 - January 2016	1.3	Grant – Capital B European Union
Canada Caribbean Leadership Programme	CARICAD/Canadian School of Public Service	2010 - 2018	1.6	Grant DFAFT
Public Sector Efficiency Programme	Cabinet Office	2013 - 2016	11.0	Loan – Capital B China Co-financed by IDB and EU
Public Financial Management (PFM) Support Programme	MOFP	December 2013 - December 2018	6.8	Grant – Capital B European Union
Justice Undertaking for Social Transformation (JUST)	MOJ	January 2012 - December 2016		Grant UNDP
Justice, Security, Accountability and Transparency (JSAT) Project	MNS, MOJ	May 2014 - May 2018	16.6	Grant – Capital B European Union
Promoting Human Rights Standards and Capacity Building in the Commonwealth	MOJ	2014 - 2015	0.03	Grant – Capital B CFTC
Caribbean Local Economic Development Project (CARILED)	MLGCD	2013 - 2018	18.4	Grant – Capital B DFAFT
Justice Undertakings for Social Transformation (JUST) Bilateral	MOJ	2009 - 2020	18.1	Grant – Capital B DFAFT
Implementation of Electronic Government Procurement in Jamaica	MOFP	June 2011 - December 2015	0.5	Grant – Capital B IDB
Enhanced Information Management for more Transparent and Efficient Government Audits	Cabinet Office	May 2013 - December 2015	0.5	Grant – Capital B IDB
Jamaica Strategic Public Sector Transformation	Cabinet Office	October 2014 - January 2020	34.9	Loan – Capital B World Bank
Public Sector Transformation: Support the Ministry of Finance and Planning Transformation	MOFP	July 2014 - October 2018	0.3	Grant – Capital B IDB
Offices of the Ministry of Foreign Affairs and Trade	MFAFT	2011 - 2015	3.0	Grant – Capital B China
Design and Development of National Identification System in Jamaica	OPM	September 2011 - October 2015	0.5	Grant – Capital B IDB
<b>National Outcome 7: A Stable Macroeconomy</b>				
IMF-Fiscal Management Program in Jamaica	IMF/Fiscal Affairs Department and Monetary and Capital Market	2013 - 2017	4.0	Grant – Capital B DFAFT

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
	Department			
Caribbean Regional Technical Assistance Centre (CARTAC) (Regional)	IMF	2011 - 2015	0.4	Grant DFAFT
Debt Reduction and Growth Enhancement Project (DRGEP)	MOFP	March 2009 - March 2016	85.7	Grant – Capital B European Union
Fiscal Administration Modernization Programme (FAMP)	MOFP	December 2011 - December 2016	65.0	Loan – Capital B IDB
Caribbean Aid for Trade and Regional Integration Trust Fund (CARTFund)	MIIC, Jamaica Coalition of Service Industries	2009 - 2015	0.3	Grant – Capital B DFID
<b>National Outcome 8: An Enabling Business Environment</b>				
EXIM Bank Jamaica and EXIM Bank China - Line of Credit	MIIC, EXIM Bank	2009 - 2015	100.0	Loan – Capital B China
Compete Caribbean (Regional)		2010 - 2015	15.3	Grant – Capital B DFID
Jamaica Foundations for Competitiveness and Growth	PIOJ	October 2014 - June 2020	50.0	Loan – Capital B World Bank
Jamaica National Export Strategy	JAMPRO	November 2014 - July 2015	0.12	Grant – Capital B CFTC
<b>National Outcome 9: Strong Economic Infrastructure</b>				
Feasibility Assessment for a Dry Docking Facility	MAJ	2014 - December 2015	0.09	Grant – Capital B CFTC
Transport Infrastructure Rehabilitation Programme	NWA	October 2008 - October 2015	50.0	Loan – Capital B IDB
Major Infrastructure Development Project	MTWH	2013 - 2016	300.0	Loan – Capital B China
Road Improvement Programme	NWA	December 2009 - June 2015	10.0	Loan – Capital B IDB
Kingston Metropolitan Area (KMA) Water Supply Improvement Programme	NWC	December 2011 - December 2016	133.0	Loan – Capital B IDB
Preparation for KMA Water Supply Improvement Project	NWC	March 2011 - November 2015	1.5	Grant – Capital B IDB
Building Capacity in Drinking Water Quality Monitoring and Management	NWC	January 2014 - December 2016	0.2	Grant – Capital B IAEA
<b>National Outcome 10: Energy Security and Efficiency</b>				
IDEAS 2012 Energy Innovation Competition (Regional)		2011 - 2015	2.3	Grant DFID
Developing an Energy Services Company (ESCO) Industry in Jamaica	MSTEM, JBDC	March 2012 - February 2016	0.8	Grant – Capital B European Union
Energy Efficiency and Conservation Programme	MSTEM	November 2011 - November 2015	20.0	Loan – Capital B IDB
Energy Security Efficiency and	MSTEM	May 2011 -	15.0	Loan – Capital B

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
Enhancement Project		December 2015		World Bank
Capacity Building for the Government of Jamaica in the Development of the Oil and Gas Industry	MSTEM	2014 - 2015	0.05	Grant – Capital B CFTC
Renewable Energy For All - Expansion of Renewable Energy Activities at the Community Level both Locally and Regionally	Jamaica Maritime Institute Trust Fund	January 2008 - February 2028	0.05	Grant – Academia GEF SGP
Promoting the Use of Alternative Energy Sources while Ensuring the Sustainability of Livelihoods in Llandewey	Western St. Thomas Bee Farmers	February 2016 - July 2031	0.05	Grant – NGO GEF SGP
Biodiesel Production Initiative: A Waste-to-Fuel Project for Energy Diversification	Crime Watch of Jamaica	August 2015 - February 2028	0.05	Grant – NGO GEF SGP
Transforming Lives Through Renewable Energy Initiative and Youth Empowerment in Majesty Gardens	Environmental Health Foundation	August 2014 - March 2016	0.05	Grant – NGO GEF SGP
Promoting the use of Renewable Energy through the Princess Field Solar Training and Cyber Centre	St. Catherine Community Development Agency	December 2013 - December 2015	0.05	Grant – NGO GEF SGP
<b>National Outcome 12: Internationally Competitive Industry Structures</b>				
<b>Agriculture</b>				
Processing and Market Development of Cassava	MOAF, RADA	2014 -	0.5	Grant – Capital B FAO
Strengthening of the National Beet Armyworm Management Programme	MOAF, RADA	2012 - 2015	0.21	Grant – Capital B FAO
Mango Value Chain Analysis and Market Assessment Strategy in Jamaica	MOAF	2014 -	0.08	Grant – Capital B FAO
Promotion of Regional Opportunities for Produce through Enterprises and Linkages (PROPEL)	MOAF	2012 - 2017	16.4	Grant – Capital B DFAFT
Jamaica Rural Economy and Ecosystems Adapting to Climate Change (Ja REEACH) project	MOAF	September 2010 - September 2015	6.7	Grant – Capital B USAID
Sector Budget Support to Sugar Industry AMS 2011	MOAF	December 2012 - December 2017	40.8	Grant – Capital B European Union
Sector Budget Support to Sugar Industry AMS 2013	MOAF	March 2014 - March 2018	39.0	Grant – Capital B European Union
Jamaica Banana Accompanying Measures	MOAF	March 2013 - March 2017	5.2	Grant – Capital B European Union
Agriculture Competitiveness Project	MOAF	November 2010 - November 2015	15.0	Loan – Capital B IDB
Chinese Garden Project – Hope	Nature	2013 - 2015	3.0	Grant – NGO

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
Botanical Gardens	Preservation Foundation			Chinese Government
Economic Partnership Agreement (EPA) Capacity Building Project I	PIOIJ	May 2012 - May 2017	2.9	Grant – Capital B European Union
Economic Partnership Agreement (EPA) Capacity Building Project II	MOAF, PIOJ, World Bank/IFC	December 2013 - December 2017	6.6	Grant – Capital B European Union
<b>ICT</b>				
Enhancing the ICT Regulatory Environment in Jamaica	MSTEM	May 2013 - December 2015	0.3	Grant – Capital B IDB
Development and Sustainability Training for Community Radio in Jamaica	UNESCO National Commission	January 2015 - December 2016	0.02	Grant UNESCO
<b>Creative Industries</b>				
Jamaica Youth Employment in Digital and Animation Industries	MSTEM	April 2014 - January 2020	20.0	Loan – Capital B World Bank
<b>Tourism</b>				
Supporting Jamaica's Services Expansion Plan for Medical Tourism and Wellness	MTE	2014 - December 2015	0.06	Grant – Capital B CFTC
Craft Enhancement and Business Planning Training to Support Human Capacity Building	MTE	April 2014 (start)		Grant – Capital B OAS
<b>National Outcome 13: Sustainable Management and Use of Environmental and Natural Resources</b>				
Integrated Management of the Yallahs-Hope Watershed Management Area	NEPA	October 2014 - October 2019	3.9	Grant – Capital B IDB
Promoting Biodiversity Conservation through Medicinal Plant Production for Knowledge Management and Alternative Livelihoods	Clarendon Parish Development Committee (PDC) Benevolent Society	August 2014 - October 2016	0.119	Grant – NGO GEF SGP
Managing Natural Resources while Ensuring Sustainable Livelihoods in the Cockpit Country	Cockpit Country Local Forestry Management Committee (LFMC)	December 2013 - December 2015	0.05	Grant – NGO GEF SGP
Utilization of Natural Resources through the Design and Construction of Eco-Friendly Bamboo Buildings	Construction Resource and Development Centre (CRDC)	December 2013 - December 2015	0.05	Grant – NGO GEF SGP
Dolphin Head Sustainability and Institutional Development Project	Dolphin Head LFMC	January 2009 - February 2028	0.05	Grant – NGO GEF SGP
Water Harvesting and Enhancing Sustainable Livelihoods	Ewarton Watershed Management Committee	August 2013 - February 2028	0.25	Grant – NGO GEF SGP
Protecting the Natural Ecosystems and	Manchester Bee	August 2014 -	0.05	Grant – NGO

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
Preventing Land Degradation while sustaining Livelihoods through Agriculture	Farmers Association	October 2016		GEF SGP
National Biodiversity Planning to Support the implementation of the CBD 2011-2020 Strategic Plan in Jamaica (NBSAP)	NEPA	March 2014 - December 2015	0.2	Grant – Capital B UNDP
Strengthening the Operational and Financial Sustainability of the National Protected Area System	NEPA	December 2010 - December 2016	7.8	Grant – Capital B UNDP
Bull Head Forest Reserve Eco-Tourism and Community Livelihood Development Project	Northern Rio Minho LFMC	January 2009 - February 2028	0.05	Grant – NGO GEF SGP
Supporting Infrastructure towards the Establishment of a Special Fishery Conservation Area in Portland	Portland Environment Protection Association (PEPA)	August 2014 - March 2016	0.05	Grant – NGO GEF SGP
Promoting Mangrove Ecosystem Health and Fisheries Diversity in the Orange Bay Fish Sanctuary	Rural Environment Alliance Limited	December 2013 - December 2015	0.05	Grant – NGO GEF SGP
Conserving Biodiversity while Generating Sustainable Livelihoods through Sawyers Reforestation Project	Sawyers LFMC	December 2014 - December 2016	0.04	Grant – NGO GEF SGP
<b>National Outcome 14: Hazard Risk Reduction and Adaptation to Climate Change</b>				
Community-based Landslide Risk Reduction	ODPEM	August 2010 - August 2015	2.3	Grant – Capital B World Bank
Caribbean Regional Resilience Development Implementation Plan		2011 - 2016	7.8	Grant DFID
Improving Climate Data and Information Management	MWLECC	August 2010 - May 2015	0.3	Grant – Capital B World Bank
Adaptation Programme and Financing Mechanism for the Pilot Programme for Climate Resilience	MWLECC	December 2014 - February 2020	10.0	Loan – Capital B IDB
Adaptation Program and Financing Mechanisms for the Pilot Programme for Climate Resilience	MWLECC	December 2014 - February 2020	7.9	Grant – Capital B IDB
Third National Communication and Biennial Update Report to the United Nations Framework Convention on Climate Change (UNFCCC)	MWLECC	July 2014 - December 2016	1.1	Grant – Capital B UNDP
Improving Climate Resilience for Sustainable Management of Natural	National Association of	December 2014 - February 2017	0.04	Grant – NGO GEF SGP

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
Resources and Disaster Risk Reduction in Mocho	Parish Development Committees			
Application of Flooding Mitigation Measures and Forestry Conservation in the Bigwoods Community	Pedro Plains/Houndslow Development Committee	August 2013 - February 2015	0.03	Grant – NGO GEF SGP
<b>National Outcome 15: Sustainable Urban And Rural Development</b>				
Provision of Housing Solutions	MTWH	February 2010 - August 2015	71.2	Loan – Capital B China
Rural Economic Development Initiative (REDI)	JSIF	January 2010 - July 2016	15.0	Loan – Capital B World Bank

# CHAPTER 6

## MTF 2015-2018: IMPLEMENTATION, MONITORING, EVALUATION AND COMMUNICATION



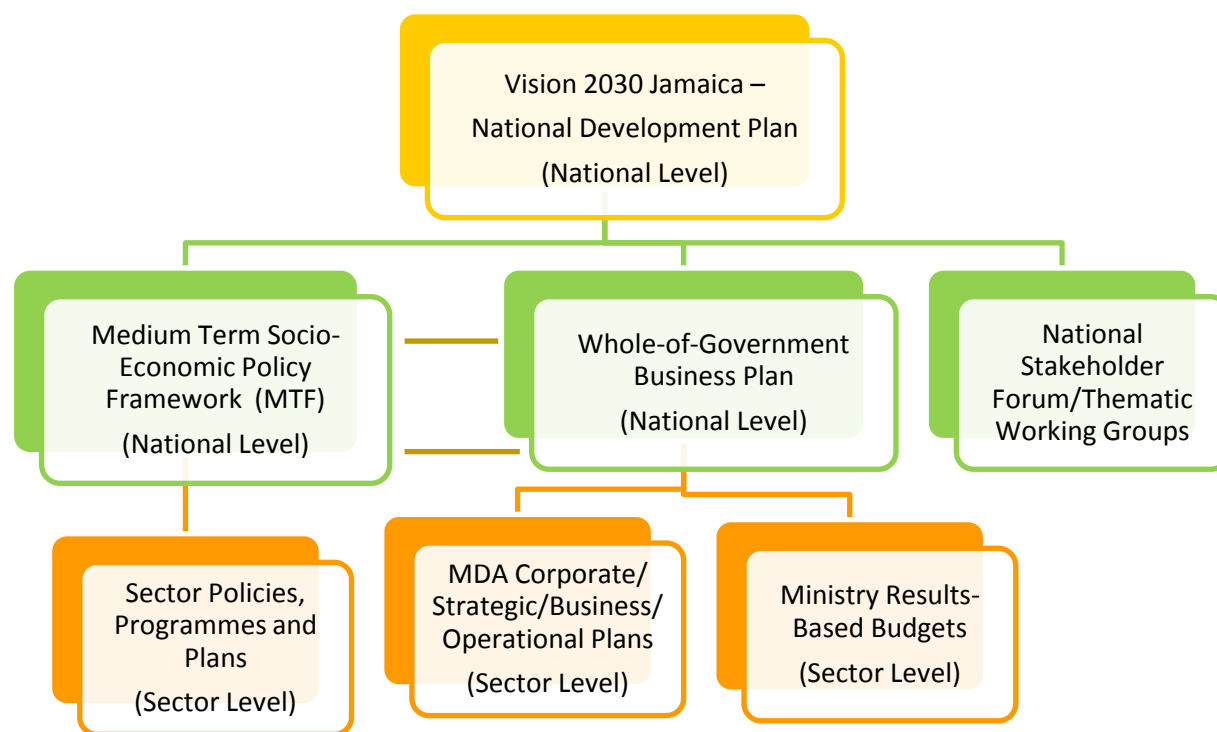
### Implementation

The implementation of programmes, plans and projects for MTF 2015-2018 will include a wide range of activities included in the corporate and annual operating plans and budgets of the ministries, divisions, departments, agencies, local authorities and public bodies within the public sector. The performance of these activities will involve the participation of other actors, including the private sector, trade unions, civil society stakeholders, international development partners and the Diaspora. However, the management and supervision of these activities will remain largely within the public sector entities with the responsibilities for their implementation, and who will ultimately be held accountable for performance.

While the implementation of MTF 2015-2018 will be undertaken by identified stakeholders that are engaged in carrying out priority actions within the context of their respective programmes, the Planning Institute of Jamaica (PIOJ), through the Vision 2030 Jamaica National Secretariat under the Ministry of Finance and Planning, has overall responsibility for coordinating the multi-sectoral response over the medium term.

To ensure accountability and resourcing for the MTF in the public sector, the PIOJ will collaborate with the Cabinet Office and relevant entities in aligning their corporate/strategic and operational plans, policies, programmes and interventions with the priority strategies and actions of the MTF. The PIOJ also will collaborate with the Ministry of Finance and Planning in prioritizing expenditures for MTF 2015-2018, including those programmes and actions that are specifically relevant to the Medium Term Economic Programme.

Coordination among the relevant entities and a variety of stakeholders is critical to ensure successful achievement of MTF 2015-2018. The Vision 2030 Jamaica National Secretariat, located within the PIOJ, will be the main coordination mechanism for MTF 2015-2018.



**Figure 27: Alignment of Planning, Budgeting and Monitoring Instruments/Mechanisms with Vision 2030 Jamaica and the MTF**

## Risk Assessment and Risk Management

There are several risks inherent in the implementation of the key priorities of MTF 2015-2018, including those associated with current economic challenges. Among the risks identified are those associated with:

- Uncertainties in the global economy
- Impact of fiscal consolidation
- Delays in aid flows
- Delays in implementation of reforms and projects and limited absorptive capacity
- Impact of natural hazards and climate change vulnerability
- National security
- Reform fatigue
- Loss of social cohesion and political will
- Lack of business and consumer confidence
- Insufficient ownership of the MTF

The table below analyzes some of the major risks at the national level, along with the proposed risk mitigation strategies to be implemented in order to achieve the expected results successfully.

**Table 57: MTF 2015-2018 - National Risk Assessment Matrix**

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigating Strategies</b>
Uncertainties in the global economy: Jamaica is vulnerable to shocks in the global economy, which can affect export earnings, with implications for GDP growth, revenues and government spending	Likely	High	<ul style="list-style-type: none"> <li>Continue to undertaking a programme of fiscal consolidation and debt reduction with growth-inducing measures designed to reduce the vulnerability of the Jamaican economy to external shocks from the global economy</li> <li>Strengthen the social protection system in order to protect the vulnerable</li> <li>Undertake diversification of products and markets, including marketing to emerging economies</li> </ul>
Impact of fiscal consolidation	Likely	High	<ul style="list-style-type: none"> <li>Prioritize growth-enhancing capital expenditure through the Public Sector Investment Programme (PSIP)</li> <li>Implement structural reforms to improve the competitiveness of the business environment to increase the mobility of factors of production (land, labour and capital), stimulate investment and improve total factor productivity</li> </ul>
Delays in aid flows	Unlikely	Moderate	<ul style="list-style-type: none"> <li>Improve coordination of aid flows from international development partners</li> </ul>
Delays in implementation of reforms and projects and limited capacity to absorb financing	Likely	High	<ul style="list-style-type: none"> <li>Strengthen the operation of the Public Investment Management System (PIMS)</li> <li>Strengthen the operation of institutional mechanisms to expedite the implementation of reforms and projects including the Coordination and Implementation Unit (CIU) at the Ministry of Finance and Planning and the Growth Agenda Subcommittee (GASC) of Cabinet</li> <li>Undertake improvement in project management of capital projects, including through capacity development and training of project managers and improved systems of project monitoring and evaluation</li> </ul>
Impact of natural hazards and vulnerability to climate change	Likely	Moderate - Severe	<ul style="list-style-type: none"> <li>Implement projects to strengthen resilience of the built and natural environment</li> <li>Mainstream hazard risk reduction, sustainable land and natural resource management, and climate change mitigation and adaptation in national development planning, strategies and programmes across sectors</li> <li>Implement the relevant national strategic plans (watershed and land management) to reduce disaster-related risks</li> </ul>

Risk	Likelihood	Impact	Mitigating Strategies
Reform fatigue	Likely	Moderate	<ul style="list-style-type: none"> <li>Ensure proper planning and sequencing of structural reforms</li> <li>Undertake capacity development of implementing agencies and provide technical assistance for reforms as required</li> <li>Implement a public campaign on achievements and their implications</li> </ul>
Loss of social cohesion and inadequate political will	Likely	Moderate	<ul style="list-style-type: none"> <li>Engage key stakeholders in the implementation and monitoring of the growth agenda through a range of mechanisms including the Economic Programme Oversight Committee (EPOC)</li> <li>Engender national unity and continued bi-partisan and stakeholder support for Vision 2030 Jamaica</li> </ul>
Business and consumer confidence	Likely	Moderate	<ul style="list-style-type: none"> <li>Implement a communication strategy to inform the private sector and consumers of the progress and benefits of improvements in the economy and business environment</li> </ul>
National security concerns which continue to stymie aspects of development	Likely	High	<ul style="list-style-type: none"> <li>Enhance implementation of community renewal, education and parenting initiatives</li> <li>Strengthen collaboration with international partners in dismantling organized criminal networks and gangs</li> </ul>
Insufficient ownership of the MTF by key stakeholders	Moderate	Medium	<ul style="list-style-type: none"> <li>Strengthen the institutional arrangements, particularly the Thematic Working Groups (TWGs), for monitoring and evaluating of the MTF</li> <li>Make greater use of TWGs as consultative vehicles to ensure the implementation of the MTF</li> <li>Strengthen the Vision 2030 Jamaica National Secretariat's communication programme to regularly target and engage key stakeholders using a mix of methods</li> </ul>

Risk management by relevant stakeholders will be important to reduce the risks inherent in the implementation of the key priorities of the medium-term strategy. Several priority actions included in the MTF have a risk of not being implemented due to factors outside the responsible entities' control. The risk management strategy will therefore focus on risk sharing among partner entities, including the sector ministries and with input from the Thematic Working Groups, to achieve consensus on areas of vulnerability and to obtain buy-in for the strategies to be implemented to mitigate the risks identified.

## Monitoring and Evaluation

In order to ensure that implementation proceeds along the intended path at the required pace to achieve the expected results, regular monitoring and evaluation (M&E) of progress is required. This also will help to introduce mid-course adjustments, as necessary, using findings and other data that may emerge.

The Cabinet Decision of May 2009 approved the establishment of a framework to monitor and track progress under Vision 2030 Jamaica. This monitoring and evaluation system builds on existing national and sectoral monitoring frameworks and its main objectives are to:

- Promote evidence-based policy and decision making
- Provide a forum for review, feedback and accountability to the public on national development policies and priorities
- Facilitate Government's efforts in transforming the public sector from a process- oriented culture to a results-based management culture
- Support international reporting requirements (such as under the SDGs, EU budget/sector support, MFI policy-based loans, and the IMF Extended Fund Facility Arrangement)

There were several important accomplishments during the implementation of MTF 2012-2015 which helped to strengthen monitoring and evaluation. These include:

- Alignment of the corporate and operational plans of MDAs and subsequently the national budgets for FY2012/2013-2014/2015 with Vision 2030 Jamaica and the MTF
- Alignment of key national policies and strategies with Vision 2030 Jamaica, including the National Water Sector Policy (draft) and the National Climate Change Policy and Action Plan (draft)
- Ongoing alignment of the growth agenda and Medium Term Economic Programme with Vision 2030 Jamaica and the MTF
- The alignment of the new Whole-of-Government Business Plan and Strategic Business Plan templates introduced by the Cabinet Office under the phased establishment of the Performance Monitoring and Evaluation System (PMES) in the public sector with the goals and outcomes of Vision 2030 Jamaica
- The introduction of the new Public Investment Management System whose criteria for selection of capital projects are explicitly aligned with the priority national outcomes of Vision 2030 Jamaica and the MTF
- The PIOJ serving as the National Focal Point for the Caribbean Growth Forum (CGF) project, and during 2014, supervising and providing strategic direction for three core areas of work under the CGF Action Plans for Skills and Productivity, Logistics and Connectivity and Investment Climate which were aligned with MTF 2012-2015
- Establishment and operation of 13 Thematic Working Groups as key multi-stakeholder mechanisms to support implementation of strategies and actions under priority national and supporting outcomes
- Revision and finalization of performance indicators and targets for key MDAs including the ministries of Tourism, Energy and Mining, Education and Health
- Quarterly reporting on a National Dashboard of Indicators to monitor progress toward meeting the established targets for Vision 2030 Jamaica
- Hosting by PIOJ in collaboration with the Cabinet Office and MIND of a workshop on results-based management (RBM) from June 3 to 7, 2013 focused on advanced topics in M&E for corporate planners of ministries and other key M&E staff in the public sector
- Preparation of the Three-Year Progress Report on the implementation of MTF 2009-2012 and the draft Two-Year Progress Report on the implementation of MTF 2012-2015
- Introduction of the online interactive e-Dashboard of Indicators to monitor progress towards meeting the

established targets for Vision 2030 Jamaica

Implementation of MTF 2015-2018 will be systematically monitored and evaluated as part of an improved accountability framework for Vision 2030 Jamaica and the GOJ towards managing for results. The following strategies will be pursued to enhance M&E during the medium term:

- Strengthen the institutional arrangements with adequate capacity to support and sustain effective monitoring and evaluation
- Support the strengthening, harmonization and coordination of existing mechanisms for M&E throughout the public sector
- Advance an efficient system for generating relevant, reliable and timely quantitative and qualitative data/information (which is gender disaggregated where possible)
- Manage an effective communication programme, inclusive of a feedback mechanism, that makes information available in useable forms to key stakeholders in Government, private sector, civil society and the international development community
- Support a holistic approach to M&E that would include monitoring of inputs (including resource allocation and use) as well as processes and outputs, in addition to evaluating the outcomes
- Support improved coordination between PIOJ, MOFP, Cabinet Office and MDAs to strengthen the linkage between planning, budgeting and demand for M&E
- Leverage resources and budgetary allocations to build and strengthen the technical capacity for M&E at all levels
- Nurture participatory M&E

## Institutional Framework

An important component of an M&E system is the institutional framework to guide the various processes and activities to be undertaken. In keeping with the guiding principle of broad-based participation, the institutional arrangements are based on a partnership model of technical committees and working groups.

The monitoring and evaluation system fulfils its core objectives through an institutional arrangement comprising bodies at three levels: political, technical and consultative. At the highest level – the political level – are the Parliament and the Cabinet. The institutional framework for the implementation, monitoring and evaluation of MTF 2015-2018 includes the following main elements (see Figure 28 below):

1. Parliament
2. Cabinet Committee – Economic Development Committee
3. Minister of Finance and Planning
4. National Stakeholder Forum
5. Technical Monitoring Committee
6. Thematic Working Groups
7. Vision 2030 Jamaica National Secretariat

**Table 58: MTF 2015-2018 - Institutional Framework**

<b>Body</b>	<b>Key Roles and Responsibilities</b>	<b>Reporting/Meetings</b>
<b>Parliament</b>	<ul style="list-style-type: none"> <li>Receive the key output of the M&amp;E system, the Vision 2030 Jamaica Annual Progress Reports</li> <li>Through relevant parliamentary committees, review and discuss policy recommendations proposed</li> <li>Ensure that the interests and priorities of Jamaicans under Vision 2030 Jamaica and the MTF are protected</li> </ul>	
<b>Cabinet</b>	<ul style="list-style-type: none"> <li>Provide approval of the MTF</li> <li>Ensure that the budget is being used to provide resources for the prioritized activities in the MTF</li> </ul>	Sends relevant reports to Parliament
<b>Economic Development Committee (Committee of Cabinet)</b>	<ul style="list-style-type: none"> <li>Deliberate on the recommendations made by the monitoring and evaluation regime and subsequently inform Cabinet and Parliament on progress and emerging policy implications</li> <li>Ensure that implementation issues highlighted in reports submitted by the Vision 2030 Jamaica Technical Monitoring Committee are discussed and recommendations made to address them</li> </ul>	<p>Reports to Cabinet</p> <p>A minimum of two meetings annually of this committee should focus on the achievement of results and progress of MTF 2015-2018</p>
<b>National Stakeholder Forum (Annual)</b>	<p>An annual event which will:</p> <ul style="list-style-type: none"> <li>Report on the attainment of key performance indicators under Vision 2030 Jamaica</li> <li>Report on the progress of critical programmes and projects and flag issues/roadblocks which could delay implementation initiatives</li> <li>Provide feedback on progress reports and make proposals for resolving the strategic issues/problems relating to the implementation, coordination and monitoring of Vision 2030 Jamaica</li> <li>Strengthen partnerships and commitment towards the achievement of the national goals and outcomes of Vision 2030 Jamaica</li> </ul>	This annual event will take place in August or September following the completion of the Annual Progress Report on Vision 2030 Jamaica and before the Annual Budget Call

Body	Key Roles and Responsibilities	Reporting/Meetings
<b>Vision 2030 Jamaica Technical Monitoring Committee (TMC)</b>	<ul style="list-style-type: none"> <li>Provide oversight for technical coordination and monitoring of Vision 2030 Jamaica and MTF</li> <li>Provide evidence-based policy recommendations to Cabinet/Parliament via monitoring and evaluation reports</li> <li>Ensure preparation and timely submission of Annual Progress Report to Economic Development Committee, Cabinet and Parliament</li> <li>Ensure the comprehensive review/evaluation of the MTF and guide the preparation of successor MTFs</li> </ul>	<p>Sends reports to Economic Development Committee, Cabinet and Parliament</p> <p>Minimum of two meetings per year</p>
<b>Thematic Working Groups</b>	<ul style="list-style-type: none"> <li>Provide input into new and existing sectoral policies and strategies relating to thematic areas</li> <li>Review progress of implementation of the MTF and provide feedback on performance relative to sectoral targets and act as a forum for strategic assessment and analysis of key results areas of the NDP</li> <li>Facilitate effective partnerships towards the implementation of MTF and achievement of Vision 2030 Jamaica goals and outcomes</li> </ul>	<p>Chaired by Permanent Secretaries or senior Government officials</p> <p>Reports to Vision 2030 Jamaica Technical Monitoring Committee</p> <p>Minimum of two meetings per year</p>
<b>Vision 2030 Jamaica National Secretariat (at PIOJ)</b>	<ul style="list-style-type: none"> <li>Conduct ongoing and systematic monitoring and reporting on Vision 2030 Jamaica outcomes and priority areas through ongoing collaboration with MDAs</li> <li>Coordinate the participation of key stakeholders (private sector, NGOs, IDPs, Academia, FBOs) in the monitoring and evaluation processes</li> <li>Analyze and interpret social, economic and environmental data and information and consolidate into various outputs (including progress reports)</li> <li>Collaborate with MDAs to identify shifts in policies and programmes to maintain alignment with Vision 2030 Jamaica and the MTF</li> <li>Coordinate the preparation of successive MTFs</li> <li>Provide support for the operation of the TMC and TWGs</li> </ul>	<p>Reports to Vision 2030 Jamaica Technical Monitoring Committee</p> <p>Ongoing liaison with all parts of the M&amp;E system</p>
<b>Ministries, Departments and</b>	<ul style="list-style-type: none"> <li>Implement strategies, actions and programmes of the NDP through alignment</li> </ul>	<p>Sectoral Focal Points liaise with the Vision 2030 Jamaica</p>

Body	Key Roles and Responsibilities	Reporting/Meetings
Agencies (MDAs)	<p>of strategic and operational plans and budgets with the MTF and Sector Plans</p> <ul style="list-style-type: none"> <li>▪ Collaborate with the Vision 2030 Jamaica National Secretariat on refinement of performance indicators and targets</li> <li>▪ Provide timely data and information on the selected indicators and strategic actions required on the sector/thematic area</li> <li>▪ Collaborate with the National Secretariat in the preparation of annual reports as well as successive MTFs</li> <li>▪ Support the effective functioning of TWGs and regularly participate in meetings</li> </ul>	National Secretariat

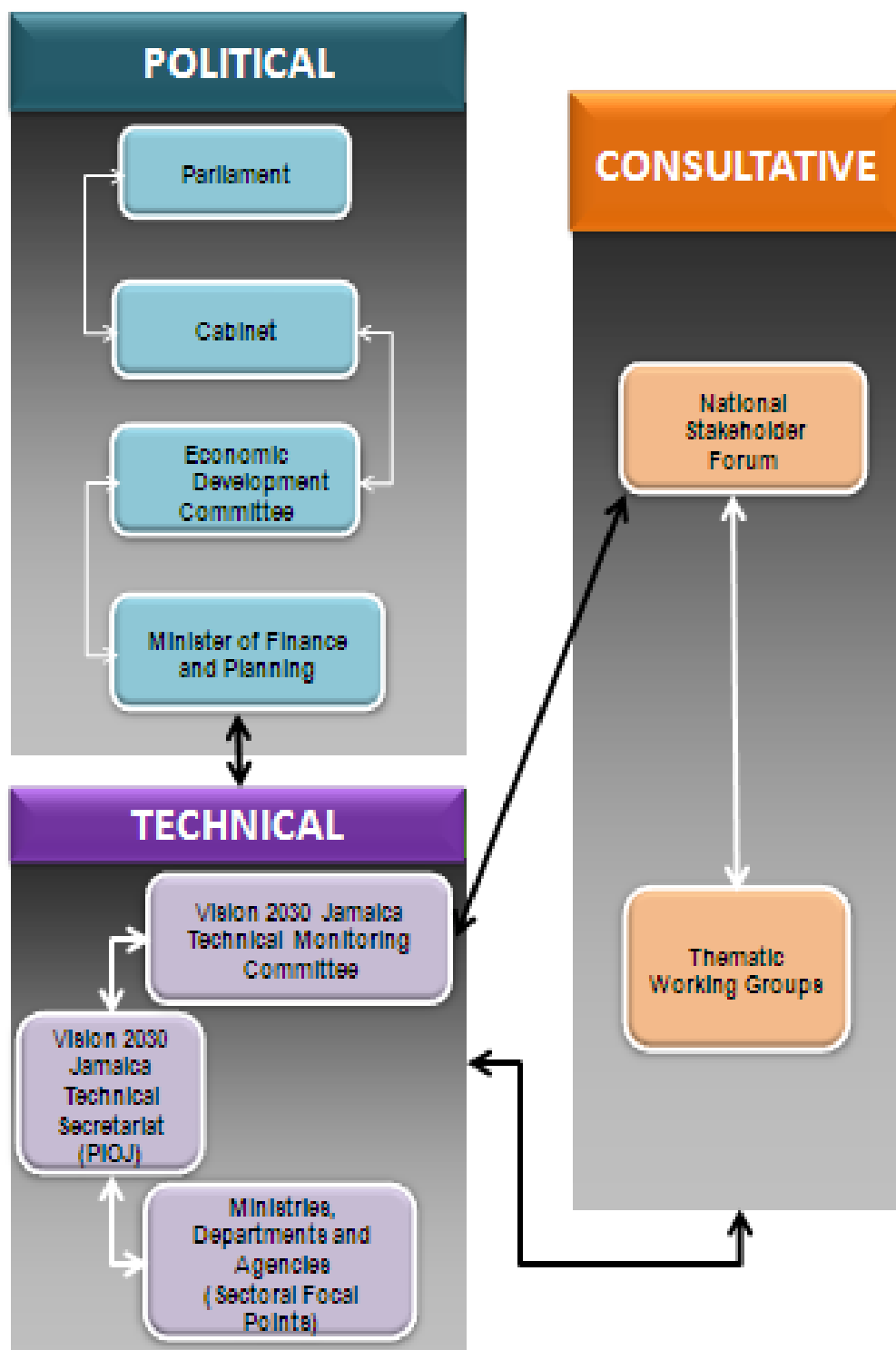


Figure 28: Institutional Framework for Monitoring and Evaluation of MTF 2015-2018

## MTF 2015-2018 Indicators and Targets

A total of some 62 indicators from both national and international data sources will be used to track progress of the implementation of MTF 2015-2018 against targets, mainly on an annual basis. Many of the data time series for these indicators are already provided by STATIN and other MDAs. The data time series are also stored on the JAMSTATS database, and an online interface has been developed for the National e-Dashboard of Indicators for Vision 2030 Jamaica.

However, there are several gaps in the indicator framework which should

be addressed. These include the need for systematic and regular production

of data particularly in the social, governance and environmental sectors. Where there are gaps in the data, it is expected that the Vision 2030 Jamaica National Secretariat will work with stakeholders to resolve these in a timely manner. The coordinating mechanism and partners will review these indicators and will update them as needed on an annual basis, as part of the annual review process.

The monitoring system will build on existing frameworks and through a comprehensive reporting system will ensure that the indicators are regularly tracked.

JAMSTATS is the comprehensive national database being used to monitor the long-term plan – Vision 2030 Jamaica. The database reports on over 300 indicators in sectors including demography, economy, education, environment, gender equity, health, information and communication, governance, and national security.

Efforts will be made to strengthen the existing data collection mechanisms within MDAs so that quality data on various measurable development indicators are generated and used for programme assessment and improvement as well as for monitoring progress.

The national framework of indicators and targets for Vision 2030 Jamaica has undergone comprehensive review and amendment during the process of preparation of MTF 2015-2018, including the following:

- Updating of data time series for all indicators, including inclusion of most recent data values and revisions of past data values as required based on the most recent information from data sources
- Deletion of existing indicators and addition of new indicators, based on considerations of relevance and data availability
- Preparation of new targets for 2018 and review and revision of targets for 2030 as required

The main steps taken in the comprehensive review and amendment of the national framework of indicators and targets for Vision 2030 Jamaica during the process of preparation of MTF 2015-2018 are summarized in Appendix 2.

### **Performance Reporting**

Performance reporting on MTF 2015-2018 is important for enabling monitoring of progress towards achievement of medium- and long-term development targets, and providing a basis for making adjustments in implementation to remain on track. Regular and predictable performance reporting also contributes to domestic accountability systems and stimulates demand for information on performance.

Under the previous MTF (2012-2015), important steps were taken in advancing the progress reporting on the implementation of Vision 2030 Jamaica, including preparation of the Three-Year Progress Report on the implementation of MTF 2009-2012 and the draft Two-Year Progress Report on the implementation of MTF 2012-2015, quarterly reporting on the National Dashboard of Indicators to monitor progress toward meeting the established targets for Vision 2030

Jamaica, and development and introduction of an online interactive e-Dashboard of Indicators to monitor progress towards meeting the established targets for Vision 2030 Jamaica.

The timely preparation and submission of progress reports and other monitoring and evaluation outputs form an integral part of the monitoring process for Vision 2030 Jamaica and MTF 2015-2018.

### **Main Outputs of the M&E System**

**Annual Reports:** Annual reports on the status of implementation of MTF 2015-2018 will be prepared by the Vision 2030 Jamaica National Secretariat. Periodic and annual reviews will be conducted at the national and sector levels in order to more effectively address obstacles and accelerate progress.

**National Dashboard of Indicators:** Reporting on key indicators of national well-being under eight main reporting areas – Health Status, Education Status, Labour Force Quality, Security Status, Justice Status, Economic Growth, Employment and Environmental Stewardship Status – is a key component of the PIOJ quarterly press briefings, which report on the performance of the economy at the macro and sectoral levels. Specifically this helps to focus attention on how the country is advancing towards its national development goals as framed under Vision 2030 Jamaica.

**E-Dashboard of Indicators:** The online interactive e-Dashboard of Indicators will provide a globally accessible and user-friendly mechanism to monitor progress towards meeting the established targets for Vision 2030 Jamaica and MTF 2015-2018.

**National Stakeholder Forum:** The National Stakeholder Forum is a high-level strategic consultative mechanism among the Government, private sector, international community, civil society organizations and academia, for which the National Secretariat, with inputs from the Technical Monitoring Committee, is responsible for planning and executing on an annual basis.

### **Reporting Arrangements**

The Vision 2030 Jamaica National Secretariat is responsible for coordinating the reporting arrangements for Vision 2030 Jamaica and MTF 2015-2018, and for providing the main outputs of the M&E system as described above. The reporting process for MTF 2015-2018 will be aligned to the wider M&E framework in the public sector, including the new GOJ Whole-of Government Business Plan which is linked to tracking outputs and outcomes at the level of MDAs, and which in turn is aligned to Vision 2030 Jamaica and the MTFs. On an annual basis, MDAs are required to report on their performance based on the requirements of this framework. The Vision 2030 Jamaica monitoring system will therefore utilize the outputs of this framework to support its reporting. Through the TWGs, efforts also will be made to enhance performance reporting by non-state actors (including NGOs and IDPs) on key priority projects and programmes. The introduction of Medium Term Results Based Budgeting (MTRBB) among MDAs will also contribute to the reporting arrangements for Vision 2030 Jamaica and MTF 2015-2018.

### **MTF 2015-2018 Communication Programme**

An important element of the monitoring system is a feedback mechanism into the policy review process. Providing information on the progress towards achieving outcomes and targets will help to impact decision-making and mobilize and sustain public participation. The communication and information dissemination strategies of MTF 2015-2018 will ensure that the outputs of the system are tailored to different stakeholders and utilize a variety of media to stimulate public debate and enhance accountability.

The Communication Programme will be purposive, persuasive, goal-directed, audience-oriented and interventionist

by nature. Such an approach will facilitate stakeholder participation through consultation and collaboration as well as ensure the incorporation of components of horizontal communication and capacity building among all stakeholders. Ultimately, this will increase the sustainability of their participation and ensure genuine ownership of the process towards achievement of Vision 2030 Jamaica over the short-, medium- and long-term.

During the period, the communication strategies will be designed with the broad objectives of:

- informing and educating stakeholders about the key components of MTF 2015-2018;
- engaging stakeholders in the MTF implementation, monitoring and progress reporting processes;
- establishing conducive environments for stimulating conversations on the key elements of implementation, monitoring and progress reporting;
- inducing positive change/buy-in/participation among stakeholders into the process
- managing expectations around the pace and progress of implementation of priority actions

Specifically, these strategies will focus on communicating the:

- Context (country and global) within which the Framework is designed
- Challenges and opportunities for implementation
- Strategic Medium Term Socio-Economic Priorities for 2015 – 2018 (National and Sectoral)
- The institutional arrangement for implementation, monitoring and evaluation and the importance of Thematic Working Groups (TWGs)
- Annual progress: 2015-2016; 2016-2017; 2017-2018
- Summative Report and Review- Achievements over 2015-2018 period

These will be communicated via various channels including:

- Interpersonal/face-to-face consultations and presentations
- National Forum for progress reporting
- Quarterly Press Briefings (Dashboard of Indicators)
- Mass media
- Website: <http://www.vision2030.gov.jm/>
- Facebook: <http://www.facebook.com/Vision2030Ja>
- YouTube
- Twitter

## Evaluations

It is envisaged that evaluations will be done at four levels:

1. Internal monitoring and evaluation through the production of the Annual Progress Reports and other forms of implementation reports
2. Use of existing/on-going and new evaluation mechanisms including IDP and GOJ programme and project evaluations, the outputs of the PIMS M&E operations, the outputs of the PMEUE evaluations, and other assessments
3. Comprehensive national review via National Stakeholder Forum
4. Independent evaluation of MTF 2012-2015 and MTF 2015-2018

## Capacity Strengthening

Effective monitoring and evaluation of MTF 2015-2018 requires capacity to generate and effectively use high-quality and timely data to track progress and capacity for participatory monitoring and evaluation involving the public sector, communities, civil society and the public.

During implementation of MTF 2012-2015, the Vision 2030 Jamaica National Secretariat in collaboration with the Cabinet Office hosted a workshop on Results-Based Management (RBM) from June 3 to 7, 2013. Steps included preparation of the course programme for RBM training, execution of an MOU between the PIOJ and the Cabinet Office for the staging of the RBM workshop, and securing consultants from the United Nations Development Programme (UNDP) for course delivery. The course focused on advanced topics in monitoring and evaluation (M&E) and was attended by 27 participants including the Corporate Planners of Ministries and other key M&E staff in the public sector.

While positive steps have been taken towards the development of an M&E framework, important and significant capacity gaps still exist for M&E at all levels and among the key actors. Building and strengthening technical and institutional capacity for the effective implementation, monitoring and evaluation of MTF 2015-2018 require substantial resources, partnership and long-term commitment.

During this period, capacity strengthening initiatives will include:

- Advanced training in RBM and Development Evaluation
- Training in the use of the Vision 2030 Jamaica E-Dashboard of Indicators
- Support for the implementation of a Community of Practice in Development Evaluation
- Participation in capacity development associated with the establishment of the Public Investment Management System (PIMS) and Medium Term Results Based Budgeting (MTRBB) in the public sector

## Conclusion

The purpose of Vision 2030 Jamaica and the MTF is to transform the Jamaican economy and society by exploiting higher forms of capital, achieving higher value-added production, and changing the mindset and culture of the society to one favourable to innovation, while advancing the mainstreaming of sustainable development and environmental resilience across all sectors.

Undergirded by the guiding principles of Vision 2030 Jamaica, which put people at the centre of Jamaica's development, MTF 2015-2018 will continue to 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 achieve Jamaica's development goals.

# APPENDICES:



## Appendix 1: Vision 2030 Jamaica – National Development Plan (NDP): Indicator Matrix for MTF 2015-2018

Indicator	Unit	Baseline	Actual								Target				Dashboard
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2012	2015	2018	2030	(2015)
Goal 1: Jamaicans are Empowered to Achieve their Fullest Potential Outcome 1: A Healthy and Stable Population															
	Human Development Index	n/a	0.710	n/a	0.712	0.714	0.715	0.715			0.745	≥0.754	≥0.754	≥0.8	Yellow
	Life expectancy at birth	74.13	74.13	74.13	74.13	74.15	74.15	74.15	74.15		72.8	73.4	74.3	76.4	Green
	Population growth rate	0.3	0.4	0.4	0.3	0.3	0.3	0.2	0.2		0.45	0.35	0.2	0	Green
	Outcome 2: World-Class Education and Training														
	Adult literacy rate (estimated)	86	86.4	86.8	91.7	91.7	91.7	91.7	91.7		89.7	≥91.6	≥91.6	≥98.3	Green
	Gross enrolment rate at tertiary level	31.5	29.5	30.8	32.8	33.1	29.5	28.9	28.9			35	38	50	Red
Percentage of labour force that is certified		18.5	19.6	20.1	21.2	23.2	23.5	24.4	24.6		25	30	30	50 (prov.)	Yellow
Outcome 3: Effective Social Protection															
Percentage of children in consumption quintile 1 receiving PATH benefits	Per cent	65.8	69	68.2	72		82.3					80	90 (prov.)		Green
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	Per cent	75.0	70.0	66.5	67.1		61.7					70 (prov.)	75 (prov.)		Red
Poverty headcount ratio	Per cent	9.9	12.3	16.5	17.6		19.9				12.1			10	Red
Outcome 4: Authentic and Transformational Culture															
Use of Cultural Resources Index	Index		1.7	1.6		1.6		1.6		1.4	2.1	2.5	1.8	4.7	Red
Goal 2: The Jamaican Society is Secure, Cohesive and Just															
Outcome 5: Security and Safety															
Major Crime rate (Category 1)	Per 100,000 population	280	377	447	418	396	406	362	320		216	182	280 (prov.)	43	Red
Murder rate	Per 100,000 population	59.5	60.6	62.8	53.8	42.0	40.6	44.2	36.9		50	35	30 (prov.)	10	Yellow
Outcome 6: Effective Governance															
Case clearance rate	Per cent	93.78	89.55	80.06	94.03	82.73	92.09	95.33				95	95 (prov.)	100	Green

Indicator	Unit	Baseline	Actual								Target				Dashboard
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2012	2015	2018	2030	(2015)
Control of Corruption Index	Index	-0.49	-0.49	-0.44	-0.38	-0.29	-0.36	-0.37			-0.24	0.13	0.13	1.59	Yellow
Government Effectiveness Index	Index	0.30	0.29	0.21	0.20	0.22	-0.02	-0.02			0.18	0.45	0.45	1.51	Red
Regulatory Quality Index	Index	0.31	0.33	0.28	0.28	0.30	0.23	0.23			0.33	0.53	0.53	1.35	Red
Rule of Law Index	Index	-0.46	-0.40	-0.48	-0.50	-0.42	-0.41	-0.39			-0.3	0.04	0.04	1.41	Yellow
Voice and Accountability Index	Index	0.60	0.53	0.55	0.42	0.43	0.44	0.50			0.78	0.88	0.88	1.27	Red
Goal 3: Jamaica's Economy is Prosperous															
Outcome 7: A Stable Macroeconomy															
Annual inflation rate	Per cent	16.8	16.8	10.2	11.7	6.0	8.0	9.5	6.4		10	10	6	≤10	Green
Debt to GDP ratio (Fiscal Year)	Per cent	109.42	118.59	131.57	133.86	131.77	135.24	133.34	130.62		100	132	98.5	60	Green
Fiscal balance as a percentage of GDP (Fiscal Year)	Per cent	-4.61	-7.44	-11.12	-6.20	-6.42	-4.07	0.12	-0.47		0	0	2.2	0	Yellow
Nominal GDP per capita	US\$	4,780	5,121	4,523	4,908	5,340	5,460	5,229	5,055		5,354	6,629	5,512	≥12,736	Yellow
Real GDP annual growth rate (base 2007)	Per cent	1.43	-0.81	-3.42	-1.45	1.40	-0.47	0.20	0.53		3	1.7	2.7	5	Red
Outcome 8: An Enabling Business Environment															
Ease of Doing Business Ranking	Rank	50	62	67	79	85	88	90	85	71	58	53	52	34	Red
Unemployment rate	Per cent	9.7	10.6	11.4	12.4	12.6	13.9	15.2	13.7		10	7.5	10.6 (prov.)	4	Red
Labour Market Efficiency Index		4.42	4.34	4.33	4.23	4.22	4.32	4.33	4.28	4.28	4.50	4.60	4.60	4.75	Red
Outcome 9: Strong Economic Infrastructure															
Connectivity and Technology Infrastructure Index	Index	3.7	3.8	5.15	4.75						4.35	4.9		7.5	Green
Infrastructure Index	Index	3.54	3.54	3.84	3.91	3.74	3.59	3.49	3.75	3.74	3.69	3.84	4.0	4.59	Yellow
Outcome 10: Energy Security and Efficiency															
Energy Intensity Index	BTU per US\$ GDP	14,587	13,657	13,657	11,018	10,675	10,316	10,313	10,406		12,422	9,359	6,000	4,422	Yellow
Percentage of renewables in energy mix	Per cent	5	5	6.3	7.3	8.1	8.3	8.6	8.9		11	12.5	14	20	Yellow
Outcome 11: A Technology-Enabled Society															
E-readiness Index	Index	5.05	5.17	5.33	5.21						5.5	6		8	Yellow
# of scientific publications	per million population	48		9	64	65	38	33	53		≥55	≥62	≥66	≥105	Yellow
Resident patent filings	per million population	2.2	5.6	5.9	4.8	7.4	9.2	8.1	12.1		≥12	≥18	≥18	≥53	Yellow

Indicator	Unit	Baseline	Actual								Target				Dashboard
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2012	2015	2018	2030	(2015)
Outcome 12: Internationally Competitive Industry Structures															
Agriculture Production Index	Index	100	93.7	106.2	106.6	117.6	119.8	119.1	117.9		124.6	132.2	135.1	176.4	<div>Yellow</div>
Growth rate of services (Financing and Insurance and Real Estate and Business Services)	Per cent	4.12	2.22	0.91	-2.21	-0.24	-0.17	0.20	0.48		2.25	2.25	2.25 (prov.)	4.02	<div>Red</div>
Percentage change in export earnings from the bauxite industry	Per cent	14.65	4.05	-65.88	14.27	38.64	-15.77	3.48	4.48		4				<div>N/A</div>
Percentage change in export earnings of Manufacturing (value not volume) (rolling 3-year average)	Per cent	26.26	30.25	3.74	-6.37	-8.84	12.12	8.72	-0.79		10	13	10 (prov.)	≥14	<div>Red</div>
Percentage change in labour productivity of Construction and Installation sector	Per cent	-0.26	5.11	3.13	1.36	2.25	2.93	0.94			3.00	3.00	3.00	3.00	<div>Yellow</div>
Growth rate of Recreational, Cultural and Sporting Activities	Per cent	1.59	1.62	-0.40	-2.60	0.32	2.24	0.45			3.00	5.00	2.00 (prov.)	5.00	<div>Red</div>
Percentage change in foreign exchange earnings from tourism	Per cent	2.11	3.42	-2.54	3.94	0.35	3.05	2.09	6.39		3.98	3.98	≥5.0	≥4.1	<div>Green</div>
Percentage share of global GDP based on PPP	Per cent	0.029	0.028	0.027	0.025	0.024					0.035	0.026	0.027	0.032	<div>Red</div>
Travel and Tourism Competitiveness Index	Rank	48	57	60		65		67		76	54	48		35	<div>Red</div>
Goal 4: Jamaica has a Healthy Natural Environment															
Outcome 13: Sustainable Management and Use of Environmental and Natural Resources															
Environmental Performance Index	Index		79.1		58.8		54.4		58.3		80.1	82.2	≥60.2	≥80	<div>Red</div>
Outcome 14: Hazard Risk Reduction and Adaptation to Climate Change															
Hazard damage as a percentage of GDP	Per cent	3.4	2		1.9	0.1	0.8				2.5	1.5	1.3	1	<div>Green</div>
Outcome 15: Sustainable Urban and Rural Development															
Housing Quality Index	Index	68.1	71.4	70.9	71.5		72				71.34	73.77	76	86	<div>Green</div>
Proportion of households with access to secure tenure	Per cent	80.5	81.8	80.5	80.9		77.5				82	85	88	95	<div>Red</div>
Poverty in rural areas	Per cent	15.3	17	22.5	23.2		21.3				16.8			≤12	<div>Red</div>

Traffic Lights: (based on results up to and including 2015)

Green

- Met or exceeded target for 2015

Yellow

- Improved over baseline but did not meet target for 2015

Red

- Equal to or worse than baseline year of 2007

Grey

- Not applicable

Note: Where data are available for 2013, 2014 or 2015, the traffic light dashboard is based on comparison with the target for 2015

Where data are available only up to 2012 or earlier, the traffic light dashboard is based on comparison with the target for 2012

## Appendix 2: Revision of Indicators and Targets for MTF 2015-2018

In general, the data value time series for each indicator in the framework of indicators and targets for Vision 2030 Jamaica – National Development Plan have been comprehensively updated to include the most current available data as a part of the process of preparation of the new Medium Term Socio-Economic Policy Framework (MTF) 2015-2018.

The following table outlines the specific revisions and amendments that have been made to the framework of indicators and targets for Vision 2030 Jamaica during the preparation of MTF 2015-2018, which go beyond the updating of the data value time series for each indicator. These revisions and amendments also build on changes that were made to the

**Table 59: Specific Revisions and Amendments to the Framework of Indicators and Targets**

Indicator/Target	Revisions
<b>National Goal 1: Jamaicans are Empowered to Achieve Their Fullest Potential</b>	
Human Development Index	The Human Development Report 2010 introduced a new methodology for calculation of the Human Development Index (HDI). <sup>43</sup> The values for the HDI indicator for Jamaica were revised based on the new methodology. The available HDI data values for 2008-2013 for Jamaica have been included based on the Human Development Report 2014, to ensure comparability in methodology across years. The target for 2030 remains at 0.800, the level required for very high human development. The target for 2018 is set at the same level as the previous target for 2015.
Life expectancy at birth	The data for life expectancy at birth has been updated based on the most recent census of 2011, and disaggregated by sex. The target for 2018 has been set based on linear projection to the 2030 target.
Health indicators	New indicators have been introduced to better measure the performance of the health sector over time.
Adult literacy rate	Adult literacy data for 2006-2009 are based on UNESCO estimates. The figure for 2010 and 2011 are based on the Literacy Module of the JSLC 2010. The target for 2015 was revised upward to be equal to the figure for 2010 and 2011. The target for 2030 has been retained. The target

<sup>43</sup>Human Development Report 2010.

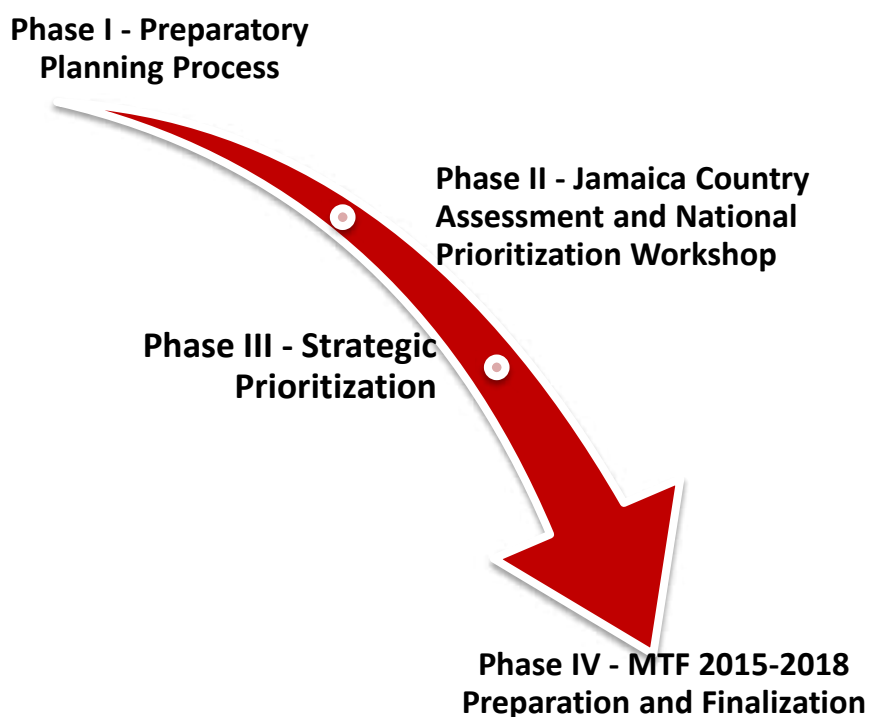
Indicator/Target	Revisions
	for 2018 is set at the same level as the previous target for 2015.
Grade 4 literacy rates – total, male, female	This indicator has been introduced to measure the performance on the Grade 4 Literacy Test. The rates are the percentage of children (total and disaggregated by sex) sitting the test who achieved mastery. The targets for 2018 and 2030 are those set by the Ministry of Education.
Grade 4 numeracy rate – total	This indicator has been introduced to measure the performance on the Grade 4 Numeracy Test. The rate is the percentage of children (total) sitting the test who achieved mastery. The targets for 2018 and 2030 are those set by the Ministry of Education.
Percentage of students sitting CSEC exams passing 5 or more subjects including English Language and/or Mathematics	This indicator has been introduced to measure the performance on the CSEC examinations. It measures the percentage of students sitting the CSEC exams who pass 5 or more subjects (i.e. achieve grades of I-III) including English Language and/or Mathematics. Provisional targets have been set for 2018 and 2030.
Gross enrolment rate at tertiary level	This indicator replaces the percentage of population with tertiary level certification (24+ year olds) as an indicator, based on better data availability.
Enrolment rate at secondary level	This indicator has been introduced to measure the enrolment rate at secondary level. Provisional targets have been set for 2018 and 2030 by the Ministry of Education.
Attendance rates	These indicators have been introduced to measure the attendance rates at the early childhood, primary and secondary levels. Provisional targets have been set for 2018 and 2030 by the Ministry of Education.
Percentage of labour force that is certified	The targets for this indicator have been provisionally set at 30 per cent for 2018 and 50 per cent for 2030, based on forecasting of trends and the projected impact of planned training programmes.
Percentage of children in consumption quintile 1 receiving PATH benefits	This indicator replaces the percentage of the eligible population benefiting from social assistance programmes (including PATH), based on better data availability and relevance. The provisional target for 2018 has been set based on projected improvements over the most recent result in 2012.
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	This indicator replaces the percentage of the eligible population benefiting from social assistance programmes (including PATH), based

Indicator/Target	Revisions
	on better data availability and relevance. The provisional target for 2018 has been set based on projected improvements over the most recent result in 2012.
<b>National Goal 2: The Jamaican Society is Secure, Cohesive and Just</b>	
Major Crime rate/Category 1 crime rate per 100,000 population	From January 13 2013, Major Crimes has been replaced by Category 1 Crimes, including Serious and Violent Crimes and Acquisitory Crimes, by the Jamaica Constabulary Force (JCF). The provisional target for 2018 has been set based on 50 per cent of rate of decline from 2009 to 2014.
Murder rate per 100,000 population	The provisional target for 2018 has been set based on 50 per cent of rate of decline from 2009 to 2014.
Worldwide Governance Indicators	The targets for 2030 for the Worldwide Governance Indicators (World Bank) have been revised downward based on performance to 2014. The targets for 2018 have been set at the same levels as the targets for 2015.
Case clearance rate	This indicator has been introduced to measure the performance of the justice sector. Case clearance rate is calculated as the number of cases disposed of annually in Resident Magistrates' Courts as a percentage of the number of cases filed (excluding traffic cases). The provisional targets for the case clearance rate are set at levels that will reduce the backlog of cases over time.
<b>National Goal 3: Jamaica's Economy is Prosperous</b>	
Real GDP annual growth rate (base year 2007)	The data values for this indicator have been revised based on the change of the base year from 2003 to 2007. The targets for 2018 and 2030 have been revised to be consistent with the targets for the GOJ Medium Term Economic Programme.
Ease of Doing Business Ranking	The data values for this indicator have been revised based on the revised values published for each year for Jamaica in the annual Doing Business Reports. The target for 2018 has been set based on projected business environment reforms to be implemented in the medium term.
Connectivity and Technology	This indicator is not included in MTF 2015-2018, due to lack of

Indicator/Target	Revisions
Infrastructure Index	adequate data availability.
E-readiness Index	This indicator is not included in MTF 2015-2018, due to lack of adequate data availability.
Number of scientific publications per million population	This indicator has been re-introduced in MTF 2015-2018, based on improved data availability for Jamaica.
Agricultural Production Index	The data values and targets for this indicator have been revised based on the change of the base year from 2003 to 2007. The target for 2018 has been set based on forecasting of trends and the projected impact of planned agricultural investment and development projects.
Percentage change in Export Earnings of Manufacturers (value)	The data values for this indicator have been revised based on updated data. The data are reported in MTF 2015-2018 as a rolling three-year average, rather than as an average over a fixed period as stated in Vision 2030 Jamaica – National Development Plan (2009).
Percentage change in export earnings from the bauxite/alumina industry	No target for this indicator has been set beyond 2012, based on the continued market uncertainty in this industry.
Percentage change in labour productivity of Construction and Installation sector	This indicator has replaced the previous indicator of Unit Labour Productivity Index - Construction, based on data availability from the Jamaica Productivity Centre. The target for 2018 is set at the same level as the previous target for 2015.
Growth rate of Recreational, Cultural and Sporting Activities	This indicator has been introduced to measure the economic contribution of cultural and creative industries, including sport, based on the Jamaica Industrial Classification 2005 (Division 92), Recreational, Cultural and Sporting Activities include Motion Picture, Radio, Television and other Entertainment Activities, News Agency Activities, Library, Archives, Museums and other Cultural Activities, Sporting and other Recreational Activities. The provisional target for 2018 is set at approximately the overall growth rate for the Jamaican economy targeted for the medium term to 2018.
Growth rate of services (Financing and Insurance and Real Estate and Business Services)	The data values for this indicator have been revised based on the change of the base year from 2003 to 2007. The provisional target for 2018 is set at the same level as the previous target for 2015.
Travel and Tourism	This indicator is not included in MTF 2015-2018, due to limited

Indicator/Target	Revisions
Competitiveness Index (Rank)	relevance for Jamaica as determined by tourism stakeholders' analysis of the components of the index.
Tourism indicators	New indicators for percentage change in visitor arrivals (stopover), percentage change in visitor arrivals (cruise passenger), and percentage change in the number of persons employed in the accommodations sector have been introduced to better measure the development of the industry over time.
<b>National Goal 4: Jamaica has a Healthy Natural Environment</b>	
Greenhouse Gas Emissions (Mt per annum)	This indicator has been reintroduced in MTF 2015-2018, despite the data availability challenges for Jamaica, due to the importance of this indicator for compliance with the new international climate change agreement. The targets for 2018 and 2030 will be finalized based on the conclusion of Jamaica's commitments under the new international climate agreement.
Number of parishes with sustainable development plans not older than 5 years	This indicator has been reintroduced in MTF 2015-2018, despite the data availability challenges, due to the importance of this indicator for sustainable development.

### Appendix 3: Process for Preparation of MTF 2015-2018



**Phase I – Preparatory Planning Phase:** This preparatory phase involved the establishment of a coordination mechanism – the MTF 2012-2015 Preparation Committee – to oversee the preparation process. International best practice recommends a central entity, body or committee to provide overall guidance and oversight as well as coordinate the meaningful involvement and effective participation of the various stakeholders in the process of national development planning. The Committee, comprising senior technical officers from the PIOJ and the Vision 2030 Jamaica National Secretariat, met as required to achieve the objectives.

Key stakeholders were duly informed of the preparation process for MTF 2015-2018 in March 2015 through a sensitization letter from the Director General of the PIOJ. The letter outlined the key activities to be undertaken during the preparation process, the timelines for each activity and the stakeholder involvement required.

Committee members also met with select key stakeholders to sensitize them about the plans for MTF preparation and to garner support.

During this phase, documents were produced to guide the MTF planning process. These included:

- An environmental scan, which highlighted the key trends at the international and national levels and which were relevant to the development of Jamaica over the medium term
- A country assessment report
- A listing of development issues and challenges affecting Jamaica

**Phase II – Jamaica Country Assessment:** The Vision 2030 Jamaica Country Assessment and National Prioritization Workshop for the preparation of MTF 2015-2018 was held on June 11, 2015. The country assessment served as an overview and analysis of the development situation in the country, highlighting the issues and challenges that the country faces within current political, social, environmental and economic spheres. At the end of the workshop, there was agreement by participants on:

- the main development issues and challenges that Jamaica must address over the next medium-term (three-year) period 2015-2018
- the country's key national priorities and related strategies for the next three years within the context of a new Medium Term Socio-Economic Policy Framework

The assessment provided justification and relevance, ensuring that the new medium-term priorities are aligned with the most urgent needs and initiatives in the country.

**Phase III – Strategic Prioritization:** This phase involved a series of intense consultations at the sector level with critical stakeholders. The objective of the strategic prioritization process was to agree on the sectoral and industry priorities (linked to the key development issues and challenges identified during the previous phases) to be addressed over the three-year period. Priority strategies and actions to support the achievement of the expected results, articulated in a set of results matrices, were the main outputs delivered. During this stage a total of 21 sector planning workshops were held (see below). Approximately 700 stakeholders – from the public sector, private sector, civil society, academia and development partners – participated in these planning workshops. Following the workshops, stakeholders were provided with draft National Outcome or Industry chapters for their review and feedback.

**Phase IV – Preparation and Finalization of MTF 2015-2018:** Utilizing the outputs from the previous phases, a draft MTF 2015-2018 was prepared for internal and external review by stakeholders. The final draft MTF 2015-2018 has benefitted from extensive stakeholder review and feedback. The final draft MTF 2015-2018 was submitted to Cabinet and approved in September 2015, subject to final editing.

## Preparation of MTF 2015-2018 - Sector Planning Workshops 2015

Sector Planning Workshop	Date	Venue
1. Disasters and Climate Change	May 7, 2015	ODPEM
2. Tourism	May 13, 2015	Devon House
3. Energy	June 2, 2015	PIOJ
4. Mining and Quarrying	June 2, 2015	PIOJ
5. Environment and Planning (including housing)	June 3, 2015	PIOJ
6. Education and Training	June 12, 2015	MIND
7. Population	June 24, 2015	PIOJ
8. STI and ICT	June 30, 2015	PIOJ
9. Health	July 3, 2015	PIOJ
10. Social Protection	July 7, 2015	Medallion Hall Hotel
11. Manufacturing	July 9, 2015	JMA
12. Services	July 10, 2015	PIOJ
13. Security and Safety	July 13, 2015	PIOJ
14. Governance and Justice	July 14, 2015	MLGCD
15. Transport, Infrastructure and Construction	July 14, 2015	PIOJ
16. Enabling Business Environment	July 21, 2015	PIOJ
17. Culture, Cultural and Creative Industries	July 23, 2015	PIOJ
18. Sport	July 23, 2015	PIOJ
19. Agriculture	July 29, 2015	Medallion Hall Hotel
20. Children	August 17, 2015	PIOJ
21. Youth	August 21, 2015	PIOJ

## Appendix 4: Jamaica's Progress towards the MDGs

MDG Goals/Targets	Progress	Explanation (Selected Data)	Comment
<b>Goal 1: Eradicate poverty &amp; hunger</b>  <b>1a. Halve, between 1990 and 2015, the proportion of people below the poverty line</b>	Lagging	<b>Poverty levels</b> 1990: 28.4% 2001: 16.8% 2012: 19.9%	There is no clear indication whether the country will be able to achieve the overall goal by the end of 2015. The country made good progress and had achieved the goal in 2007. Setbacks due to the global recession and the consequent social and economic impact on Jamaica have led to a rise in the prevalence of poverty since then.
<b>1b. Halve, between 1990 and 2015, the proportion of people who suffer from hunger</b>	Achieved		Although there has been an increase in the percentage of underweight children under five years of age, the increase has not been sufficient to reverse achievement of the target.
<b>Goal 2: Achieve universal primary education</b>  <b>2a. Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling</b>	Achieved	<b>Enrolment at the primary level</b> 1990: 95.6% 2001: 96.2% 2014: 99.4%	Jamaica has enjoyed universal enrolment at the primary level for more than a decade. Despite this, there have been concerns about the quality of education to which children have access.
<b>Goal 3: Promote gender equality and empower women</b>  <b>3a. Eliminate gender disparity in primary and secondary education, preferably by 2005, and to all levels of education no later than 2015</b>	Lagging	<b>Ratio of girls to boys at the primary level</b> 1990: 0.99 2001: 0.96 2014: 0.95  <b>Ratio of girls to boys at the secondary level</b> 1990: 1.07	Achievements towards this goal include increases in the proportion of female representatives in the Houses of Parliament. Gains have been made also in the labour market, as women now account for almost 50.0 per cent of wage labourers in the non-agriculture sector.

MDG Goals/Targets	Progress	Explanation (Selected Data)	Comment
		2001: 1.03 2014: 1.06  <i>Ratio of girls to boys at tertiary level</i> 1990: 1.26 2001: 1.99 2014: 1.9	Problems of underperformance of boys in education undermine efforts to meet this goal.
<b>Goal 4: Reduce child mortality</b>  <b>4a. Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate</b>	Far behind	<b>Under-five Mortality Rate (per 1,000)</b> 1993:28.5 2000:26.6  Infant mortality rate reduced by almost one-third	Since the 2009 report, child mortality rates have further decreased by 13 per cent and overall child mortality has declined by 25 per cent since 1990. However, the target of 75 per cent reduction will not be met for 2015.
<b>Goal 5: Improve maternal health</b>  <b>5a. Reduce by three-quarters, between 1990 and 2015, the maternal mortality rate</b>	Far Behind	<b>Maternal Mortality Ratio (per 100,000)</b> 1990: 119.7 2001:106.2 2010: 93.7	The maternal mortality ratio has not undergone any change since 2008. While this figure is 21 per cent lower than 1990 levels, it is still far below the target set under this goal. The target will not be met.
<b>5b. Achieve by 2015, universal access to reproductive health</b>	On track		Progress has been made in the provision of reproductive health services and that target can be met.
<b>Goal 6: Combat HIV/AIDS, malaria and other diseases</b>  <b>6a. Have halted by 2015 and begun to reverse the spread of HIV/AIDS</b>	On track	<b>Number of HIV/AIDS cases</b> 1990: 70 2002: 6,401 2013: 30,313	HIV prevalence has remained below 2 per cent over the past 10-15 years. As at the end of 2013, the estimated prevalence and number of persons living with HIV were 1.7 per cent and 30,313 respectively; it was also estimated that 25 per cent of PLHIV were unaware of their status. UNAIDS estimates a purported 25 per cent reduction in new infections and a 50 per cent reduction in AIDS-related deaths (2010 vs. 2000).

MDG Goals/Targets	Progress	Explanation (Selected Data)	Comment
6b. Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it	On track		At the end of 2014, 8,553 adults and 588 children were retained on anti-retroviral (ARV) drugs; this represents 54 per cent of those in need; 92 per cent of pregnant women with HIV received ARV treatment to prevent mother-to-child transmission (MTCT) of HIV with a MTCT rate of 1.2 per cent which is in keeping with the elimination target.
6c. Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases	On track		An outbreak of malaria in 2006/07 was effectively contained. There have been no new reported cases since.
Goal 7: Ensure environmental sustainability  7a. Integrate principles of sustainable development into country policies and programmes and reverse the losses of environmental resources	Lagging		Jamaica has had mixed results in meeting this goal. While there has been improvement in attempts to ensure that environmental consideration is included in policy and planning, greater integration is still needed.
7b. Reduce biodiversity loss, achieving by 2010, a significant reduction in the rate of loss	Unable to assess		Due to lack of data, a comprehensive assessment of performance on this target cannot be made.
7c. Halve by 2015 the proportion of people without sustainable access to safe drinking water and basic sanitation	Achieved	<i>Proportion of households with main source of drinking water that is not pipe:</i> 1990: 21.7% 2001: 16.0% 2012: 22.9%	Over 90 per cent of the population has access to safe drinking water.
7d. By 2020 have achieved a significant improvement in the lives of at least 100 million slum	Unable to assess		Due to lack of data, a comprehensive assessment of performance on this target cannot be made.

MDG Goals/Targets	Progress	Explanation (Selected Data)	Comment
dwellers			
<b>Goal 8: Developing Global Partnerships for Development</b>  <b>8a. Address the special needs of landlocked developing countries and small island developing states</b>	On track		
<b>8b. Deal comprehensively with debt problem of developing countries through national and international measures in order to make debt sustainable in the long term</b>	On track		Jamaica struggles with high levels of indebtedness, although it is taking steps to reduce the debt to a more sustainable level. The 2010 IMF Stand-by Arrangement and the 2013 IMF Extended Fund Facility (EFF) had debt restructuring as prior actions to the signing of the respective programmes. The four-year EFF has a raft of initiatives geared towards debt sustainability many of which were implemented and legislated during FY2013/14.
<b>8d. In cooperation with the private sector, make available the benefits of new technologies, especially information and communications technologies</b>	On track	<b>Fixed telephone lines per 100 population:</b> 1990: 4.46/100 2001: 19.6/100 2014: 9.3 (prelim.)  <b>Mobile telephones per 100 population:</b> 1990: 0 2001: 24.5 2014: 105.8 (prelim.)	The country has had much success in relation to targets for improving access to information and communications technologies.

Source: Planning Institute of Jamaica. (2011). *A Comprehensive Assessment of Jamaica's Progress Towards Achieving the Millennium Development Goals (MDGs) - Final Draft (unpublished)*.

## Appendix 5: Comprehensive List of Issues and Challenges Identified for the Medium Term

Development Issues/Challenges	Symptoms/Consequences
<b>GOAL 1: Jamaicans Are Empowered to Achieve Their Fullest Potential</b>	
<b>1.1 Migration</b>	<ul style="list-style-type: none"> <li>• Brain drain</li> <li>• Contribution to Diaspora</li> <li>• Remittance flows</li> </ul>
<b>1.2 Unhealthy and risky lifestyles</b>	<ul style="list-style-type: none"> <li>• Non-communicable diseases (NCDs)</li> <li>• Sexually Transmitted Diseases (STDs)</li> </ul>
<b>1.3 HIV/AIDS</b>	<ul style="list-style-type: none"> <li>• Decline in new infections and deaths</li> <li>• Persistent prevalence in key groups</li> <li>• Possible end of funding support from Global Fund</li> </ul>
<b>1.4 Inadequate health care facilities</b>	<ul style="list-style-type: none"> <li>• Shortages of supplies, equipment and trained staff</li> <li>• Overcrowding particularly at secondary and tertiary facilities</li> <li>• High infant and maternal mortality</li> </ul>
<b>1.5 Inadequate early childhood development</b>	<ul style="list-style-type: none"> <li>• Shortage of trained teachers</li> <li>• Inadequate numbers of certified institutions</li> </ul>
<b>1.6 Inadequate education system</b>	<ul style="list-style-type: none"> <li>• Inadequate access to system</li> <li>• Anti-social behaviour and insecure school plants</li> <li>• Inadequate teacher quality</li> <li>• Low levels of performance particularly at the primary and secondary levels</li> <li>• Inadequate alignment with demands of the economy</li> </ul>
<b>1.7 Rising levels of poverty</b>	<ul style="list-style-type: none"> <li>• Increased prevalence of poverty in last 2 years</li> <li>• Highest poverty levels in rural areas and among women, children and the elderly</li> </ul>
<b>1.8 Inadequate social protection system</b>	<ul style="list-style-type: none"> <li>• Need to improve PATH</li> <li>• Limited scale of Steps to Work Programme</li> <li>• Low percentage of population participation in pension plans</li> <li>• Inadequate provision for persons with disabilities</li> </ul>
<b>1.9 Low social capital</b>	<ul style="list-style-type: none"> <li>• Need for positive core values</li> <li>• Low levels of trust between individuals and of institutions</li> </ul>
<b>1.10 Weakened family and parenting structures</b>	<ul style="list-style-type: none"> <li>• High level of single-headed households</li> <li>• Inadequate participation in parenting by fathers</li> </ul>
<b>1.11 Inadequate cultural and sport development</b>	<ul style="list-style-type: none"> <li>• Aspects of cultural heritage at risk of being lost</li> <li>• Inadequate sports infrastructure and trained technical personnel</li> </ul>
<b>1.12 Inadequate youth development</b>	<ul style="list-style-type: none"> <li>• Unattached and at-risk youth</li> <li>• Limited youth participation in governance</li> </ul>

Development Issues/Challenges	Symptoms/Consequences
	<ul style="list-style-type: none"> <li>• High level of youth involvement in crime</li> </ul>
<b>GOAL 2: The Jamaican Society is Secure, Cohesive and Just</b>	
2.1 High levels of crime and violence	<ul style="list-style-type: none"> <li>• High levels of major crimes and murders</li> <li>• Insecurity and unease of citizens</li> <li>• Marginalization of communities</li> <li>• High cost of crime</li> <li>• Barrier to competitiveness and investment</li> </ul>
2.2 Lack of respect for human rights	<ul style="list-style-type: none"> <li>• High levels of shootings and abuse of citizens by police</li> <li>• Trafficking in persons</li> <li>• Violence against women and children</li> </ul>
2.3 Gaps in gender equity	<ul style="list-style-type: none"> <li>• Under-representation of women in parliament and business leadership</li> <li>• Underperformance of males in the education system</li> </ul>
2.4 Inadequate mechanisms for transparency and accountability	<ul style="list-style-type: none"> <li>• High incidence and perception of corruption</li> <li>• Barrier to competitiveness and investment</li> </ul>
2.5 Inefficient justice system	<ul style="list-style-type: none"> <li>• Delays in disposing of cases</li> <li>• Inadequate technology and court infrastructure</li> </ul>
2.6 Inefficient public sector	<ul style="list-style-type: none"> <li>• Weak management and administrative systems</li> <li>• Delays in drafting and passage of legislation</li> <li>• Inadequate customer service</li> </ul>
<b>GOAL 3: Jamaica's Economy is Prosperous</b>	
3.1 Macroeconomic vulnerability	<ul style="list-style-type: none"> <li>• Persistent fiscal deficits</li> <li>• High public debt</li> <li>• Loss-making public enterprises</li> <li>• Small open economy</li> </ul>
3.2 Inefficient tax system	<ul style="list-style-type: none"> <li>• Complex and distortionary system of tax incentives</li> <li>• Narrow tax base</li> <li>• Low levels of tax compliance</li> <li>• Complicated process of tax payment</li> </ul>
3.3 Low economic growth rates	<ul style="list-style-type: none"> <li>• Persistent underperformance of the economy</li> <li>• Limited resources for public investment</li> <li>• Limited improvement in per capita wealth</li> </ul>
3.4 High unemployment	<ul style="list-style-type: none"> <li>• Particularly high unemployment among youth and women</li> <li>• Contribution to poverty and at-risk youth</li> </ul>
3.5 Uncompetitive business environment	<ul style="list-style-type: none"> <li>• Delays in obtaining approvals and licences</li> <li>• Difficulties in acquisition, titling and transfer of land</li> <li>• Delays in import and export procedures</li> <li>• Inadequate use of trade policy and investment promotion</li> <li>• Inadequate support for MSMEs</li> </ul>
3.6 Low labour productivity	<ul style="list-style-type: none"> <li>• Reduced economic competitiveness</li> </ul>

Development Issues/Challenges	Symptoms/Consequences
	<ul style="list-style-type: none"> <li>• Low economic growth and low wage growth</li> </ul>
<b>3.7 Poor road transport infrastructure</b>	<ul style="list-style-type: none"> <li>• Inadequately maintained road surfaces</li> <li>• Difficulties in transport of goods by road</li> <li>• Increased costs of vehicle maintenance</li> <li>• Reduced road safety</li> </ul>
<b>3.8 Maritime transport and logistics</b>	<ul style="list-style-type: none"> <li>• Underutilized port capacity</li> <li>• Lack of modernized maritime legislation</li> <li>• Delays in developing logistics facilities</li> </ul>
<b>3.9 Inadequate water and sanitation system</b>	<ul style="list-style-type: none"> <li>• High levels of system losses</li> <li>• Inadequate water distribution infrastructure</li> <li>• Limited sewerage systems in rural areas</li> </ul>
<b>3.10 Lack of energy security and efficiency</b>	<ul style="list-style-type: none"> <li>• Dependence on imported petroleum</li> <li>• Inefficient use of energy</li> <li>• High cost of energy</li> <li>• Low levels of renewable energy</li> </ul>
<b>3.11 Low levels of science, technology and innovation</b>	<ul style="list-style-type: none"> <li>• Low levels of investment in research and development</li> <li>• Gaps in framework for protection of intellectual property</li> <li>• Inadequate science and technology education</li> </ul>
<b>3.12 Internationally competitive industries</b>	<ul style="list-style-type: none"> <li>• Relatively low company sophistication and productivity</li> <li>• Limited inter-sectoral linkages</li> <li>• Limited application of “green” technology</li> </ul>
<b>i. Agriculture</b>	Sector-Specific Issues
<b>ii. Manufacturing</b>	Sector-Specific Issues
<b>iii. Mining and Quarrying</b>	Sector-Specific Issues
<b>iv. Construction</b>	Sector-Specific Issues
<b>v. Cultural and Creative Industries including Sport</b>	Sector-Specific Issues
<b>vi. ICT</b>	Sector-Specific Issues
<b>vii. Financial, Business and Distribution Services</b>	Sector-Specific Issues
<b>viii. Tourism</b>	Sector-Specific Issues
<b>GOAL 4: Jamaica Has a Healthy Natural Environment</b>	
<b>4.1 Threats to natural environment</b>	<ul style="list-style-type: none"> <li>• Loss of biodiversity</li> <li>• Degradation of key ecosystems</li> <li>• Inadequate policy, legal, institutional and enforcement framework for environmental management</li> </ul>

Development Issues/Challenges	Symptoms/Consequences
4.2 Inadequate waste management	<ul style="list-style-type: none"> <li>• Lack of comprehensive waste management policy</li> <li>• Inadequate infrastructure for disposal of solid and liquid waste</li> <li>• Lack of system for handling hazardous waste</li> </ul>
4.3 Vulnerability to hazards	<ul style="list-style-type: none"> <li>• Limited data on hazard mapping and risk assessment</li> <li>• Inadequate resilience of infrastructure and human settlements</li> <li>• Weaknesses in disaster preparedness and response</li> </ul>
4.4 Threat of climate change	<ul style="list-style-type: none"> <li>• Threats from rising sea levels, increased severity of floods and droughts, and extreme weather events</li> <li>• Inadequate awareness of and adaptation to climate change</li> </ul>
4.5 Inadequate land use planning	<ul style="list-style-type: none"> <li>• Fragmented and inefficient planning system</li> <li>• Lengthy development approvals process</li> </ul>
4.6 Inadequate provision of housing / shelter	<ul style="list-style-type: none"> <li>• Inadequate access to affordable housing</li> <li>• High levels of informal settlements (“squatting”)</li> </ul>

## Appendix 6: References

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