



# Medium Term Socio-Economic Policy Framework

2009-2012

*Building the foundation for  
achieving Jamaica's long-term goals*

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# A Vision for Jamaica

## National Vision Statement

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

### The Vision

From bustling townships and cities to the “irie” countryside, we are a people of tremendous God-given talent and potential. Out of diverse hardships we remain strong and deeply spiritual. Jamaica, an island gem basking in brilliant sunshine where cool waters cascade from the mountains to the fertile soils of the valleys below.

As a united family at home and abroad, we commit to a vision in which:

- we ensure equitable access to modern education and training appropriate to the needs of each person and the nation
- we provide quality and timely healthcare for the mental, physical and emotional well-being of our people
- our children and our children’s children can continue to enjoy the unique environmental and cultural treasures of our island home
- we seek out and support the entrepreneurial talents and creativity of our people
- we create prosperity through the sustainable use and management of our natural resources
- we create and advance national prosperity and security by vigorously seeking, learning, generating, and applying scientific and technological knowledge
- we provide full access to efficient and reliable infrastructure and services
- we are the premier destination to visit and do business
- we hold to and build on those positive core values and attitudes that have made us distinctly Jamaican
- we resolve conflicts through dialogue and mediation
- we treat each other with respect and dignity
- we all have a meaningful voice in the decision-making of our country
- we create a safe and secure society
- we know our rights and responsibilities and stand equal before the law
- Our families contribute positively to the society and nurture, protect, encourage and support their members

We especially seek to create a secure future for our vulnerable population in ensuring that:

- each child has equal opportunity to develop his or her full potential through access to the best care, affection and protection
- our youth are empowered to contribute meaningfully in building and strengthening the communities to which they belong
- our elderly and persons with disabilities are fully integrated within society, have access to appropriate care and support services and are treated as valuable human resources
- no one falls into, or remains in poverty for lack of adequate support

**“One love, one heart, one Jamaica”**

## FOREWORD

**T**he Planning Institute of Jamaica is honoured to have led the process of formulating this *Medium Term Socio-Economic Policy Framework (MTF) 2009-2012*, which is the prioritized action plan for the first three years of the *Vision 2030 Jamaica – National Development Plan*. It is the frame of reference for implementing the Plan, and the means by which we align more effectively, our programmes and activities to the national budget.

All countries are struggling to make sense of and respond to the global economic crisis that is unfolding. Although this crisis requires an adequate and immediate response from policy makers, stakeholders and partners, we cannot lose sight of the “big picture” and the long-term. The crisis provides an opportunity for us to make the hard choices that will enable us to achieve our development goals. It will not make our jobs any easier; it will present serious challenges. Nevertheless, our choice is clear. Now is the time.

Against this background, *MTF 2009-2012* presents the priority National Outcomes for the country, and details the key strategies and actions for six of the fifteen National Outcomes under Vision 2030 Jamaica: Security and Safety; A Stable Macroeconomy; Strong Economic Infrastructure; Energy Security and Efficiency; World-Class Education and Training; and Effective Governance. These priority outcomes address the binding constraints that we must break in the short- and medium-term in order to advance our quest for a secure and prosperous society.

*MTF 2009-2012* addresses our concern for efficiency in the implementation process and adopts the Results Based Monitoring System (RBMS) approach to track performance against established indicators and targets. The institutional capacity of Ministries, Departments and Agencies (MDAs) will need to be strengthened to facilitate timely and efficient implementation and monitoring of progress.

As with the long-term National Development Plan, the successful implementation of *MTF 2009-2012* depends on partnership among the public sector and the private sector, trade unions, civil society organizations, academia, faith-based organizations and International Development Partners. The Prime Minister who has direct responsibility for Development and Planning has demonstrated a commitment to the process of transformation and will implement the legislative and policy changes necessary to provide the enabling environment for sustainable development of Jamaica.

We must take full responsibility for our future. Let us therefore join together to ensure that we achieve the targets established for this MTF, the first leg of our journey to a secure and prosperous future.

**Wesley Hughes, CD**  
**Director General**  
**Planning Institute of Jamaica**



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The PIOJ thanks all those who gave of their resources, time and intellect to help to translate the long-term goals into short-term priority outcomes, strategies and actions for implementation during the medium term.

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- Chairpersons and members of the various Task Forces
- Trade Union Representatives
- Civil society stakeholders including academia
- Officials and Technical Staff in the Private Sector
- Media Professionals
- Budget Staff of the Ministry of Finance and the Public Service
- Representatives from Non-Governmental Organizations
- Representatives from the Diaspora Community
- Officials of the International Development Community

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**We thank you all for your commitment and support.**



## LIST OF ABBREVIATIONS AND ACRONYMS

AAJ	Airports Authority of Jamaica
BCJ	Broadcasting Commission of Jamaica
BNS	Bank of Nova Scotia Jamaica Limited
BOJ	Bank of Jamaica
BSJ	Bureau of Standards Jamaica
BTU	British Thermal Units
CBET	Competency Based Education and Training
CBO	Community Based Organization
CDA	Child Development Agency
CERE	Centre for Excellence in Renewable Energy
CITO	Central Information Technology Office
CMA	Caribbean Maritime Authority
CSO	Civil Society Organization
CTO	Caribbean Tourism Organization
DBJ	Development Bank of Jamaica
DCS	Department of Correctional Services
DEVINFO	Development Information
ECC	Early Childhood Commission
EDC	Economic Development Committee (Cabinet)
EFJ	Environmental Foundation of Jamaica
EPA	Economic Partnership Agreement
EPI	Environmental Performance Index
ESSJ	Economic and Social Survey Jamaica
EU	European Union
FAO	Food and Agriculture Organization
FBO	Faith Based Organization
FSC	Financial Services Commission
GCI	Global Competitiveness Index
GDP	Gross Domestic Product
GI	Geographical Indications
GIS	Geographical Information Systems
GMP/HACCP	Good Manufacturing Practices/Hazard Analysis and Critical Control Points
GOJ	Government of Jamaica
HDI	Human Development Index
HEART Trust/NTA	Human Employment and Resource Training Trust/National Training Agency
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IDP	International Development Partners
IMF	International Monetary Fund
INSPORT	Institute of Sport
IP	Intellectual Property



IPL	Independence Park Limited
IPP	Independent Power Producers
IWRM	Integrated Water Resources Management
JAMSTATS	Jamaica Statistics
JBDC	Jamaica Business Development Corporation
JBIC	Jamaica Bauxite Institute
JCC	Jamaica Chamber of Commerce
JCDC	Jamaica Cultural Development Commission
JCF	Jamaica Constabulary Force
JDF	Jamaica Defence Force
JCTU	Jamaica Confederation of Trade Unions
JEA	Jamaica Exporters' Association
JEF	Jamaica Employers' Federation
JMA	Jamaica Manufacturers' Association
JPC	Jamaica Productivity Centre
JIPO	Jamaica Intellectual Property Office
JPAT	Jamaica Protected Areas Trust
JPSCo	Jamaica Public Service Company Limited
JRC	Jamaica Railway Corporation
JSIF	Jamaica Social Investment Fund
JSLC	Jamaica Survey of Living Conditions
JTB	Jamaica Tourist Board
JTI	Jamaica Trade and Invest
JUTC	Jamaica Urban Transit Corporation
LCEP	Least Economic Cost Expansion Plan
LICJ	Land Information Council of Jamaica
LPG	Liquid Petroleum Gas
LRIDA	Labour Relations and Industrial Disputes Act
MDAs	Ministries, Agencies and Departments
MDGs	Millennium Development Goals
ME	Ministry of Energy
M&E	Monitoring and Evaluation
MEFL	Micro Enterprise Financing Limited
MGD	Mines and Geology Division
Met Office	Meteorological Office
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MFPS	Ministry of Finance and the Public Service
MICYS	Ministry of Information, Culture, Youth and Sport
MIIC	Ministry of Industry, Investment and Commerce
MIND	Management Institute for National Development
MIS	Management Information System
MLSS	Ministry of Labour and Social Security
MMT	Ministry of Mining and Telecommunications
MNS	Ministry of National Security
MOA	Ministry of Agriculture
MOE	Ministry of Education

MOHE	Ministry of Health and the Environment
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
MTEF	Medium Term Expenditure Framework
MTF	Medium Term Socio-Economic Policy Framework
MTSEF	Medium Term Sectoral Expenditure Framework
MTW	Ministry of Transport and Works
MWH	Ministry of Water and Housing
NCTVET	National Council on Technical Vocational Education and Training
NCYD	National Council for Youth Development
NEPA	National Environment and Planning Agency
NGO	Non Governmental Organization
NIC	National Irrigation Commission
NIDP	National Irrigation Development Project
NIS	National Insurance Scheme
NLA	National Land Agency
NPC	National Planning Council
NROCC	National Road Operating and Construction Company
NWA	National Works Agency
NWC	National Water Commission
NYS	National Youth Service
ODPEM	Office of Disaster Preparedness and Emergency Management
OPM	Office of the Prime Minister
OUR	Office of Utilities Regulations
PACT	Peoples Action for Community Transformation
PAJ	Port Authority of Jamaica
PATH	Programme for Advancement through Health and Education
PCJ	Petroleum Corporation of Jamaica
PDC	Parish Development Committee
PICA	Passport, immigration and Citizenship Agency
PIOJ	Planning Institute of Jamaica
PSIP	Public Sector Investment Programme
R & D	Research and Development
RADA	Rural Agricultural Development Authority
RBM	Results-Based Management
SAJ	Shipping Association of Jamaica
SBAJ	Small Business Association of Jamaica
SDC	Social Development Commission
SDF	Sport Development Foundation
SMA	Spectrum Management Limited
SRC	Scientific Research Council
STATIN	Statistical Institute of Jamaica
TA	Transport Authority
TEF	Tourism Enhancement Fund
TGCC/JTI	Target Growth Competitiveness Committee/Jamaica Trade and Invest

TMC	Technical Monitoring Committee
TPDCO	Tourism Product Development Company
TWG	Thematic Working Group
UDC	Urban Development Corporation
UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund
USA	United States of America
USAID	United States Agency for International Development
UTECH	University of Technology, Jamaica
UWI	University of the West Indies
WRA	Water Resources Authority





# INTRODUCTION

**V**ision 2030 Jamaica is our country's first long-term National Development Plan. It is based on a comprehensive vision:

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

This Plan aims to put Jamaica in a position to achieve developed country status by 2030 as indicated by enhanced quality of life for all citizens and world-class standards in areas including education, health care, nutrition, civility and social order and access to environmental goods and services.

The Medium Term Socio-Economic Policy Framework (MTF) is aligned to the overall vision, goals and outcomes of Vision 2030 Jamaica – National Development Plan and allows for a stage by stage operationalization of the long-term Plan. MTF 2009 – 2012 is the first in a series of seven consecutive 3-year MTFs. As a companion document of Vision 2030 Jamaica - National Development Plan, the MTF sets out a prioritized package of policies, strategies and programmes proposed by the Government for implementation over the period 2009 - 2012. The MTF concentrates on the strategies of the public sector<sup>1</sup> but the private sector and civil society organizations will be asked to complement and in some instances, support the work of the public sector in the implementation of various strategies. Specific initiatives of the private sector and civil society organizations are therefore not included in the MTF.

A distinguishing feature of Vision 2030 Jamaica and, by extension the MTF, is its focus on implementation and accountability. At the heart of this focus is the emphasis on prioritization and action. Many previous Government plans have not been implemented because of lack of action planning, broad ownership and realism. The MTF has been designed to address these problems through the Results-Based Management (RBM) approach, on which Vision 2030 Jamaica - National Development Plan is built. Results-based monitoring and evaluation (RBM&E) focuses attention on achieving outcomes, establishing goals and targets; it permits managers to identify and take action to correct weaknesses and to better support the development agenda.

The MTF was prepared by the Planning Institute of Jamaica (PIOJ) as a companion document to Vision 2030 Jamaica – National Development Plan, and benefited from extensive collaboration with officials across Government, industry leaders, trade unions and Civil Society. The 31 sector plans<sup>2</sup> developed under the Vision 2030 Jamaica process provide the framework for implementation at the sectoral level, and also represent the basis on which the MTF is developed. It recognizes other planning instruments and processes such as: the proposed 3-year Whole of Government Business Plan,<sup>3</sup> being prepared for the public sector under the coordination of the Cabinet Office; the corporate and operational plans of MDAs; and the annual national budgets. The proposed introduction and full implementation of a Medium Term Expenditure Framework (MTEF) by the Ministry of Finance and the Public Service, is also recognized as an important step to ensure

1 Includes Non-Governmental Organizations (NGOs), Faith Based Organizations (FBOs), and Community Based Organizations (CBOs).

2 See Appendix 1.

3 A new planning instrument of the Government of Jamaica expected to be introduced within the time frame of this MTF.



greater coherence of the fiscal budget with the National Goals and Outcomes.

Although there is general agreement on the key strategic direction, not all of the performance indicators and targets were approved by relevant agencies at the time of preparation of this document. A process to review and refine these performance indicators and targets will be an important next step. This process requires cooperation and support from our partners and stakeholders.

This MTF is not fully costed. The document nevertheless presents a matrix of selected programmes and projects that are considered important for achievement of targets under the National Outcomes. The matrix consists mainly of those projects with financing support from the International Development Partners (IDPs) and reflects estimated costs where available.

## Structure of the Document

This document contains four chapters and Appendices, as follows:

**Chapter 1** – Jamaica's Socio-Economic and Environmental Profile

**Chapter 2** – A synopsis of Vision 2030 Jamaica – National Development Plan

**Chapter 3** – Medium Term Priorities – This is the core of the document. It presents selected medium term strategies and actions to be undertaken under a prioritized and narrower set of outcomes than the 15 National Outcomes articulated in the Vision 2030 Jamaica. A list of selected projects which support the medium term objectives and strategies are also presented along with proposed performance indicators for monitoring of progress toward achieving the outcomes.

**Chapter 4** – MTF 2009-2012 - Indicative Programme

**Chapter 5** – Implementation, Monitoring and Evaluation Framework – Describes the mechanisms through which the medium term strategies will be transformed into action and the main institutions that will be involved in implementation. It also sets out the framework through which progress against indicators and targets are to be monitored and evaluated.

## Appendices

**Appendix 1** – List of Sector Plans

**Appendix 2** – National Strategies Linked to Goals and Outcomes

**Appendix 3** – T21 Jamaica: An Integrated Development Planning Model

## 1

## SOCIO-ECONOMIC AND ENVIRONMENTAL PROFILE

Jamaica is home to a warm-hearted, talented and diverse people, who are known worldwide for a strong sense of identity expressed through music, sport and the rich cultural mix which enable its influence to extend far beyond its shores. Our island is known for its beauty, political stability and abundant natural resources such as bauxite, limestone and high quality water resources. It boasts of a climate favourable to tourism and agricultural production. Its geographic location, in close proximity to the largest developed country, is advantageous for sustained capital investments and trade.

Jamaica is the largest English-speaking island in the Caribbean spanning approximately 1 million hectares in size – 82 km wide by 234 km long – and is more than 2,256 metres at its highest point, Blue Mountain Peak. Its varied topography and climate allow for a diversity of habitats and growing conditions. The population, approximately 2.7 million with an average annual growth rate of 0.5 per cent, is projected to reach 2.9 million by 2030. A commonly held view is that the size of the populace of Jamaicans living in the Diaspora approximates that of the resident population.

Our country's development has been characterized by paradoxes and potential. During the decade following Independence (1962-1972) economic sectors such as mining, manufacturing and construction and, the tourism industry had strong growth, resulting in Jamaica being one of the leading countries in the Caribbean in economic development. However, resource constraints and the challenges of economic dependence, including marked inequalities in wealth and opportunity, prevented the economy from reaching its full growth potential.

The steady economic growth experienced between 1962 and 1972 occurred alongside many unresolved social issues of inequity, including limited access by the broad base of society to public goods and services such as education and health care. Economic infrastructure, such as roads, water, and electricity, was less than satisfactory. Labour market conditions and industrial relations were at best volatile. Institutional reform and the legislative framework were fledgling and there was weak social cohesion in some areas. Despite these challenges, the society was relatively peaceful, orderly and secure.

Since 1972, Jamaica has experienced periods of poor economic performance followed by relatively short periods of economic growth. Major social and political reforms characterized this period, particularly in the areas of education and industrial relations. Structural adjustment processes were implemented including liberalization of the trade and foreign exchange regimes and privatization of Government assets in key services including tourism, telecommunications and banking.<sup>4</sup> The rapid liberalization of trade and foreign exchange regimes along with

**...the challenges of economic dependence, including marked inequalities in wealth and opportunity, and resource constraints prevented the development of the economy from reaching its full potential.**

<sup>4</sup> In the 1970s, the Government acquired the oil refinery and assets in the bauxite industry, consequent on the decision of foreign companies to cease operating in Jamaica.



inadequate oversight and regulation of the financial services sector contributed to inflationary pressures in the early 1990s, and a full-blown crisis in the financial services sector from 1995 to 1997. After 1997, the financial services sector recovered, though at a substantial cost to the Government as reflected in increased public debt. An important and positive outcome was a strengthened regulatory framework for the financial services sector.

Economic development was constrained by a series of natural disasters and external shocks including hurricanes in 2001, 2004, 2005 and 2007, the terrorism attack in the USA in September 2001, international recessions in 2000 and again in 2007, and steep rises in oil prices particularly in the early 1970s and from 2004 to 2008. Nonetheless, there has been consolidation of previous structural adjustment and liberalization processes, reduction in poverty levels, and dynamic expansion in the tourism, telecommunications, and entertainment industries, and in the financial services and distribution sectors.

Jamaica has succeeded in raising the overall standard of living as measured by some of its key social indicators, and is on track to achieve some of the Millennium Development Goals (MDGs) by 2015. See Selected Country Socio-Economic Indicators (Table 1). Life expectancy, which was 72 years in 2007, is comparable to that of high income countries. The percentage of households with access to piped water increased to 70.2 per cent in 2007 from 66.6 per cent in 2000.<sup>5</sup> The proportion of the population living below the poverty line has moved to one in 10 in 2007 from one in four in 1990.<sup>6</sup> Enrolment in primary and junior secondary education is near universal. The target for universal primary schooling has been achieved with net rates of over 90 per cent for both boys and girls. Universal quality education for our children is unsatisfactory with student performance below average in major assessments at the primary and secondary levels.

#### United Nations Millennium Development Goals

1. **Eradicate Extreme Poverty and Hunger**
2. **Achieve Universal Primary Education.**
3. **Promote Gender Equality and Empower Women**
4. **Reduce Child Mortality**
5. **Improve Maternal Health**
6. **Combat HIV/AIDS, Malaria and other Diseases**
7. **Ensure Environmental Sustainability**
8. **Develop a Global Partnership for Development**

Several of Jamaica's health indicators have improved substantially over the last two decades, reflecting the epidemiological transition observed in other Caribbean countries. HIV/AIDS, a communicable disease, has become a serious public health concern, and there has been an increased prevalence of lifestyle-related chronic diseases, such as cardiovascular diseases, diabetes and obesity.<sup>7</sup> There are lingering concerns on the slow rate of improvement in the infant and maternal mortality indicators.

<sup>5</sup> Jamaica Survey of Living Conditions 2007 Report.

<sup>6</sup> Proportion of persons living below the poverty line declined to 9.9 per cent in 2007 from 16.8 per cent in 2004 - Jamaica Survey of Living Conditions, 2007.

<sup>7</sup> Food and Agricultural Organization, 2002.

**Table 1: Selected Socio-Economic Indicators - Jamaica (2000 – 2007)**

INDICATORS	2000	2001	2002	2003	2004	2005	2006	2007
Real GDP <sup>8</sup> (Growth) %	0.9	0.7	2.3	3.1	0.6	1.5	3.1	0.7
Debt/GDP <sup>9</sup> (%)	97.1	115.8	124.2	122.5	119.5	118.6	113.2	108.2
Average Annual Unemployment Rate (%)	15.5	15.0	14.2	11.4	11.7	11.2	10.3	9.9
Average Annual Exchange Rate (J\$=US\$1.00)	43.1	46.1	48.5	57.9	61.3	62.5	65.9	69.1
Inflation (%) (fiscal year)	6.2	7.6	6.1	16.5	13.1	11.2	8.0	19.9
Population ('000)	2,597.1	2,612.5	2,621.7	2,635.7	2,648.2	2,656.7	2,669.5	2,682.1
Population Growth Rate (%)	0.6	0.6	0.4	0.5	0.5	0.5	0.5	0.5
Life expectancy at birth (years)	72.2	72.0	72.0	72.3	73.3	73.3	73.3	72.4
Adult Literacy (% of ages 15 and older)	79.9	79.9	79.9	79.9	79.9	79.9	85.5	86.0
Gross Primary Enrolment (000)	325.3	334.7	332.9	328.4	331.3	326.4	318.7	310.0
% Population below Poverty Line	18.7	16.9	19.7	19.1	16.9	14.8	14.3	9.9
Access to Piped Water (% of households)	66.6	70.9	64.5	n/a	68.2	n/a	67.8	70.2

Source: Planning Institute of Jamaica

## Where We Are Now

Our country stands at a crossroads in our development with disappointing economic growth, a lack of national consensus on critical issues, and high incidence of violent crimes that threaten our country's stability. Jamaica now has one of the highest murder rates in the world, averaging 60 per 100,000 population in 2008. Females are the main victims of gender-based violence, including rape and carnal abuse. Other challenges we continue to face include: high public debt; low productivity in most sectors; fiscal imbalance; anaemic export performance; weak infrastructure; poor educational performance particularly among boys; unemployment among youth (ages 15-24 years) as high as 23.6 per cent;<sup>10</sup> weak institutions; inadequate transparency and accountability in governance; and a high perception of corruption permeating public and private sectors.

The Human Development Index<sup>11</sup> considers Jamaica as a medium level developing country, with an HDI score of 0.736 ranking 101st out of 177 countries. This was below the level of Barbados, the Bahamas, St. Kitts and Nevis, Antigua and Barbuda, and Trinidad and Tobago, which ranked 31st, 49th, 54th, 57th and 59th respectively.

<sup>8</sup> Fiscal years (2000/2001 to 2007/2008). GDP figures used for 2000-2007 utilize the 1993 System of National Accounts and 2003 base year.

<sup>9</sup> Ibid.

<sup>10</sup> Jamaica Survey of Living Conditions, 2007

<sup>11</sup> Human Development Report 2007/2008, UNDP.

In 2007, Jamaica's GDP per capita stood at US\$4,147 (103rd among 210 nations and territories of the world). By contrast GDP per capita in the developed countries was in the range of US\$20,000 – US\$120,000, while regional counterparts Trinidad and Tobago and Barbados enjoyed GDP per capita levels of US\$15,457 (58th) and US\$12,687 (63rd), respectively.<sup>12</sup>

The 2008-2009 Global Competitiveness Index (GCI) ranks Jamaica 86th out of 134 countries, whereas Puerto Rico, Barbados and Trinidad and Tobago rank 41st, 47th and 92nd respectively. The GCI report characterizes Jamaica as a country in the efficiency-driven stage of development<sup>13</sup> which means that although we have some elements of the pillars of competitiveness, in most cases they are not efficiently or effectively supporting Jamaica's transition to the third stage of development: that is, an innovation-driven economy.

Transparency International reported that Jamaica's rank in transparent and good governance slipped from 57th in 2003 to 84th out of 132 countries in 2007. In order to correct this, Government introduced measures to strengthen the required levels of accountability and to enable its scrutiny by the public, particularly in the contracting and procurement processes.<sup>14</sup>

Jamaica ranked 54th out of 147 countries in the 2008 Environmental Performance Index (EPI), outperforming many developed countries and, along with the Dominican Republic and Cuba, lead in the Caribbean with respect to environmental protection and sustainability. Despite the improvements in environmental management, Jamaica was ranked as extremely vulnerable in the 2008 Environmental Vulnerability Index (EVI). We need to halt deterioration of our natural resources, pollution of the Kingston Harbour, and the declining conditions of our beaches and coral reefs.

One profound impact of these economic, social, governance and environmental challenges has been the sustained outward migration of many Jamaicans, including the highly educated, who have made other countries the places of choice to live and unfold their talents.

## Impact of the Global Economic Downturn

We are facing a global economic crisis that exceeds the scope of previous downturns experienced since Independence and, if not addressed could affect the implementation of the MTF. Since 2007, the global economy has been experiencing instability and decline evidenced by: volatility in global stock markets; sub-prime mortgage crisis and declining real estate markets in North America and Europe; rising levels of unemployment; and the failure of several international investment banks and companies. Most analyses of the situation indicate that recovery is not yet in sight and is likely to be gradual when it comes.

12 GDP per capita in current dollars is based on the United Nations Statistics Division National Accounts Main Aggregates Database. The range of developed countries is based on the IMF list of advanced economies.

13 The GCI report utilizes three main categories to characterize a country. A factor-driven economy competes on the basis of factor endowments, unskilled labour, natural resources and price. Countries in the second tier are efficiency-driven and have to begin to improve both their productivity and product quality in order to increase their competitiveness. This requires that they invest more in higher education and training, promote more efficiency in goods and labour markets, increase the sophistication of their financial markets and increase their application of existing technologies. At the highest level, countries characterized as innovation-driven economies are able to sustain higher wages and standards of living by offering new and unique products. This is only possible through innovation and increasing the extent to which they add value to basic products. See Porter and Schwab, *The Global Competitiveness Report 2008-2009* (2008).

14 In 2002, the Government instituted the Access to Information Act to facilitate public access to official documents.



As a small open economy, Jamaica is not immune to the effects of this global downturn and we recognize the serious risks of the deteriorating financial conditions particularly in the USA, our major trading partner. The impact of the global economic crisis on Jamaica is likely to limit, in the near term, access to capital markets, reduce the profitability of local businesses, stymie economic growth, reduce employment in critical sectors of the economy, and worsen our balance of payments. The unfolding situation also has negative implications for the advancement of our social development agenda as well as for the timely achievement of the Millennium Development Goals

### Medium Term Response

Notwithstanding the challenges in the global and local economy, our medium-term policies will: strengthen the economic foundation for a vibrant and competitive economy through strong fiscal discipline and debt reduction, and reform of the tax system; enhance the business climate; diversify the energy supply to increase energy security and reduce dependence on imported petroleum; build sound economic infrastructure including public transportation system, air and marine transport, digital broadcasting network, and water supply and sanitation systems; improve the quality of governance through effective public sector management, implementation of the justice transformation agenda and strengthening of the bureaucracy; build on previous efforts in crime prevention and reduction, and pursue new approaches to policing including the incorporation of new crime fighting technologies and the empowerment of communities to participate in crime prevention; and improve education and training outcomes with special focus on early childhood development, training for the out of school population, and improved teacher quality.

The achievement of the specified targets is dependent on: a consultative approach to policy making; the pursuit of broad partnership with key stakeholders from the private sector, civil society, faith-based organizations and the Diaspora; more active engagement and dialogue with the International Development Partners (IDPs) particularly multilateral institutions; and all with the recognition that difficult choices will have to be made. In spite of the burgeoning challenges, the Government is committed to the implementation of this MTF as a first step towards achieving Vision 2030 Jamaica.



# NATIONAL VISION

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

## What does this mean?

(The National Goals)

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

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

**3** Jamaica's economy is prosperous

**4** Jamaica has a healthy natural environment

## Where do we want to be by 2030?

(The National Outcomes)

1. A Healthy and Stable Population
2. World-Class Education and Training
3. Effective Social Protection
4. Authentic and Transformational Culture

5. Security and Safety
6. Effective Governance

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

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

## 2

## VISION 2030 JAMAICA- NATIONAL DEVELOPMENT PLAN

**V**ision 2030 Jamaica, our country's first long-term National Development Plan, is based on a comprehensive vision: **"Jamaica, the place of choice to live, work, raise families, and do business"**. This envisages a major transformation by 2030 from a middle income developing country to a developed country which affords its citizens a high quality of life and world-class standards.

There is no single definition of a developed country. The generally accepted concept refers to countries that:

- have achieved relatively high levels of per capita income;<sup>15</sup>
- possess advanced productive sectors;
- enjoy high quality infrastructure and social services;
- undertake relatively high levels of research and innovation.

In addition to these broad characteristics, the Human Development Index (HDI) combines measures of life expectancy, literacy, school enrolment and per capita GDP into a single index to measure relative human development among nations. By this measure, a high level of human development equates with a composite score of 0.80 or higher.

*Figure 1: Defining a Secure and Prosperous Society for Jamaica*



<sup>15</sup> The World Bank defines high-income countries as those with per capita Gross National Income (GNI) of US\$11,456 or more in 2007 as calculated using the World Bank Atlas method.



## What Does Developed Country Status Mean for Jamaica?

In our context, essential elements needed to enhance the quality of life for all Jamaicans and for which our country can achieve world-class standards, include: education; health care; nutrition; basic amenities; access to environmental goods and services; civility; and social order. These elements are fundamental to the achievement of progress towards a more sustainable society which integrates and balances the economic, social, environmental and governance components of national development. This sustainable approach has been defined as development that “meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>16</sup>

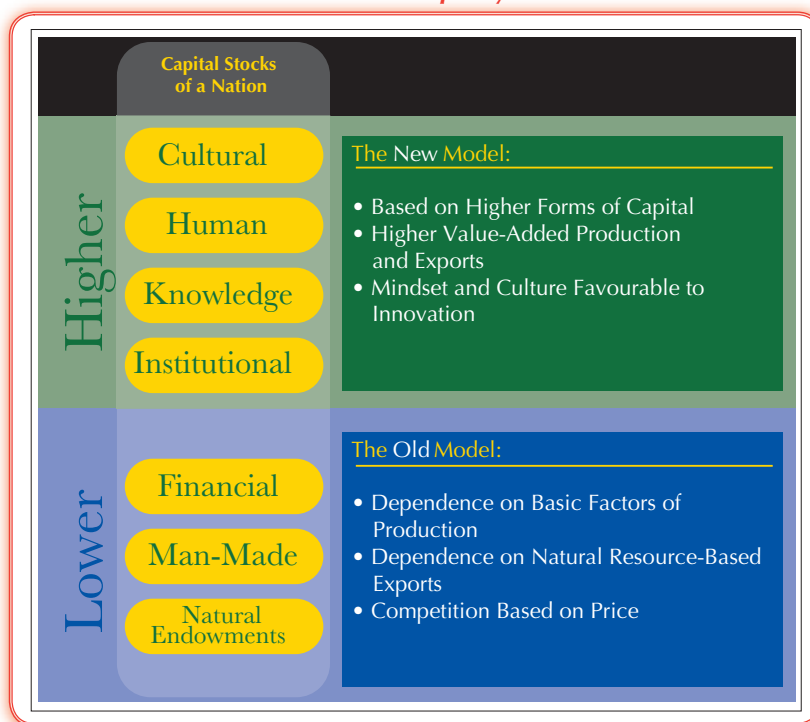
## Jamaica’s Road to Sustainable Prosperity - The New Paradigm

The present state of our national development reflects the accumulation of choices we have made in the past. The sum of a nation’s capital stocks, and how they are used, determines that nation’s level of prosperity. The old paradigm we pursued for generating prosperity focused on exploiting the lower forms of capital, for example, our sun and sand tourism, sub-soil assets and basic agricultural commodities. These “basic factors” represent the more easily imitated advantages on which a nation can compete, and cannot create the levels of prosperity required for sustained economic and social development. Continuing along this path will simply produce more of the same. This is unsatisfactory. Although the use of the lower forms of capital provide the foundation for development, sustained levels of prosperity will only be generated when we begin to effectively develop and use the higher forms of capital.<sup>17</sup>

We have to make new choices.

Vision 2030 Jamaica introduces a new paradigm which redefines the strategic direction for Jamaica. It puts us on a different path – a path that will lead to sustainable prosperity. The central challenge for our country’s national development is to create the conditions in which our productive enterprises are able to generate greater levels of wealth and in which the social and environmental conditions and the general well-being of the society are enhanced. We must, as a nation, make an urgent yet bold choice to exploit the country’s higher forms of capital – our cultural,

**Figure 2: Forms of Capital - A Model for Jamaica’s Road to Prosperity**



<sup>16</sup> World Commission on Environment and Development: Our Common Future. Oxford: Oxford University Press. 1987.

<sup>17</sup> This model posits seven (7) forms of capital, namely: the natural, man-made, financial, knowledge, human, institutional and cultural forms of capital – of which the last four comprise social capital (see for example Fairbanks in Harrison and Huntington, 2000).

human, knowledge and institutional capital stocks - and move towards an innovation-driven stage of development. This implies that, as a country we will sustain higher wages and standards of living through higher levels of productivity, develop new and unique products and services, and add value to the lower forms of capital by the application of science, technology and innovation.

## Guiding Principles

Vision 2030 Jamaica is based on seven guiding principles which put people at the centre of Jamaica's development. These are: transformational leadership; partnership; accountability and transparency; social cohesion; equity; sustainability; and urban and rural development. They give priority attention to elements that are essential to delivering a world-class quality of life for all Jamaicans, and reflect the key pillars of change needed to realize the Vision for our nation.

*Figure 3: Guiding Principles*



## Changing the Mindset

At the heart of this vision for Jamaica is the transformation of the society. This transformation will only take place if there is a change in the mindset of the nation which addresses those traits that are likely to inhibit progress towards development. This change is vital if we are to significantly reduce crime and violence, improve education and training outcomes, advance the development of our infrastructure, increase productivity and manage our national debt.

We must recapture the respect for and give prominence to positive societal values and attitudes.<sup>18</sup> Core values such as respect, honesty and truthfulness, forgiveness and tolerance are the sine qua non of any civilized society. Attitudinal values such as trust, honour, discipline, responsibility, cooperation, integrity, good work ethic and punctuality are essential for transforming this society to a prosperous one. The Jamaican economy must be recast through the adoption and infusion of the transformative values to change the attitude of workers and employers, to improve their abilities to work together and increase productivity. These values are found to be strongly correlated with higher levels of productivity and higher levels of income.

<sup>18</sup> Amartya Sen (2001) identifies the major contribution that culture, values and attitudes make to the development of a country.

As a nation, we must choose the path for sustainable prosperity which ensures a more promising future. The challenges are great. The choice is clear – sustainable prosperity for our people – as embodied in our new vision:

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

## National Goals

The National Development Plan is built around four comprehensive goals:

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

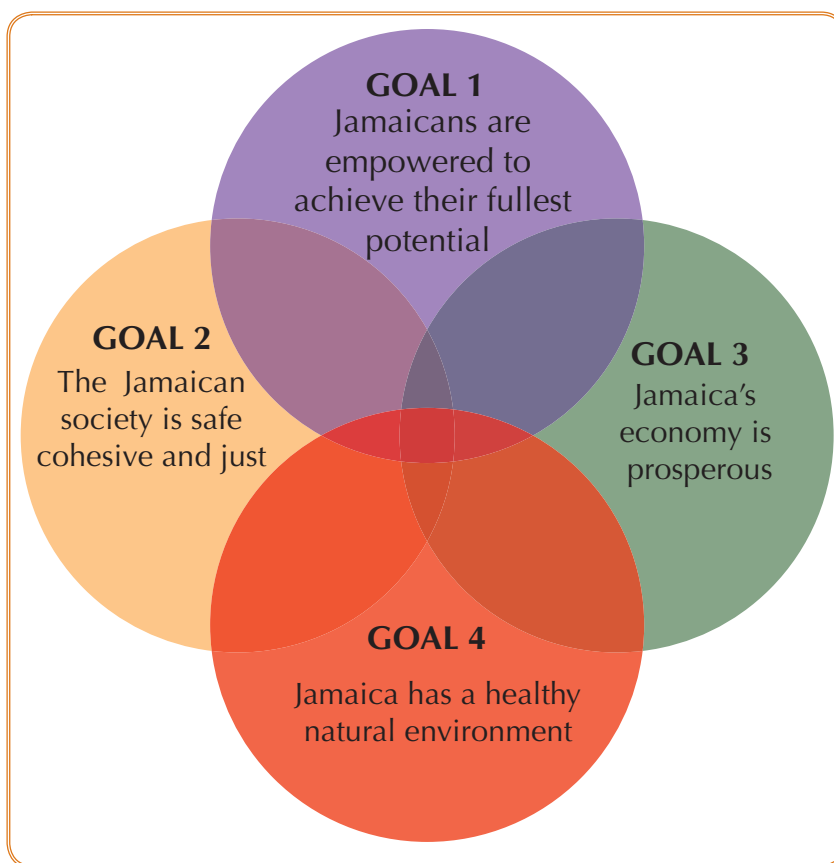
**Goal 2:** The Jamaican society is secure, cohesive and just

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

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

These National Goals are mutually reinforcing and synergistic in design, and their achievement cannot be realized in isolation from each other. In effect, the selection of these goals, and the design of the associated outcomes, strategies and programmes collectively represent a new approach to development in Jamaica. This approach is broad in scope, participatory in design and intended implementation, long-term in reach and transformational in character. The Plan thus provides a comprehensive framework in which the linkages among economic, social, environmental and governance sectors are made, and presents a broad strategic thrust for the transformation of the Jamaican economy and society towards sustainable development and prosperity for the Jamaican people.

**Figure 4: National Goals**



Vision 2030 Jamaica recognizes that economic growth – while necessary – is not sufficient to achieve sustainable prosperity for the Jamaican people. For this to be achieved, sustained economic growth must be complemented with measures that ensure broad enjoyment of the benefits of growth, and an environment in which citizens feel empowered and secure, and are able to enjoy a high quality of life. Indeed, enhanced empowerment, improved security, fairness, and greater attention

to environmental quality are not only ends in themselves, but are also essential ingredients for the attainment of sustainable prosperity.

In the broadest sense, the new paradigm contained in the Plan seeks to achieve the four goals by developing, preserving and deploying the nation's capital stocks, with a concerted effort to create conditions conducive to a shifting from the employment of lower forms of capital to activities driven by higher forms of capital which would boost productivity and establish the basis for a higher standard of living.

These four National Goals give greater articulation to our vision statement and are the pillars on which the new paradigm for Jamaica's sustainable prosperity rests. Cascading from these goals are fifteen National Outcomes which reflect the actual or intended changes in development conditions. Each goal is aligned to a number of these outcomes which provide the roadmap for success.

**Table 2: National Outcomes Linked to Goals**

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

The outcomes will be achieved through the implementation of a range of National Strategies that address the development challenges facing Jamaica and take full advantage of our strengths and opportunities.<sup>19</sup> The National Strategies in turn guide the implementation of the sector plans which contain detailed sector strategies and action plans for the development of Jamaica's economic, social, environmental and governance sectors to 2030.

## **Implementation, Monitoring and Evaluation**

The success of Vision 2030 Jamaica depends on the effectiveness of its implementation. This process will involve the efforts of a wide range of stakeholders (ministries, departments and agencies of government, civil society bodies – NGOs, CBOs, FBOs, and the private sector and the IDPs) over the short, medium and long term. The main mechanism for translating the long-term National Goals and Outcomes of Vision 2030 Jamaica into action is the Medium Term Socio-Economic Policy Framework (MTF), through 3-yearly plans which summarize the priorities and targets for the country and the key actions to achieve those targets. In keeping with this mechanism, Vision 2030 Jamaica - National Development Plan will be implemented through a series of seven (7) consecutive 3-year MTFs from FY2009/2010 to FY2029/2030. This MTF for the period FY2009/2010 to FY2011/2012 is the first of the series. Vision 2030 Jamaica utilized the Results-Based Management (RBM) approach which will facilitate the tracking of performance against agreed goals and targets as outlined in the MTF.

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19 See Appendix 2 for the full range of all National Strategies aligned to National Goals and Outcomes.



## 3

## MEDIUM TERM PRIORITIES

**V**ision 2030 Jamaica - National Development Plan establishes the roadmap by which Jamaica will be able to enjoy sustainable prosperity within the next two decades. The National Goals, Outcomes and Strategies provide the long-term planning framework for aligning the full range of economic, social, environmental and governance sectors. The Vision, National Goals and Outcomes of Vision 2030 Jamaica are clear, however, the question remains, “How do we get there?” We will do this through the 3-yearly Medium Term Socio-Economic Frameworks (MTFs). This MTF 2009-2012 identifies the intermediate steps towards the realization of Vision 2030 Jamaica and represents the first milestone on this twenty-one year exciting, yet challenging journey.

The MTF is as an operational document to achieve realistic, specific high priority national outcomes and targets by 2012 to move us towards longer-term goals, using the results-based management approach. Emphasis is on results (outcomes) to be achieved, not only on outputs, inputs, activities and processes. The MTF is not a detailed listing of all activities being undertaken by ministries and agencies. Within each outcome, the MTF focuses on selected key strategies, targets and actions while a full range of planned activities are detailed in the sector plans and other agency plans.

Competing developmental needs in the context of major resource constraints create the necessity to prioritize the implementation of strategies in the short run. MTF 2009-2012 has therefore selected key strategies among six priority and five supporting National Outcomes of Vision 2030 Jamaica based on the following considerations:

1. Which issues are currently having the most negative impact on the nation’s development (derived from popular concern and empirical data)?
2. Which issues, when addressed, will have the highest positive impact on the country’s development in the medium term (derived from results of the Threshold 21 Jamaica<sup>20</sup> analysis, comparative country studies and the desires/interests of the society)?
3. Which issues, if addressed, will have the greatest long-term transformational impact (derived from consultation with experts and other informed sources)?

### Priority National Outcomes

The six Priority National Outcomes are:

- Security & Safety
- A Stable Macroeconomy
- Strong Economic Infrastructure
- Energy Security and Efficiency
- World-Class Education and Training
- Effective Governance

<sup>20</sup> See Appendix 3.





The choice of these six Priority National Outcomes will guide Jamaica towards a more sustainable path. Jamaica's new paradigm under Vision 2030 Jamaica – National Development Plan speaks of making **strategic and informed choices** to address deficiencies and take advantage of new and emerging opportunities for growth and sustainable prosperity. It is imperative that our country proceed with a strategic agenda which will tackle the main development challenges including the high murder rate, the debilitating debt, fiscal deficits, high energy cost, an inadequate justice system, public sector ineffectiveness and poor educational outcomes.

As supported by Threshold 21(T21) Jamaica model simulation, Jamaica must capitalize on the potential to invest in physical infrastructure which will stimulate employment opportunities, improve productivity levels and consequently generate GDP growth. The selection of National Outcome - World-Class Education and Training envisages a sustainable approach, which will simultaneously channel resources towards educating and training both adults and children for short- and long-term benefits. Effective governance underpins all aspects of the society and is a justified priority National Outcome which provides for the enabling environment to drive private sector growth, greater accountability in Government, citizens' participation and an efficient system of justice.

### Supporting National Outcome

Outcomes which provide critical support towards the achievement of those priority outcomes stated above. The five Supporting National Outcomes are:

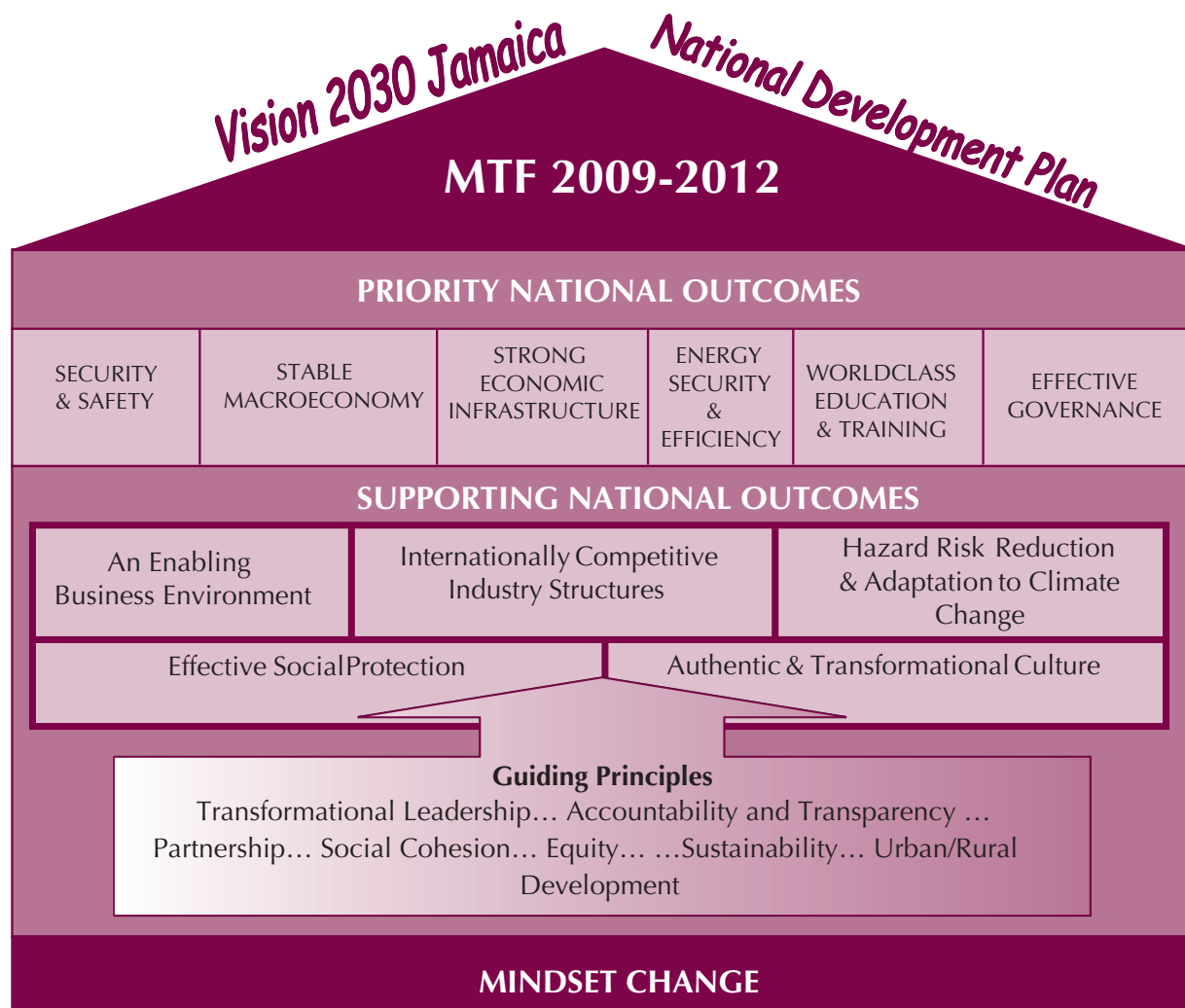
- An Enabling Business Environment
- Internationally Competitive Industry Structures
- Hazard Risk Reduction and Adaptation to Climate Change
- Effective Social Protection
- Authentic and Transformational Culture

The MTF is a priority subset of the overall Government of Jamaica's work programme and budget. Therefore not all key actions and programmes to be undertaken by the Government over this three-year period are included in this MTF. Some of these key programmes relate to the national outcomes for health and population, environmental management, and urban and regional planning. Programmes to address issues such as maternal and infant mortality, HIV/AIDS and environmental sustainability, which are important to achieving the Millennium Development Goals, are included in Vision 2030 Jamaica – National Development Plan,<sup>21</sup> and the relevant sector plans. They will be implemented in the actions and programmes of the MDAs and relevant partners.

Inequalities and disparities between women and men are still evident in our education system, the labour market, health seeking behaviours, crime and violence and other aspects of our society. This situation points to the need for a gendered approach to development planning and implementation. Under the MTF, each policy and programme will be evaluated for its differential impact on men and women. The gender lens will be used to evaluate societal issues in all spheres to support the development of appropriate policies and programmes.

21 See Appendix 2 which details the alignment of National Goals, Outcomes and Strategies for all areas in the National Development Plan. Chapter 4 of the Plan document also details the 1-3 years strategies for other National Outcomes such as A Healthy and Stable Population, A Technology-Enabled Society, Sustainable Urban and Rural Development and Sustainable Management and Use of Environmental and Natural Resources which will be implemented through the respective sector plans.

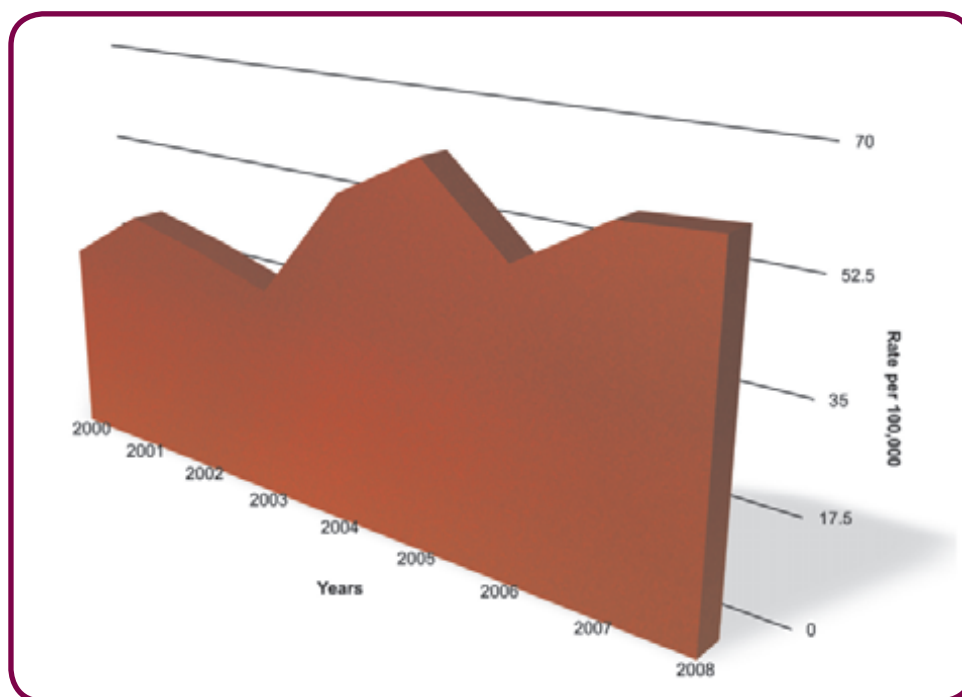
Figure 5: MTF 2009-2012 Priority and Supporting National Outcomes



## Priority National Outcome - Security and Safety

The issue of crime and violence is one of the major challenges facing Jamaica at this time. While Jamaica's total crime rate has declined over the last ten years,<sup>22</sup> violent crimes<sup>23</sup> have been increasing at a disconcerting rate. The murder rate rose to 60 per 100,000 population in 2008 from 33 per 100,000 population in 2000 and 50 per 100,000 in 2006 (see Figure 6). One of the more troubling features of crime and violence in Jamaica is the involvement of youth (particularly boys and young men) as main perpetrators and victims. Violence against women (including rape and carnal abuse) and children has been increasing and is cause for concern. All spheres of the society have been impacted negatively by crime and violence and there are segments of the society that are crippled by fear and a high level of apathy. Community members are sometimes unable to pursue gainful occupations and schooling due to the impact of gang violence in their communities. Violent crime has been cited as a major factor contributing to the low levels of GDP recorded by Jamaica over the years.<sup>24</sup>

**Figure 6: Murder Rate per 100,000 Population**



Numerous measures have been implemented to attempt to reduce the murder rate. Some of these include: community transformation interventions; international collaboration between Jamaica and countries such as the United Kingdom (UK), Colombia and the United States of America (USA) to reduce the trade in drugs for guns; and special programmes such as Crime Stop and

<sup>22</sup> In 2008 there was a sharp increase in other crimes including robbery, breaking and larceny (65 %, 63% and 225% respectively over 2007).

<sup>23</sup> A violent crime or crime of violence is one in which the offender uses or threatens to use violent force upon the victim.

<sup>24</sup> The World Bank March 2007 report on Crime, Violence, and Development; trends, costs and policy options in the Caribbean., stated that “were Jamaica and Haiti to reduce their rates of homicide to the level of Costa Rica, each country would see an increase in its growth rate of 5.4% annually.”

Operation Kingfish which have resulted, inter alia, in the capture of hundreds of illegal weapons, gang leaders and suspected drug lords.

Cyber and intellectual property crimes are emerging. The growing importance of the Internet heightens the relevance of this issue. An important response to these issues is the modernization of our laws. Vision 2030 Jamaica will modernize our law enforcement and legislative framework to respond appropriately to these challenges.

Law enforcement is inextricably linked to the justice system. A major impediment to effective law enforcement is the delay in dispensing justice. Despite ongoing reform and efforts to modernize the justice system, there is a backlog of cases before the Courts. Absence of appropriate technology for recording, storing and processing information on matters before the Courts; and dilapidated structures, also hinder the efficiency of their operations. These inefficiencies reduce the effectiveness of, and contribute to corruption in law enforcement agencies. The Justice Sector Reform Programme is expected to contribute to the elimination of these shortcomings.

We recognize the importance of security and safety in achieving and sustaining the high level of development anticipated in Vision 2030 Jamaica. Improvements in the adherence to law and maintenance of order, in the context of the present and long-standing crime problem, will likely have high payoffs for investment in Jamaica. Enhanced national security will raise two of the three components of production – capital and total factor productivity. T21 Jamaica model simulations have demonstrated that the effect of shifting public resources towards national security produces higher payoffs in terms of economic growth than equivalent investment in any other area including health, education and infrastructure. MTF 2009-2012 will build on some of the previous efforts at crime reduction and crime prevention, and also will pursue new approaches to assist the country to eventually achieve the expected outcome of security and safety.

The long-term strategies emphasize increasing the capacity of law enforcement agencies, modernizing law enforcement institutions and the legal framework, and empowering communities to participate fully in mainstream society while decreasing the influence of criminal networks. Vision 2030 Jamaica is acutely sensitive to dimensions such as gender and age and ensures that these are taken into consideration in the planning, design, implementation and monitoring of strategic interventions. In the medium term, we will focus on: strengthening the effectiveness of community interventions and institutions; reforming and modernizing the JCF and DCS; strengthening the capacity of law enforcement agencies to prevent and control crime; and improving the security of the border and territorial waters.

### Medium Term Strategies – Security and Safety

MTF 2009-2012 will focus on five of the National Strategies embodied under National Outcome - Security and Safety. These are:

- National Strategy 5-1 Strengthen the capacity of communities to participate in creating a safe and secure society
- National Strategy 5-2 Reform and modernize the law enforcement system
- National Strategy 5-3 Improve the security of the border and territorial waters
- National Strategy 5-4 Strengthen the anti-crime capability of law enforcement agencies

- National Strategy 5-5 Strengthen the management, rehabilitation and reintegration of clients<sup>25</sup> of correctional services

### ***Strengthen the Capacity of Communities to Participate in Creating a Safe and Secure Society***

The extent to which certain communities provide shelter to criminals has served to blunt the ability of law enforcement agencies to identify and capture suspected or known criminals. Lack of trust between citizens and the police hinders investigative efforts as many persons are afraid or unwilling to cooperate with the police or testify as witnesses. The contributing factors are complex and must be addressed through sustained multi-agency community interventions. Under this National Strategy, measures will be implemented to empower communities to become independent of the criminal gang networks and participate fully in mainstream society. During the medium term, strategies will be pursued to enhance the implementation and sustainability of targeted programmes in at-risk communities and strengthen the institutional capacity of community groups and councils. Strategies targeting unattached, out of school, unemployed youth, and school children also will be implemented.

### ***Reform and Modernize the Law Enforcement System***

Under this area of focus, strategies relating to culture, corruption and human rights, internal and external accountability, leadership and management, and professional development of law enforcement agents will be addressed. The intelligence gathering capability of law enforcement agents will be strengthened and the recommendations of the Strategic Review of the JCF in 2008 will be implemented. In the medium term, focus will be on: building an effective management framework and a modern model of policing; creating a comprehensive system for development of the human resources that will ensure professionalism within law enforcement agencies; and developing a holistic approach to the welfare of law enforcement officers.

### ***Improve the Security of the Border and Territorial Waters***

Vision 2030 Jamaica recognizes that threats to our security do not all originate within our borders. The influence of international criminal networks and the drug trade on crime in our country is now well established. The drugs-for-guns trade is an offshoot of these phenomena. Trafficking in persons<sup>26</sup> is another major international issue that has affected our nation. We will need to build our country's capacity to respond to these threats as well as the threat of international terrorism. During the medium term, strategies will focus on: strengthening port security and our country's capacity to monitor the air and the sea; strengthening the regulatory framework for non-citizens; and improving the capacity of law enforcement agents to address human trafficking.

### ***Strengthen the Anti-Crime Capability of Law Enforcement Agencies***

Under this strategy, measures will be implemented to strengthen the capacity of law enforcement agencies to effectively contain crime and reduce the opportunities for its occurrence. The strategy

25 Persons under the supervision of the DCS are now referred to as clients (inmates are referred to as custodial clients, while individuals who are not in the custody of the DCS but are receiving support from or are under the supervision of the DCS are referred to as non-custodial clients). This is reflected in the Vision of the DCS as posted on their website.

26 Trafficking of human beings may be regarded as the recruitment, transportation, harbouring, or receipt of people for the purpose of exploitation.

will increase the quantity and improve the quality of equipment available to law enforcement agencies and introduce new approaches that will be more effective in reducing crime. In the medium term, the focus will be on increasing access to policing services and improving the timeliness of responses to threats.

### ***Strengthen the Management, Rehabilitation and Reintegration of Clients of Correctional Services***

The rehabilitation and reintegration of clients (custodial and non-custodial) of correctional services is essential to the process of crime reduction. More than 20 per cent of convicted persons are repeat offenders. During the medium term, the focus will be on: building new and rehabilitating existing facilities of the Department of Correctional Services (DCS); strengthening the capacity of the staff of the DCS including the introduction of emerging technologies; introducing modern methods of rehabilitation; improving the treatment of mentally ill offenders; and developing protocols and facilities that will support the reintegration of deportees into mainstream society.

### **Medium Term Priority Strategies, Programmes and Actions – Security and Safety**

The medium term priority strategies to be pursued under this National Outcome are detailed in Table 3. Important actions, programmes and projects are also featured along with key performance indicators to track progress against agreed targets. Effective implementation of these measures will have the greatest impact on the following Priority National Outcomes: A Stable Macroeconomy and Effective Governance.

**Table 3: Medium Term Priority Strategies, Programmes and Actions – Security and Safety**

Priority National Outcome - Security and Safety			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Strengthen the capacity of communities to participate in creating a safe and secure society	Improve the implementation of targeted community interventions	Develop a national crime prevention and community safe strategy	Ministry of National Security (MNS) Jamaica Constabulary Force (JCF)
		Develop a governance structure for social interventions aimed at community safety and security	MNS, JCF
		Build mechanisms for the continuity and sustainability of intervention programmes	MNS, JCF, IDPs
	Establish/strengthen community groups/councils	Support the establishment of a community management apparatus for each community island-wide	MNS, JCF, CBOs, NGOs FBOs
		Develop awareness campaigns aimed at deterring involvement in illicit or coercive governance arrangements	MNS, JCF, CBOs, NGOs, FBOs, IDPs
	Improve community conformity to legal requirements	Enhance the capacity of regulatory and enforcement bodies to monitor public order issues	MNS, Regulatory bodies
		Institutionalize the involvement of the MNS in community planning	MNS, CBOs, FBOs, NGOs
	Implement holistic programmes focussing on prevention and suppression of youth involvement in crime	Develop a comprehensive youth offender strategy	MNS- JCF, Ministry of Justice, DCS, Child Development Agency (CDA), Ministry of Information Youth and Culture (MICYS)
		Implement programmes for the prevention of child and youth involvement in crime	MNS, JCF, MICYS, Ministry of Education (MOE), HEART Trust/NTA
		Work collaboratively with the MOE to formalize and improve safety and security in schools	MNS, MOE, JCF



Priority National Outcome - Security and Safety			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Reform and modernize the law enforcement system	Devise and implement an effective management framework aligned to a modern model of policing	Promote an intelligence driven culture in law enforcement	MNS, JCF, ISCF
		Complete implementation of the recommendations of the 2006 JDF Strategic Review	MNS, JDF
		Undertake leadership training programmes for senior level staff on an ongoing basis	MNS, JCF
		Conduct a comprehensive rank and compensation review for relevant law enforcement bodies	MNS, JCF
		Separate decision making and management structures within agencies	MNS, JCF, JDF, Department of Correctional Services (DCS)
	Support the reform of the Justice System	Collaborate with the Justice System for speedy, effective and fair prosecutions, trials, and case disposals	MNS, Law enforcement agencies (e.g. JCF, DCS), Ministry of Justice
	Create a comprehensive human resources development system to ensure professionalism within law enforcement agencies	Establish executive-level, civilian human resource departments for all law enforcement agencies	MNS, Law enforcement agencies (e.g. JCF, DCS, PICA)
		Update the recruit selection procedures of respective agencies to keep in line with global best practices and ethos	MNS, Law enforcement agencies
		Revamp training programmes of respective agencies to reflect global best practices and ethos	MNS, Law enforcement agencies
		Define clear paths for career development and succession planning	MNS, Law enforcement agencies
	Develop a holistic approach to the welfare of law enforcement officers	Develop and implement a health and safety policy for all law enforcement agencies where none is present	MNS, MLSS, Ministry of Health and the Environment (MOHE), Law enforcement agencies
		Establish an Occupational Health and Safety unit within major law enforcement agencies	MNS, MLSS, MOHE, Law enforcement agencies
	Modernize the approach to policing activities	Adopt and implement the recommendations strategic review of the 2008 JCF	MNS, Law enforcement agencies



Priority National Outcome - Security and Safety			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Improve the security of the border and territorial waters	Strengthen security mechanisms at ports of entry	Install metal detectors, X-ray machines at all official ports of entry	MNS, Customs Department, PICA, Port Authority of Jamaica (PAJ) Airports Authority of Jamaica (AAJ)
		Implement a tracking system for all cargo through a localized hub	Customs Department, PAJ, AAJ
	Improve institutional capacity to monitor marine and aerial domains	Improve and install equipment capable of identifying aircraft and vessels within Jamaica	MNS, JDF, JCF
		Increase the number of JDF and Marine Police outstations around our coastline	MNS, JDF, JCF
	Advance the regulatory framework for non-citizens	Amend the legislation to facilitate biometric requirements for visas	MNS, OPM, PICA
		Establish a formal system for the management of refugees, asylum seekers and migrants	MNS, JDF, JCF
		Strengthen the institutional capacity for policing tourist areas	MNS, JCF
Strengthen the anti-crime capability of law enforcement agencies	Increase access to policing services	Rationalize the placement of police services to ensure adequate coverage	MNS, JCF
		Enhance the capacity of police to provide victim support at the scene of the crime	MNS, JCF
	Adequately equip law enforcement agencies to deliver a timely response (JCF, Customs Department, JDF, PICA)	Acquire suitable weaponry and transportation to complement standard and tactical response activities	MNS, JCF, JDF
		Strengthen the enforcement of maintenance policies for the physical resources of law enforcement agencies	MNS, Law enforcement agencies

Priority National Outcome - Security and Safety			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Strengthen the management, rehabilitation and reintegration of clients of correctional services	Expand the framework for rehabilitation of custodial and non-custodial clients	Introduce new programmes for the rehabilitation of offenders in accordance with global practices (e.g. the Beijing Rules for Juveniles and the UN standard for adult custodial clients)	MNS, DCS, Ministry of Justice
		Develop an accreditation strategy for all rehabilitation programmes with an educational component	MNS, DCS, Ministry of Justice, MOE, Accrediting Agencies
	Strengthen the institutional capacity of the DCS and its partners	Improve the physical and technological capacities of the DCS to house and monitor both custodial and non-custodial clients	MNS, DCS
	Provide suitable alternatives to incarceration for offenders who are mentally ill where appropriate	Collaborate with the Ministry of Health and Environment in developing modern protocols for the care of mentally ill clients	MNS, DCS, MOHE
	Establish a comprehensive system for the rehabilitation of deportees through partnership between State and non-State actors	Develop an action plan to reduce re-offending centred around employment and training	MNS, DCS Private sector organizations
		Establish appropriate processes and accommodations for the reception of deported persons	MNS, DCS, PICA, JCF Private sector organizations
<b>Risk Considerations:</b> Delays in justice sector reform, illiteracy rate of youth (education); high unemployment rate among out of school youth; poor parenting practices; financial constraints; international illegal drug trade; insufficient community cooperation			

**Table 4: Proposed Indicators and Targets - Security and Safety**

Priority National Outcome - Security and Safety				
Indicators	Baseline	Targets		Comments
	2007/most current	2012	2030	
Crime rate/100,000 population	1,244	1,095	218	Targets established by doing analysis starting from projected murders as a % of major crimes, then major crimes as a % of total crimes.
Crime rate/100,000 population (Major Crimes)	271	216	43	The average of murders as a % of major crimes for 2005-2007, is 23.1%. This average is used to develop targets for incidence of major crimes.
Murder rate/100,000 population	59	50	10	Our target is to reduce murder rate by 15% by 2012.
% Recidivism	20.8%	≤ 20%	≤ 10%	The target is to have a rehabilitation system that minimizes recidivism, and a rate of 10% is proposed as a leeway to accommodate sociopaths.

## Priority National Outcome - A Stable Macroeconomy

This outcome recognizes that economic development benefits from stable and predictable macroeconomic conditions. Sustainable fiscal and debt policies enable governments to finance the provision of adequate levels of public goods and services over the long term, and a stable macroeconomy reduces risk and uncertainty in decision-making by economic actors. The main areas addressed under this outcome are fiscal and debt sustainability, establishment of an efficient and equitable tax system, financial system stability and price stability.

MTF 2009-2012 prioritizes within these areas and will focus on fiscal deficit and debt reduction, tax reform and price stability. In the context of the emerging global financial downturn, emphasis will be placed on efforts to maintain the stability of the financial system.

### Medium Term Strategies – A Stable Macroeconomy

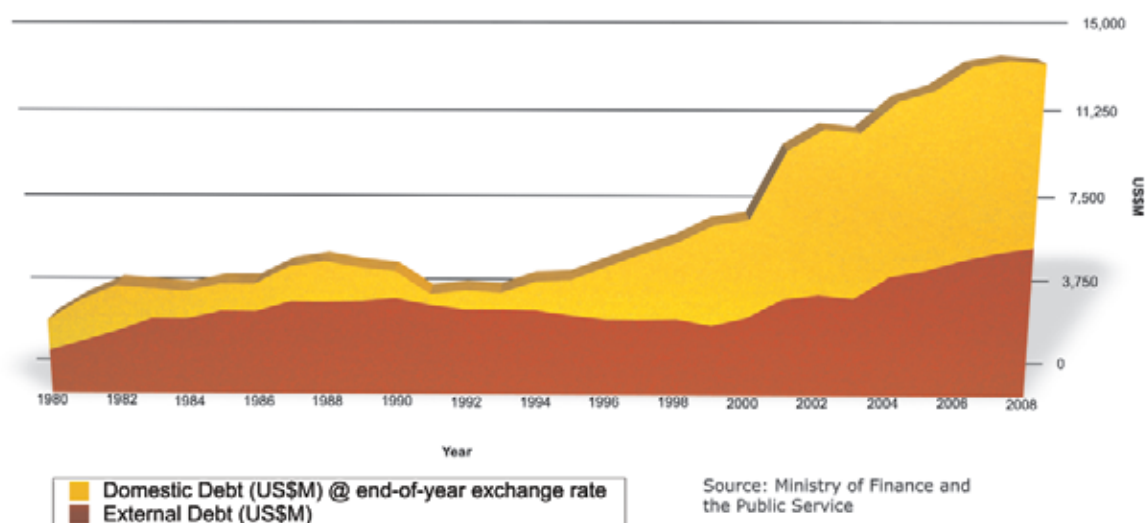
MTF 2009-2012 will focus on the four National Strategies embodied under National Outcome – A Stable Macroeconomy. These are:

- National Strategy 7-1      Ensure fiscal and debt sustainability
- National Strategy 7-2      Develop an efficient and equitable tax system
- National Strategy 7-3      Maintain financial system stability
- National Strategy 7-4      Maintain price stability

#### *Ensure Fiscal and Debt Sustainability*

Fiscal and debt sustainability represent necessary conditions for macroeconomic stability and economic growth.<sup>27</sup> Jamaica has been running persistent fiscal deficits since the mid-1990s and has very high levels of public debt.

**Figure 7: Jamaica-Public Debt 1980 – 2008**



<sup>27</sup> In the context of the public debt, a sustainable debt position is often viewed as one where the government (or public sector) is solvent. To be deemed solvent, a government must be expected to honor current and future financial obligations, including the implicit commitment to continue providing certain public goods, services, and transfers in the future.

The country's public debt had risen to a total of \$1,119.4 billion (US\$13.9 billion) in current dollars by the end of 2008, representing 106.9 per cent of GDP, one of the highest debt ratios in the world, and a per capita debt of over US\$5,000.<sup>28</sup> Debt service payments reduce the funds available to address development challenges in areas such as education, security, health and infrastructure, affecting both recurrent and capital expenditure. The debt forces the Government to raise capital at unprecedented levels to finance its budget, leading to the “crowding out” of the private sector in accessing resources in the local capital market to finance investment in productive ventures. Higher debt service payments also contribute to fiscal deficits, and higher levels of public debt reduce the ability of countries to achieve positive economic growth.

These conditions cannot be allowed to persist, given the overall negative consequences that they impose on our society. Government is committed to pursue aggressively the achievement and maintenance of a fiscal balance as well as reduction in the relative size and servicing costs of the public debt. The strategic approaches include reducing the budgetary cost of public bodies, reducing the public debt stock over the medium term, and strengthening treasury management and the effectiveness of public expenditure. Among the key objectives up to 2012 are the achievement of a balanced budget and the reduction of the debt to GDP ratio to no higher than 100 per cent.

### ***Develop an Efficient and Equitable Tax System***

The Jamaican tax system has become increasingly complex and cumbersome. The most recent global assessment<sup>29</sup> indicates that, despite reforms, Jamaica has one of the worst tax systems in the world, ranking 173rd out of 181 countries in the overall ease of paying taxes, 175th in the number of required annual tax payments, 148th in the time required to pay taxes, and 133rd in the total tax rate. For example, tax compliance for a typical company is estimated on average to take a total of 414 hours each year in Jamaica, compared to only 76 hours per year in Ireland and 61 hours in St. Lucia.

During the medium term, fundamental tax reform will involve reducing the complexity of the system, reducing the time and number of payments required, and ensuring that horizontal and vertical equity is achieved.<sup>30</sup> It will be necessary also to undertake studies to determine the optimal incentives system that will contribute to the successful achievement of the long-term economic development goal under Vision 2030 Jamaica.

### ***Maintain Financial System Stability***

The maintenance of financial system stability is particularly important to Jamaica, given the history of turmoil in its financial services sector in the 1990s, and the macroeconomic threats posed by the unfolding downturn in the global economy and financial markets. Under this MTF, the main approach will be to strengthen the legislative, regulatory and institutional framework for the financial system, improve collaboration between financial regulatory agencies and build the capacity of the Ministry of Finance and the Public Service and other relevant agencies of Government to investigate and counter financial crimes including money laundering.

28 The debt to GDP ratio for 2008 reflects the rebasing of GDP by the Statistical Institute of Jamaica in 2008 to conform with the United Nations System of National Accounts (1993). This had the effect of increasing the measure of GDP in nominal terms.

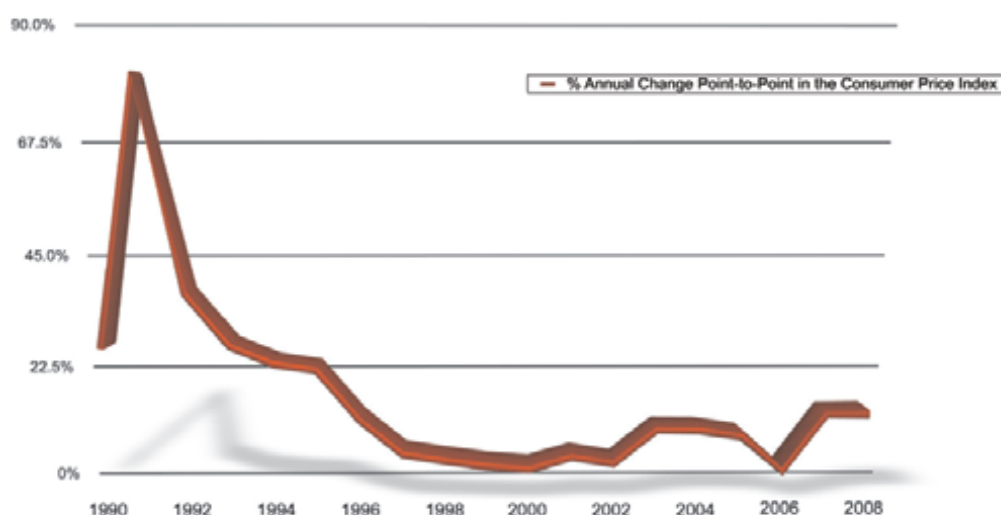
29 PricewaterhouseCoopers and the World Bank Group, *Paying Taxes 2009* (2008).

30 See for example, the recommendations of the Report of the Jamaica Tax Policy Review Committee (2004) otherwise known as the Matalon Report.

### **Maintain Price Stability**

A major policy goal since 1991 has been to reduce inflation.<sup>31</sup> Inflation has negative effects on economic growth by increasing uncertainties about future savings, investment and pricing decisions, and reducing the value of fixed incomes. In pursuit of price stability, Government has used both fiscal and monetary tools, which have succeeded in reducing the annual inflation rate from an all-time high of 80.2 per cent in 1991 to under 7 per cent in 1999 and 2000. The inflation rate has averaged 13.1 per cent per annum over the five years from 2004 to 2008.<sup>32</sup> Increases in the price of oil weigh heavily in the increased inflation rate. Price stability will remain the long-term objective of monetary policy and, under Vision 2030 Jamaica, the measures taken to achieve this objective will be consistent with other policy objectives for economic growth. Despite the turbulence and the pressures in the global economy, we are committed to pursuing mitigating measures to bring the levels of inflation closer to single digits.

**Figure 8: Jamaica – Inflation 1990-2008**



### **Medium Term Priority Strategies, Programmes and Actions – A Stable Macroeconomy**

The medium term priority strategies to be pursued to achieve fiscal balance, debt reduction, tax reform, and financial system and price stability are reflected in Table 5. Important actions, programmes and projects are also featured along with key performance indicators to track progress against agreed targets. Effective implementation of these measures will have an impact on all of the other Priority National Outcomes.

<sup>31</sup> See for example, Lattie (2000).

<sup>32</sup> Annual % change in consumer price index (CPI) as measured from December to December.

**Table 5: Medium Term Priority Strategies, Programmes and Actions - A Stable Macroeconomy**

<b>Priority National Outcome - A Stable Macroeconomy</b>			
<b>National Strategies</b>	<b>Priority Sector Strategies for Years 1-3</b>	<b>Key Actions for Years 1-3</b>	<b>Responsible Agencies</b>
Ensure fiscal and debt sustainability	Reduce the fiscal deficit towards a balanced budget	Align planning and budgeting functions across the public sector	MFPS
		Develop multi-year budgets for the public sector	MFPS
		Implement accrual accounting on a phased basis in the public sector	MFPS
		Collaborate with the Cabinet Office to strengthen and coordinate the Project Prioritization Mechanism	MFPS
		Within the objective of fiscal sustainability, give due consideration to growth facilitating capital expenditure	MFPS
		Reduce the level of non-core general services relative to growth enhancing expenditure	MFPS
	Reduce public debt stock in the medium term	Seek Cabinet's approval and initiate procedures for adoption of a Fiscal Responsibility Framework	MFPS
		Accelerate implementation of comprehensive Debt Management Strategy	MFPS
	Manage the composition of the public debt in terms of tenor, variable and fixed interest rates, and currency denomination to minimize servicing costs, taking account of risk	Increase relative use of low-cost multilateral financing	MFPS
		Strengthen treasury management of the public debt	MFPS
	Reduce the budgetary cost of Public Bodies (PBs) and Public Sector Entities	Conduct a comprehensive review of the public sector to determine the optimal size and costs of the public service	MFPS
		Undertake divestment of all non-core GOJ assets and mergers of PBs for greater efficiency and to reduce risk exposure of GOJ	MFPS
		Amend all relevant legislation where necessary to increase compliance of MDAs and PBs	MFPS
		Rationalize the public service and introduce performance based evaluations to increase efficiency and reduce expenditure	MFPS
		Strengthen budgetary management control mechanisms	MFPS
		Strengthen and monitor procurement planning processes in line with strategic objectives	MFPS

Priority National Outcome - A Stable Macroeconomy			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Develop an efficient and equitable tax system	Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system	Review the tax system with a view to spur growth, enhance voluntary compliance and increase revenue inflows	MFPS
		Conduct assessment of the tax revenue structure	MFPS
		Develop a road map and Blueprint for Tax Reform with a view to achieving national consensus on tax policy through stakeholder consultation	MFPS
		Undertake tax revenue impact (TRI) estimates to develop new tax policy for implementation	MFPS
	Improve and rationalize tax administration and payment processes	Simplify tax procedures and number of payments	MFPS
		Develop and implement amnesty and voluntary tax compliance to raise revenues	MFPS
		Amend relevant tax laws to include alternate investment schemes and to improve the viability of long-term saving instruments	MFPS
	Improve tax compliance in the informal sector by shifting burden of taxation to consumption	Increase the relative use of indirect taxes, accompanied by offsetting measures to maintain progressivity of tax system	MFPS
	Carry out reform of incentives system to the productive sectors	Undertake an independent incentives study	MFPS
Maintain financial system stability	Strengthen the legislative and regulatory framework for the financial system	Enhance the legislative framework for the pensions industry	MFPS, BOJ
		Strengthen anti-corruption measures to counter financial crimes and revenue leakages	MFPS, BOJ, FSC
	Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes	Rationalize and strengthen collaboration between financial regulatory agencies	MFPS, BOJ, FSC
		Rationalize the institutional structure for supervisory oversight	MFPS, BOJ, FSC
		Strengthen the capacity of the Ministry of Finance to investigate and counter financial crimes including money laundering	MFPS
		Enhance partnerships with local and overseas agencies in identification and investigation of financial crimes	MFPS, BOJ, FSC



Priority National Outcome - A Stable Macroeconomy			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Maintain price stability	Evaluate effectiveness of the monetary policy framework over time and modify based on evolution of the monetary transmission mechanism	Review issue of the independence of the central bank	MFPS, BOJ
	Control operating targets to influence money supply and exchange rates in line with monetary policy targets	Upgrade the IT platform of the foreign exchange trading system to facilitate real time information	BOJ
	Align domestic inflation with that of Jamaica's major trading partners consistent with desired macroeconomic outcomes	Implement a communication strategy to address inflation expectations	BOJ
		Implement flexible measures to maintain a competitive real effective exchange rate (REER)	BOJ
Risk Considerations: Global economic downturn, tight global credit, instability in global commodity markets, natural and man-made hazards			

Table 6: Proposed Indicators and Targets – A Stable Macroeconomy

Priority National Outcome - A Stable Macroeconomy				
Indicators	Baseline	Targets		Comments
	2007/most current	2012	2030	
Nominal GDP/Capita (US\$)	4,817	5,354	23,567	Based on growth targets.
Real GDP Annual Growth rate	1.4	3%	5%	Based on existing national targets to 2012 extended to 2015. Growth targets for 2015-2030 based on upper range of performance in Caribbean/Latin America.
Debt to GDP ratio	111.4	≤100	75	Based on existing national targets to 2012 extrapolated to 2030.
Fiscal balance as % of GDP	-4.7%	0	0	Based on existing national targets to 2012 extended to 2030.
Inflation rate (CPI)	16.8	≤10%	10%	Based on existing national targets to 2012 extended to 2030.

## Priority National Outcome - Strong Economic Infrastructure

This outcome recognizes the crucial and integrative role of transportation, telecommunications and water infrastructure in economic development. Extensive and high-quality infrastructure is considered a pillar of international competitiveness that enables the efficient functioning of markets for goods, services and labour, and increases the productivity of economic processes. High-quality infrastructure also contributes to social and environmental goals by improving access to public services such as water and sanitation. Jamaica will ensure the development of world-class transport and telecommunications infrastructure that can contribute to the competitiveness of Jamaican producers and improved quality of life for all Jamaicans. Jamaica has the opportunity to establish itself as a major logistics hub in the Caribbean based on its strategic geographic location and projected increase in trade flows from the expansion of the Panama Canal.

Investment in infrastructure has been shown to have a significant effect on economic growth. The results of the T21 Jamaica model simulations indicate that improvement in the physical economic infrastructure (such as roads, energy and water supplies, air and sea ports, and telecommunications networks) has higher payoffs in the form of higher rates of economic growth than equivalent investment in health and education over the time horizon to 2030. This is because such improvements have a faster impact on total factor productivity. In addition, the returns to investment in physical infrastructure tend to be high in countries at Jamaica's income level, especially considering the relative under investment in physical infrastructure in recent decades. These higher growth rates eventually increase the size of the economy and the levels of funding available for other services such as health and education over the medium and long term.

MTF 2009-2012 focuses on the road network and land transport services and advancing the development of Jamaica as a multimodal regional logistics hub. The medium-term development of strong economic infrastructure also includes: modernizing the public transport system; strategic investments in priority aspects of air and maritime transport; preparation for transition to a digital broadcasting network; and upgrading of the water supply and sanitation infrastructure.

## Medium Term Strategies - Strong Economic Infrastructure

MTF 2009-2012 will focus on the seven National Strategies embodied under National Outcome – Strong Economic Infrastructure. These are:

- National Strategy 9-1      Expand and rationalize land transport infrastructure and services
- National Strategy 9-2      Develop a modernized public transport system
- National Strategy 9-3      Expand domestic and international air transport infrastructure and services
- National Strategy 9-4      Expand and diversify maritime infrastructure and services
- National Strategy 9-5      Develop Jamaica as a regional logistics hub with multimodal transport linkages
- National Strategy 9-6      Expand the broadband network island-wide
- National Strategy 9-7      Ensure adequate and safe water supply and sanitation services

### ***Expand and Rationalize Land Transport Infrastructure and Services***

Jamaica already has an extensive built road network. Over the medium and long term, our existing road network will be rationalized and road maintenance will be prioritized based on economic and social criteria. Proper road maintenance will result in reduced vehicle operating costs. It will be necessary to rationalize responsibility for construction and maintenance for main and parochial roads as well as major drains and gullies through the creation of a single Road Authority. Vision 2030 Jamaica will develop further opportunities under the MTF for private sector participation in the construction of new roads and cost recovery through user fees. The development of the road network will concentrate on completion of the island's highway network. The expansion of land transport also will involve development of rail transport on critical corridors for passenger and cargo traffic.

### ***Develop a Modernized Public Transport System***

The development of a modernized public transport system is a key national strategy for Jamaica's economic infrastructure. Public transport represents the most efficient use of the road network, as well as the most efficient use of energy resources for land transport (this is of particular importance as transport accounts for the largest consumption of imported petroleum in the Jamaican economy). Public transport reduces the negative impact of land transport on the environment by reducing fuel emissions. The majority of our population is dependent on public transport. Findings from a recent survey highlighted that nearly 75 per cent of households do not own a motor vehicle.<sup>33</sup> In addition, a significant proportion of the student population also is dependent on public transport for access to schools. This MTF seeks to develop a long-term plan for the public transport system including for schools, taking into consideration integrated, multimodal options, that will ensure physical and economic access for all social groups, including students, the elderly and the disabled.

### ***Expand Domestic and International Air Transport Infrastructure and Services***

Under the MTF, air transport development will focus on expanding the role of the private sector in upgrading projects at the two existing international airports and domestic aerodromes as well as the privatization of Air Jamaica based on a revised business model. In addition, plans will be initiated for the phased development of a third international airport on the south coast at Vernamfield to meet the long-term requirements for the growth of air transport, particularly for freight, as a component of the planned multimodal logistics hub.

### ***Expand and Diversify Maritime Infrastructure and Services***

Vision 2030 Jamaica will capitalize on our strategic location and the major investments already made in maritime transport with a National Strategy to expand and diversify maritime infrastructure and services. To lay the foundation for long-term development, the MTF proposes to conduct a comprehensive port study including existing commercial ports, sufferance wharves, marinas and fishing facilities. Under the MTF, we will take advantage of the opportunities to establish an integrated maritime centre, for example, as a ship registry location and a crewing nation supplying trained maritime officers for the world shipping industry.

33 PIOJ and STATIN (2007), Residential Consumer End Use Survey.

### ***Develop Jamaica as a Regional Logistics Hub with Multimodal Transport Linkages***

A major transport and logistics hub or junction represents a particularly high level of evolution for the transport sector in any country. Jamaica has the opportunity to establish itself as a premier logistics hub in the Caribbean based on: its strategic geographic location in proximity to the main East-West shipping lanes between the Far East, Europe and Eastern North America and trade and air routes to the Americas and Europe; increased trade flows from the expansion of the Panama Canal; a well-developed transport and telecommunications infrastructure; and a large pool of trainable labour, among other advantages. The benefits to Jamaica of becoming a major transport and logistics hub include increased generation of primary revenue streams and employment in transport and related facilities and services. During the period of the MTF, the public sector will support and advance the development of this important growth opportunity on a phased basis in partnership with the private sector.

### ***Expand the Broadband Network Island-Wide***

The main information and communications infrastructure for our future economic and social development is represented by the broadband network. To expand the broadband network island-wide, Vision 2030 Jamaica will create the infrastructure required to provide affordable universal access for industrial, commercial and residential users, and bridge Jamaica's internal "digital divide". Under MTF 2009-2012, focus will be on preparation for the transition to a digital broadcasting network and the deployment of Community Access Points (CAPs) within publicly accessible spaces.

### ***Ensure Adequate and Safe Water Supply and Sanitation Services***

While sufficient water exists on the island to meet all water demands, the water resources are not necessarily located close to the major centres of water demands and the infrastructure to move water to many areas is either absent or inadequate. New water required by Jamaica to meet demand by the year 2015 has been estimated at 790 million cubic meters per year by the Water Resources Authority (WRA), with 172 million cubic meters for non-agricultural purposes and 618 million cubic meters for agricultural purposes. Based on these estimates, Jamaica will be using more than 41 per cent of its reliable safe yield of freshwater by 2015. This implies that the water supply system would have to almost double its delivery between 2003 and 2015.

Under Vision 2030 Jamaica, water is considered a fundamental strategic resource that is not only necessary for improved quality of life for our population but also one which could provide us with a competitive advantage. The Plan recognizes the importance of sanitation and hygiene to support human health, protect ecosystems and reduce poverty. Faced with the likelihood of the imbalances between the demand and supply of freshwater, and the less than adequate sewage disposal services across the island, the MTF will focus on strengthening the country's water and sanitation infrastructure, with emphasis on the promulgation of the Water Resources Master Plan and the development and upgrading of strategically placed water and sewage infrastructure across the island.

## Medium Term Priority Strategies, Programmes and Actions - Strong Economic Infrastructure

The medium term priority strategies to be pursued under this National Outcome are detailed in Table 7. Important actions, programmes and projects are also featured along with key performance indicators to track progress against agreed targets. All the priority outcomes will be positively impacted by the effective implementation of the measures outlined. The greatest impact, however, will be on Priority National Outcome - A Stable Macroeconomy.

**Table 7: Medium Term Priority Strategies, Programmes and Actions – Strong Economic Infrastructure**

Priority National Outcome – Strong Economic Infrastructure			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Expand and rationalize land transport infrastructure and services	Strengthen the institutional capacities and capabilities of the roads authorities to develop and maintain the road network	Create a single Road Authority	MTW
	Produce and implement a formal hazard mitigation strategy and a disaster management contingency plan for road transport	Undertake flood damage mitigation measures	MTW, NWA
	Improve and rationalize the road transport infrastructure	Implement the Road Sector Master Plan (Maintenance)	MTW, NWA
		Undertake island-wide drainage plan	MTW, NWA
	Ensure the completion of the island-wide highway network	Complete Sandy Bay to Williamsfield and Spanish Town to Ocho Rios Legs of Highway 2000	MTW, NROCC
	Develop driver feedback/intelligent roads	Implement the Intelligent Transportation System	NWA, MTW
	Plan and develop modern railway linkages along key routes	Undertake studies to determine the economic, social and environmental feasibility of the railway system	MTW, JRC

Priority National Outcome – Strong Economic Infrastructure			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Develop a modernized public transport system	Develop and implement a long-term plan for the public transport system including for schools, taking into consideration integrated, multimodal options for bus, rail, taxi, ferry and air transport	Develop long-term plan for public transport system including for schools	MTW, TA, JUTC, MBM, JRC, MAJ, CAA, Island Traffic Authority, Road Safety Unit
	Develop and expand public bus system to meet sustainable transport needs	Implement new routes in the Montego Bay Metropolitan Transport Region and environs	Montego Bay Metro
Expand domestic and international air transport infrastructure and services	Facilitate the increase and upgrading of domestic aerodromes and air strips in the country	Develop and promote models for privatization of existing aerodromes	MTW, AAJ, private sector
		Undertake feasibility and planning studies for the relocation of Tinson Pen aerodrome, including consideration of establishment of a new domestic aerodrome at Caymanas	MTW, AAJ
	Resolve long-term future of Air Jamaica	Undertake privatization of Air Jamaica based on revised business model	MFPS, MTW
	Develop new international airport at Vernamfield integrated into proposed multi-modal transportation system	Complete feasibility studies and business plans for phased development of Vernamfield	MTW, AAJ
		Establish public private partnership for project development	MTW, AAJ, private sector

Priority National Outcome – Strong Economic Infrastructure			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Expand and diversify maritime infrastructure and services	Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers	Finalize KCT Phase 5 Expansion Programme	MTW, PAJ
		Conduct comprehensive port study including existing commercial ports, sufferance wharves, marinas and fishing facilities	MTW, PAJ
	Exploit opportunities to become crewing nation due to worldwide shortage of ship's officers	Implement new curriculum (to Class 1 level) and increase enrolment for maritime professional training	CMI
	Facilitate growth of ship registry	Expand Regional Office and Deputy Registrar network worldwide	MAJ
	Nurture ancillary and supporting services to develop a maritime centre	Develop policy for Jamaica as an international shipping centre	MTW, MAJ
		Implement Port Community System and Trade Facilitation System	PAJ, SAJ
Develop Jamaica as a regional logistics hub with multimodal transport linkages	Develop national mechanism and framework to spearhead development of logistics hub	Develop an approved land use plan for integrated logistics hub on the South Coast for Clarendon, St. Catherine and KSAC	MTW, OPM, MOA, MIIC, NEPA, MMT, ME, UDC, MWH
		Coordinate and rationalize plans for logistics facilities at Port of Kingston, Vernamfield and Caymanas	MTW, OPM, MOA, MIIC, NEPA, MMT, ME, UDC, MWH
		Plan the development of proposed private sector establishment of new major port & commercial/ industrial complex at Port Esquivel	MTW, PAJ NWA, UDC PCJ, Private Sector
	Develop safe and efficient multimodal transport and communication linkages for logistics hub	Complete Feasibility Study of linkage requirements for Vernamfield to Highway 2000	NROCC



Priority National Outcome – Strong Economic Infrastructure			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Expand the broadband network island-wide	Promote multiple modes of information delivery systems and networks including new wireless and wired technologies	Prepare transition to digital broadcasting network	BCJ, SMA, MMT, MICYS
	Encourage public and private sector partnerships to establish Internet connectivity in publicly accessible spaces	Expand the deployment of Community Access Points (CAPs) within publicly accessible spaces	MMT, CITO
Ensure adequate and safe water supply and sanitation services	Implement IWRM in an established institutional framework anchored in the Dublin and other related principles and informed by regional and national research findings	Upgrade, promulgate and implement the National Water Resources Master Plan	WRA, MWH, NIC, NWC, RWSL
		Develop Soapberry Sewage Treatment Plant	MWH, NWC,
		Upgrade infrastructure for water and sewage in the Corporate Area	MWH, NWC, NWA
		Implement the following water and sewage upgrading projects: <ul style="list-style-type: none"> <li>• Great River and Lucea Water Supply Project</li> <li>• KMA Water Supply Rehabilitation Project</li> <li>• Kellits/Crofts Gate Water Supply Project</li> <li>• Santa Cruz Well Site Development</li> </ul>	MWH, NWC, WRA
	Ensure that Millennium Development Goals for safe and adequate water and sanitation are met and surpassed	Establish a roadmap for achieving the targets of the MDGs to ensure vulnerable and poor communities receive adequate services through appropriate means such as social water.	PIOJ, MWH, WRA
	Provide sufficient water for achieving food security	Identify and upgrade water supply systems to support implementation of NIDP projects to increase agricultural production	NIC, MOA, WRA
<b>Risk Considerations:</b> Global economic crisis, increasing strength of hydrometeorological hazards, regional competition for logistics			
<b>Risk Considerations:</b> Global economic crisis, increasing strength of hydrometeorological hazards, regional competition for logistics			



**Table 8: Proposed Indicators and Targets – Strong Economic Infrastructure**

Priority National Outcome - Strong Economic Infrastructure				
Indicators	Baseline	Targets		Comments
	2007/most current	2012	2030	
Infrastructure Index (adapted from the GCI)	3.54	3.69	≥4.59	Targets set to achieve score equivalent to lower range of the top 30 countries by 2030.
Connectivity and Technology Infrastructure Index (E-Readiness Index- scored from 10)	3.8	4.35	≥7.5	Target for 2030 is set at the minimum score for the top 20 countries, which was 7.5 in 2008.
% of total renewable fresh water resources that is produced	22.5%	30%	54%	Target is set to meet Jamaica's projected demand for water by 2015.

## Priority National Outcome - Energy Security and Efficiency

Energy represents a fundamental input for modern economies and social life. Jamaica has been almost entirely dependent on imported petroleum as its primary source of energy throughout its modern history. Transport is the largest consumer of petroleum in our economy, accounting for 37 per cent of total petroleum consumption in 2008. The bauxite and alumina industry follows close behind, at 34 per cent, while electricity generation accounts for 23 per cent. This dependency has left the island vulnerable to increases in the price of oil on the global market, and the cost of imports of petroleum products has more than quadrupled in the six years from 2002-2008.

Under Vision 2030 Jamaica, medium- and long-term planning strategies for the energy sector will focus on the heaviest users of energy – transport, the bauxite and alumina industry and electricity generation – to achieve meaningful improvements. Emphasis will be on providing a secure and sustainable energy supply for our country, increased use of renewable energy and more efficient use of energy throughout our economy and society.

### Medium Term Strategies - Energy Security and Efficiency

MTF 2009-2012 will focus on both of the National Strategies embodied under National Outcome – Energy Security and Efficiency. These are:

- National Strategy 10-1      Diversify the energy supply
- National Strategy 10-2      Promote energy efficiency and conservation

#### *Diversify the Energy Supply*

Under Vision 2030 Jamaica, we will diversify our energy supply to increase energy security and contribute to cost efficiency in the country's energy sector. Diversification will employ two components: diversification of energy sources; and diversification of energy suppliers. The decisions on energy supply will depend on a range of factors, including: relative fuel cost and efficiency; security of supply; infrastructure costs; environmental impact; and availability of appropriate technologies. As a priority under the MTF, decision-making between the bauxite and alumina industry and the public electricity supply must be coordinated to resolve the fundamental medium-term fuel choice between coal and natural gas to replace dependence on petroleum. The MTF also calls for commissioning new renewable energy projects with total capacity of up to 70 MW by 2012. The exploration programme for potential oil and gas deposits in onshore and offshore areas of Jamaica should be accelerated.

In order to meet the projected growth in demand for energy, four broad diversification options are proposed, as shown in the Table 9

**Table 9: Proposed Energy Source and Diversification Options**

Energy Source	Diversification Options
Petcoke	Introduce 100MW cogeneration plant at Hunts Bay by 2012 based on expansion of Petrojam refinery
Natural Gas	Introduce natural gas as a fuel choice for expansion of the public electricity supply and in the bauxite and alumina industry
Coal	Introduce coal as a fuel diversification option, including cogeneration, for alumina plants and public electricity supply based on clean coal technology <sup>34</sup>
Renewable Energy	Commission new renewable energy projects with total capacity of up to 70 MW by 2012 and increase renewable energy to 15 per cent of energy mix by 2020

### ***Promote Energy Efficiency and Conservation***

Energy efficiency and conservation remain our best immediate hope to reduce the nation's use of oil and the attendant negative environmental impacts.<sup>35</sup> This calls for renewed national efforts to conserve energy and use it as efficiently as is possible. Over the short and medium term, we also will implement policies and programmes to promote energy efficiency, particularly in the sectors which represent the greatest consumption of energy including transport and electricity. Energy efficiency and conservation by consumers will be enhanced by demand side management programmes that: promote public awareness of the importance of responsible energy use; facilitate the introduction of energy-saving devices; employ energy-saving approaches in building design and construction; and promote energy conservation in the public sector, particularly in the distribution of water.

The global economic downturn has intensified the need for greater energy efficiency and lower energy costs in Jamaican industries and enterprises throughout the economy to maintain international competitiveness. In particular, energy is the main cost element at most alumina plants in the world including in Jamaica, where energy costs accounted for 35 per cent of production cost in 2006. The MTF places priority on the provision of more cost-efficient fuel sources for alumina plants.

### **Medium Term Priority Strategies, Programmes and Actions – Energy Security and Efficiency**

The medium-term priority strategies to be pursued to diversify the energy supply, increase the use of renewable energy and promote higher levels of energy efficiency and conservation are detailed in Table 10. Important actions, programmes and projects are also featured along with key performance indicators to track progress against agreed targets. Effective implementation of measures under this National Outcome will positively impact all of the other Priority National Outcomes, particularly, A Stable Macroeconomy and Strong Economic Infrastructure.

<sup>34</sup> Clean coal technology in the full sense involves reduction or removal of sulphur dioxide, nitrogen oxides and particulate emissions generated by coal-fired power plants, as well as carbon capture and storage (CCS) of the carbon dioxide generated by such plants. While a range of approaches for CCS have been developed they have not yet been made available on a large-scale commercial basis.

<sup>35</sup> Energy efficiency is measured by the ratio of energy per unit output, while energy conservation is a broader measure that encompasses energy efficiency as well as behavioural changes that reduce energy consumption.

**Table 10: Medium Term Priority Strategies, Programmes and Actions – Energy Security and Efficiency**

PRIORITY NATIONAL OUTCOME - Energy Security and Efficiency			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Diversify the energy supply	Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector	Finalize and promulgate the new Energy Policy	ME
		Develop and promulgate the new Electricity Policy and Act	ME
		Develop policy and expand carbon trading	ME, PCJ, Forestry Department
	Develop and implement programmes to achieve set obligatory and non-obligatory targets for percentage of renewables in the energy mix	Implement renewable energy projects of the Centre of Excellence for Renewable Energy: <ul style="list-style-type: none"> <li>• Hydropower</li> <li>• Wind</li> <li>• Solar</li> <li>• Biomass</li> <li>• Waste-to-Energy</li> </ul>	PCJ, CERE
		Encourage application of solar energy technology	PCJ, CERE
		Fully implement National Energy Fund	ME
	Develop energy diversification priorities in a timely way based on cost, efficiency, environmental considerations and appropriate technologies	Conclude studies on relative cost benefit analysis of coal and natural gas as main fuel diversification options	ME, PCJ, OUR
		Undertake expansion of the Petrojam refinery and petcoke 100MW cogeneration plant	Petrojam
	Accelerate comprehensive oil and gas exploration programme	Begin programme of acceleration to conclude whether Jamaica has commercial quantities of oil and/or gas	PCJ

PRIORITY NATIONAL OUTCOME - Energy Security and Efficiency			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Promote energy efficiency and conservation	Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector	Finalize and promulgate the Energy Efficiency and Conservation Policy	ME
	Develop and implement programmes to influence market behaviour toward and to promote efficient use of energy	Promote demand-side energy management including implementation of energy efficiency projects in the public sector	ME, PCJ OPM Cabinet Office
	Update, apply and enforce building codes to support efficient use of energy	Promulgate the energy-efficient Building Code	ME, NEPA Cabinet Office, Local Authorities
	Establish a framework for timely development, decision-making and implementation of the least economic cost expansion plan (LCEP) for generation, transmission and distribution of electricity	Commence phase-out of inefficient JPSCo generating plant and replacement with cost-efficient plant using main fuel options	OUR, JPSCo IPPs
	Encourage greater energy efficiency and lower energy costs in the bauxite and alumina industry	Coordinate energy planning for bauxite and alumina industry with expansion of public electricity supply	ME, PCJ JBI, JPSCo, NWC Bauxite Companies
		Develop regime for co-generation projects and apply regulations	ME, PCJ OUR
		Provide shared infrastructure for fuel supply	ME, PCJ, JBI JPSCo NWC Bauxite Companies PAJ
	Encourage greater energy efficiency in the transport sector	Promote greater vehicle fuel efficiency	MTW, ME
<b>Risk Considerations:</b> Global economic downturn, volatility in fossil fuel markets, lack of political will, lack of personal responsibility with respect to energy conservation			

**Table 11: Proposed Indicators and Targets – Energy Security and Efficiency**

Priority National Outcome - Energy Security and Efficiency				
Indicators	Baseline	Targets		Comments
	2007/ Most current	2012	2030	
Percentage of renewables in energy mix	4.8%	11	20%	Local targets based on the Draft Energy Policy for 10% by 2010 and 15% by 2020. The 2012 target is set using the same annual average incremental increase.
Energy intensity index (EII) BTU/US\$1 Unit of output (Constant Year 2000 \$US)	15,392	14,000	6,000	Target set to approach average EII for the top 5 non-oil producing nations by 2030.
Fuel reserve Barrels/1000 population	592 (21 days)	846 (30 days)	5,074 (6 months))	Jamaica presently has approximately 21 days reserve. The target is set to allow for 1 month supply by 2012.

## Priority National Outcome - World Class Education and Training

Education and training provide foundations to empower individuals and develop a country. Countries that invest heavily in education and training as drivers for their long-term development have correspondingly high levels of productivity. For this reason, literacy and enrolment in school are important variables in the calculation of the Human Development Index.

The Jamaican education and training system has had a mixture of successes and failures. Notable among the successes is the high level of enrolment in primary and secondary schools (more than 95% and 91% respectively). The weaknesses are well documented. At the pre-school level, many early childhood development institutions are under-resourced. They lack equipment, trained personnel, and appropriate physical and social environments. Some parents are ill-equipped for their role as caregivers and to provide a supporting environment for the development of their children. As a result, many children attain primary school age without the necessary preparation to access the primary level curriculum; they under-perform at higher levels of the school system.

Students perform poorly at crucial stages in their development. At the grade four level, in the three-year period 2006 - 2008, the proportion of children who achieved literacy in each year was 64.8 per cent, 63.5 per cent and 68.9 per cent, respectively. At the secondary level, the student performance has been relatively poor. For example, in 2008, 54.4 per cent of the children who sat the CSEC<sup>36</sup> examination in English Language attained Grades 1-3. Students also continued to perform poorly at CSEC Mathematics although the percentage of students attaining Grades 1-3 rose to 43 per cent from 35.3 per cent in 2007. When calculated as a percentage of the total eligible cohort 30.6 per cent attained Grades 1-3 in English Language and 19.9 per cent attained Grades 1-3 in Mathematics, in 2008. The basic entry requirement for tertiary institutions is five CSEC subjects including English Language and Mathematics. In 2008, 24.7 per cent of the total cohorts met the required qualifications. A higher percentage of them (30.4 %) passed five or more subjects without the inclusion of Mathematics and/or English Language.

Above the primary level, there is marked differentiation in the performance and enrolment of males and females. For example, on the Grade 4 Literacy Test, there is a substantial performance gap for those who are in the “non-mastery” group (boys perform more poorly than girls) putting a higher percentage of boys at risk of being functionally illiterate by the end of Grade 6.<sup>37</sup> Based on the differentiated performance in secondary schools, more females than males qualify for entry into tertiary institutions. This is reflected in the gender balance at the tertiary level, where males are poorly represented when compared to females. Approximately 66 per cent of those who enrolled in 2007 were females compared to 34 per cent males.

The average attendance across the various school levels and types is cause for concern. Over the three-year period 2003/04 – 2005/6 respectively, the combined male and female average attendance at each level was as follows: All Age – 75.4 per cent; Primary & Junior High – 77.3 per cent; Secondary High – 82.1 per cent; Technical High – 84.5 per cent; and Agriculture High –

<sup>36</sup> Caribbean Secondary Examination Certificate.

<sup>37</sup> MOE, presented in JASPEV Progress Report 2006.

89.5 per cent. Over the same period, the average male attendance rate was consistently lower than the rate for females.

Violence in schools, particularly at the secondary level, has become a matter of national concern. In 2008, 57 cases of violence were reported and in 49 (86 per cent) of the cases, police intervention was required. Children, particularly boys, have been aligning themselves with criminal gang networks and the inter-gang rivalry and violent behaviour seen in the wider society is finding expression on some school compounds.

Although the number of locally-based universities has doubled to four and the number of foreign-based programmes and delivery modalities have increased and are still growing, access problems remain for some in our population. These problems result primarily from the failure of prospective applicants to attain the matriculation requirements for entry, the inability of some to finance themselves, and insufficient variation in the types of programme offerings that are delivered in Jamaica which forces some to seek for tertiary level programmes overseas.

Some institutions – local and foreign – are operating without satisfying the standards of the University Council of Jamaica. This has called into question the quality of output of these institutions.

Education and training institutions, at all levels of the system, are not sufficiently responsive to the demands of the labour market. Increasing the linkages between these institutions and the private sector, particularly in the development of delivery programmes and in their research agendas, offers prospects for improving this situation.

In addressing the various weaknesses relating to the education system, the needs of all levels of the education and training system are recognized as important and will be addressed over the period 2009 - 2030. In the short to medium term, emphasis will be on: early childhood development (including improving the capacity of parents); improving the physical and social environments in schools up to the secondary level; creating an outcomes-based, standards-driven education and training system; increasing access to educational and training opportunities particularly for unattached youth; and increasing the alignment of education and training programmes with the labour market.

### **Medium Term Strategies – World-Class Education and Training**

MTF 2009-2012 will address the areas outlined above through seven of the National Strategies embodied under National Outcome – World-Class Education and Training. These are:

- National Strategy 2-1      Ensure that children 0-8 years old have access to adequate early childhood education and development programmes
- National Strategy 2-4      Accelerate the process of creating and implementing a standards-driven and outcomes-based education system
- National Strategy 2-5      Develop and establish financing and management mechanisms for schools
- National Strategy 2-6      Ensure a physical environment in all schools that is safe and conducive to learning at all levels of the school system



- National Strategy 2-8      Expand mechanisms to provide access to education and training for all including unattached youth
- National Strategy 2-10    Establish a National Qualification Framework
- National Strategy 2-11    Strengthen the mechanisms to align training with demands of the labour market

### ***Ensure that Children 0-8 Years Old Have Access to Adequate Early Childhood Education and Development Programmes***

The early childhood years are recognized as the period to lay the foundation in the development of members of society. The type of foundation laid influences our long-term capacity to learn, our lifelong values and attitudes and our general life chances. Failure to properly address the needs of children in these early years of development could result in far reaching social and economic consequences for our society and the country. Vision 2030 Jamaica recognizes Early Childhood Development as a key strategic area for national development and, in the medium term, will treat this area as a priority for implementation.

### ***Accelerate the Process of Creating and Implementing a Standards-Driven and Outcomes-Based Education System***

Vision 2030 Jamaica will emphasize the institutionalization of a competency-based approach<sup>38</sup> in all educational institutions at all levels. This approach recognizes that the learning process encompasses the acquisition of knowledge, skills and attitudes and that these must be linked to the performance of specific tasks to specified standards. During the medium term, focus will be on initiatives to improve the quality of teachers, modernize the curriculum and assessment methods and enhance learning through the use of ICT.

### ***Develop and Establish Financing and Management Mechanisms for Schools***

The global financial downturn is negatively affecting Jamaica's economy. This is impacting the extent to which the public sector can fully resource its commitments and responsibilities in areas such as education. The delivery of educational programmes by the public sector is essential to the development of our country and should not be under-resourced. During the medium term, the focus of this strategy will be to identify a mechanism for sustainably financing public sector educational programmes.

### ***Ensure a Physical Environment in all Schools that is Safe and Conducive to Learning at all Levels of the School System***

The safety of students and staff in educational institutions (mainly secondary) has been threatened by violence perpetuated by students and individuals outside of the school system. The physical environment in schools with regard to ventilation, lighting, green spaces, playing fields and secured perimeter fencing, are in many instances inadequate. In the medium term, we will address some of these issues by focussing on increasing the number of school spaces and the physical environment in schools and ensuring that schools are equipped with new and emerging learning technologies such as SMART<sup>39</sup> boards.

<sup>38</sup> The Competency-Based Approach to learning focuses on imparting the skills and talents needed to be able to perform a particular task at a specified standard. The method involves using a series of assessment tools that identify not only the technical skills that a candidate possesses but also his/her behavioural competencies.

<sup>39</sup> These are computerized, interactive whiteboards built by SMART technologies to be used in place of chalkboards.

### ***Expand Mechanisms to Provide Access to Education and Training for all including Unattached Youth***

The training sector is challenged by a number of factors including a largely untrained workforce, high levels of illiteracy and inadequate access to training programmes. Many in our society, our youth in particular (unattached youth) lack the skills for both employment and further education or training. Highly educated and trained individuals are increasingly required to meet the demands of the labour market in Jamaica and to ultimately aid in the growth and development of the country. The emphases for the medium term are to expand mechanisms to provide access to the out-of-school population through partnerships and increase the use of technology-driven training programmes.

### ***Establish a National Qualification Framework***

Jamaica does not have a standardized system for evaluating, measuring and accrediting all education and training programmes. In order to support articulation between institutions and ensure that the standards of delivery of these programmes are of a uniformly high standard, we will create a single National Qualification Framework (NQF). This will ensure that all training programmes in Jamaica: conform to established standards; may be clearly located in relation to each other; and maintain established global standards. It will provide: recognition and credit for all learning of knowledge and skills; and a basis for evaluating and positioning various types of qualifications across the spectrum of the education and training system. In the medium term, focus will be on bringing the stakeholders together to begin the design of the NQF.

### ***Strengthen the Mechanisms to Align Training with Demands of the Labour Market***

Under Vision 2030 Jamaica, this strategy will align training programmes with National and Sectoral Labour Market demands. It will create mechanisms for increasing the responsiveness of training institutions to the shifting demands of industry. In the medium term, the strategy will increase collaboration between training institutions and training departments of industry.

## **Medium Term Priority Strategies, Programmes and Actions – World-Class Education and Training**

The medium term priority strategies to be pursued under this National Outcome are detailed in Table 12. Important actions, programmes and projects are also featured along with key performance indicators to track progress against agreed targets. Effective implementation of these measures will have impact on all Priority National Outcomes.

**Table 12: Medium Term Priority Strategies, Programmes and Actions - World-Class Education and Training**

Priority National Outcome -World-Class Education and Training			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Ensure that children 0-8 years old have access to adequate early childhood education and development programmes	Establish an environment for all children 0-8 years old to access high quality and developmentally appropriate programmes	Create a safe learner-centred and well-maintained Early Childhood Centre	Ministry of Education (MOE) Early Childhood Commission (ECC)
		Develop programmes for inspection and certification of children 0-8 years	MOE ECC
		Implement screening as early intervention for children (0-8yrs)	MOE ECC
		Establish health and safety standards and improve child health care practices	MOE ECC
		Ensure that institutions meet health and safety standards	MOE ECC
		Ensure each school has at least 1-Level IV practitioner	MOE ECC
		Develop a public education and awareness strategy	MOE ECC
	Strengthen school/home relationships and parental involvement in early childhood education	Develop and distribute the parent involvement handbook	MOE ECC
		Develop a parental education and support strategy (0-3yrs-Health) and (4-6 yrs-ECIs)	MOE ECC
		Establish the National Parenting Support Commission	MOE ECC
		Disseminate specific information to parents about effective ways to support their children's development and learning	MOE ECC
		Encourage parent participation in child-centred activities that nurture social and emotional development	MOE ECC
		Implement early diagnosis and effective screening for at risk children and for high risk households through public education campaigns	MOE ECC
	Put mechanisms in place to address the psychosocial needs of children	Develop and implement a nutrition policy for infants (0-3 yrs) and young children (4-6 yrs)	MOE MHE
		Improve the technical skills of early childhood practitioners	MOE, ECC Teacher training institutions
		Develop a national policy for screening and intervention in schools	MOE ECC
		Ensure effective curriculum delivery	MOE ECC
		Develop a human resource strategy and train teachers	MOE ECC

Priority National Outcome -World-Class Education and Training			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Accelerate the process of creating and implementing a standards-driven and outcomes-based education system	Establish frameworks for improving the quality stock of teachers (professional development opportunities, access to pre-service teacher education, opportunities to use emerging forms of assessment and technologies)	Create a national inspection agency, a national curriculum assessment agency and a national teaching council	MOE
		Enforce mechanisms for all teachers to have professional training as well as an undergraduate degree in the area of specialization	MOE
		Maintain a comprehensive registration and licensing scheme	MOE
		Modernize curriculum and assessment	MOE Curriculum and Assessment Agency
		Support the national literacy strategy	MOE Jamaica Foundation for Lifelong Learning
		Develop performance management and accountability mechanisms	MOE
	Increase the use of technology as a tool for enhancing teaching and learning	Maintain ICT training and certification programmes for the secondary school community	MOE
		Establish monitoring and quality assurance measures (e.g. monitoring and evaluation services at each Regional Education Authority)	MOE
Develop and establish financing and management mechanisms for schools	Create a mechanism that will establish a dedicated pool of funds for education	Develop partnerships with the IDPs for the speedy implementation of the SWAP approach to financing of education	MOE, IDPs
		Establish the National Education Trust	MOE, Office of the Prime Minister (OPM) Cabinet Office
Ensure a physical environment in all schools that is safe and conducive to learning	Ensure that all school plants meet international standards	Improve facilities to create a better learning environment, using modern teaching approaches and technologies	MOE
		Create more spaces through expansion of schools, rationalization of provision of smaller class sizes.	MOE, IDPs, Private sector partnership

Priority National Outcome -World-Class Education and Training			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Expand mechanisms to provide access to education and training for all including unattached youth	Increase the use of technology-driven training programmes	Equip institutions with the technology to facilitate learning and the training of teachers/facilitators	HEART/Trust/NTA MIND
Establish National Qualification Framework	Establish the policy framework to enable seamless articulation among providers for the creation of a National Qualification Framework	Conduct broad stakeholder consultations	HEART Trust/ NTA Academic institutions Private sector Accreditation boards
		Develop partnerships and agreements among stakeholders	
Strengthen the mechanisms to align training with demands of the labour market	Facilitate collaboration between HRD in firms and training institutions	Develop, review, and upgrade learning products and services in response to Government and business priorities and needs	MIND
<b>Risk Considerations:</b> Global economic downturn, resource availability, crime and violence			

**Table 13: Proposed Indicators and Targets – World-Class Education and Training**

Priority National Outcome – World-Class Education and Training				
Indicators	Baseline	Targets		Comments
	2007/most current	2012	2030	
Adult Literacy rate (15+) Males Females	85.8% 80.5% 91.1%	89.7% 84.4% 93%	≥ 98.3 ≥ 98.3 ≥ 98.3	Targets are based on regional literacy rate projections for Jamaica by UNESCO and on the average literacy rates for the Caribbean countries that have high HDI.
% of population with tertiary level certification (24+ year olds)	10.10%	12%	37%	The proposed targets are set to match the best in the Caribbean.
% of labour force (14+) that is certified	18.7%	50%	90%	Locally set target by task force on Labour Market. HEART Trust/NTA has targeted increasing the % of labour force that is certified to 50% by 2008-10.
% of Grade 1 age cohort achieving mastery in Grade 1 readiness test	48.4%	55%	90%	

## Priority National Outcome - Effective Governance

Governance<sup>40</sup> is central to the achievement of many of the National Outcomes articulated in Vision 2030 Jamaica. Since Independence, Jamaica has developed a better understanding of what good governance is and its importance to sustainable development. Jamaica continues to make strides towards improving the ‘face’ of governance. Many initiatives and programmes are being led by the public sector and include the active participation of the private sector and civil society. Examples include:

- Reform of the Public Sector as reflected in White Paper 56/2002 “Government at Your Service: Public Sector Modernization Vision and Strategy 2002 – 2012,” improving among other things, the delivery of services in public sector institutions, and the accountability framework of these institutions
- Improved transparency in the public service and access to information facilitated by the Access to Information Act
- Modernization of Jamaica’s Justice System

Vision 2030 Jamaica proposes a strengthening of the current model of governance to overcome the various challenges that cut across our country’s developmental spheres. The Plan recognizes as fundamental to the development of the Jamaican society: strong and accountable institutions; political commitment to effective management of the State; transparency in Government; a justice system that is accessible and fair; equity; and tolerance and respect for human rights and freedoms. In the medium term focus will be on: justice system reform; public sector modernization; and creating a vibrant civil society that balances the power of the public sector and holds it accountable for delivering better services and improving the well-being of all.

### Medium Term Strategies – Effective Governance

MTF 2009-2012 will focus on three of the seven National Strategies embodied under National Outcome – Effective Governance. These are:

- National Strategy 6-1 Strengthen the process of citizen participation in governance
- National Strategy 6-2 Reform the justice system
- National Strategy 6-5 Strengthen public institutions to deliver efficient and effective goods and services

#### *Strengthen the Process of Citizen Participation in Governance*

Decentralization and local governance are recognized as basic components of democratic governance, providing the enabling environment in which decision-making and service delivery can be brought closer to all citizens. Citizen participation in governance has always been a driving force for change. In Jamaica, citizen participation in governance issues is low due to:

- Narrowly defined mechanisms for citizen participation in decision-making processes

<sup>40</sup> Governance is the exercise of power in the economic, political and administrative management of the country’s resources. Governance comprises the traditions, institutions and processes that determine how power is shared and exercised, how decisions are made and how authority responds on issues of public concern.

- Lack of internal capacity of some NGOs/CBOs to effectively facilitate community participation
- Low voter turnout at national and local government elections

The formal parliamentary system allows for citizens' input and engagement through Parliamentary Committees, and the process of Local Government Reform presents a new approach to governance. This new approach will empower citizens and communities to increase their involvement in the management of their own affairs and in national policy and decision-making processes that affect their quality of life and life chances. Vision 2030 Jamaica responds and builds on this approach by:

- Utilizing and fully recognizing the Parish Development Committee (PDC) Model as a mechanism for effecting local governance; this Model features Development Area Committees (DACs) and Community Development Committees (CDCs) as means of facilitating participatory local governance for sustainable development; it empowers communities and civil society and forges real partnerships between central Government and all stakeholders
- Mainstreaming gender in all aspects of local and community governance and empowering marginalized or underserved groups

This National Strategy proposes a model by which democracy, participation and accountability at the local level are to be pursued. During the medium term, a framework will be presented for the achievement of social transformation through a new paradigm of local governance which will give communities greater scope for self-management and enable them to actively participate in policy decisions at the national level.

### ***Reform the Justice System***

The system of justice is a generic platform on which all other sectors of the society depend and build. An inability to secure and sustain justice has implications for the strength of a country's democracy. An efficient justice system sustains the society and facilitates its peaceful evolution. The rule of law and the effective functioning of the Courts and other parts of the justice system underwrite the wealth and prosperity of Jamaica by providing the legal certainty, clarity and predictability which are some of the essential pre-conditions for successful investment, commerce and finance.

The comprehensive review of the Jamaican Justice System between 2006 and 2007 characterized it as an inefficient system with inadequate access to and delays in the administration and delivery of justice. The main weaknesses of the system were identified as:

- Delays in disposing of cases resulting in backlogs
- Poor infrastructure (crumbling and old courthouses)
- Inconsistent enforcement of laws and legal processes
- Inadequate emphasis on human rights and adherence to international treaties
- Complex and inflexible court procedures
- Outdated and inefficient practices and procedures



During the medium term, emphasis will be placed on the implementation of the Justice Transformation Agenda. This will help to realize the vision for a “Jamaican justice system which is available, accessible, accountable and affordable on a timely, courteous, respectful, flexible, fair and competent basis for all”. In the short to medium term, the intent, among other things, is to:

- Provide timely justice to encourage early resolution of matters at reasonable cost
- Present a high standard of justice to promote transparent administration of the law
- Provide a physical environment that facilitates the efficient administration of justice
- Enhance the court administration systems

### ***Strengthen Public Institutions to Deliver Efficient and Effective Goods and Services***

Public sector effectiveness is essential within the Jamaican context as it is tied to several issues such as rule of law and corruption which have direct consequences on the governance in the country. There has been increased focus in recent years on the transparency and accountability of public bodies, as articulated in Ministry Paper 56/ 2002 - ‘Government at Your Service’ - under public sector reform, and through a number of Bills including the Public Bodies Management and Accountability Act (2001), the Corruption Prevention Act (2002), the Financial Audit and Administration Act (2002), the Contractor General’s Act (1983) and the Access to Information Act (2002).<sup>41</sup>

More than ever, the public service is being called on to provide better goods and services to a highly educated, informed and more discriminating clientele. There are higher expectations for the quality of service, and the efficiency and effectiveness of public services delivered. The typical experience of citizens and visitors alike with public sector services is often characterized by long lines and multiple visits to offices to obtain goods and services, sometimes accompanied by poor treatment from public officials. On the other hand, public officials are often de-motivated by the difficulties, which impacts on the quality of the customer service rendered.

There are economic and social costs associated with poor service, excessive bureaucracy and red tape, overregulation, corruption, dishonesty in managing contracts, lack of transparency and accountability within the public sector. During the medium term, the main strategies will build and strengthen the capacity of agencies to deliver efficient and effective public goods and services to improve the country’s competitiveness and growth prospects. These will be achieved through development of policies, regulations and procedures that are transparent and easy to understand and which will reduce the propensity of public officials to engage in corruption. Mechanisms will be established to build the capacity of already well-educated public servants to improve productivity built on performance driven organizations. Frameworks will be created for building social capital and partnerships to positively impact public sector governance and promote equity in the distribution of and access to public goods and services.

<sup>41</sup> Jamaica Social Policy Evaluation Project, Status Report 2006.



## Medium Term Priority Strategies, Programmes and Actions – Effective Governance

The medium term priority strategies to be pursued under this National Outcome are detailed in the matrix at Table 14. Important actions, programmes and projects are also outlined along with key performance indicators to track progress against agreed targets. Effective implementation of these measures will positively impact on all of the other Priority National Outcomes, particularly Security and Safety and A Stable Macroeconomy.

**Table 14: Medium Term Priority Strategies, Programmes and Actions – Effective Governance**

Priority National Outcome: Effective Governance			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Strengthen the process of citizen participation in governance	Strengthen the capacity of local organizations/bodies (PDCs, DACs, CDCs) to facilitate citizen participation in decision-making processes	Facilitate and strengthen local governance structures including Parish Development Committees (PDCs), Development Area Committees (DACs) and Community Development Committees (CDCs)	SDC, Department of Local Government, Local Authorities
	Create frameworks to ensure that public information is accurate and accessible to all to enable citizens' participation	Develop a framework for Community Development Planning and integrate with national planning processes	SDC, Department of Local Government, Local Authorities, NEPA, PIOJ
		Expand and develop a community-based research and information system	SDC
	Identify and improve channels for creating, sharing and accessing information and providing feedback	Facilitate community broadcasting with focus on radio	Broadcasting Commission
Reform the justice system	Present a high standard of justice to promote transparent administration of the law	Transform the Ministry of Justice into a policy focussed Ministry/organization	Cabinet Office, MOJ
		Modernize the Office of the Director of Public Prosecutions (DPP)	MOJ, DPP
		Implement the case management system; Justice Enforcement Management System (JEMS) to be replicated across all Courts	MOJ
		Develop a policy on Restorative Justice	MOJ, MNS
		Develop mechanism to clear backlog of cases in justice system in three years	Courts, MOJ
		Establish a Court Management Services entity to enable efficient operations of the Court system	MOJ

Priority National Outcome: Effective Governance			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Strengthen public institutions to deliver efficient and effective public goods and services	Create mechanisms for efficient and effective delivery of public services	Create new Executive Agencies (Fisheries Division and Forestry Department)	Cabinet Office
		Implement the Managing for Results Programme	Cabinet Office
		Implement the Priority Training Strategy to support the implementation of the Medium Term Action Plan (MTAP)	Cabinet Office, MIND, MFPS
		Target strategic high impact and/or potential self-financing public agencies for modernization	Cabinet Office, MFPS
	Build capacity of public sector entities to effectively implement stated mandates	Modernize Ministries of Education and National Security to become Policy-focussed Ministries. For the MOE this also would involve the creation of new regional authorities and more autonomy for schools	Cabinet Office
		Rationalize public sector agencies to eliminate duplication	Cabinet Office
	Effectively infuse participatory processes in Government business, national policy framework, investment processes	Strengthen the policy capacity of the public sector	Cabinet Office
	Strengthen capacity for the drafting and promulgation of legislation, including building capacity of the Office of the Parliamentary Counsel	Strengthen and modernize the Office of the Parliamentary Counsel	Office of the Parliamentary Counsel MOJ
	Harmonize ICT infrastructure and systems across the public sector	Implement GovNet, the Jamaica Government-wide ICT network	MMT, CITO
	Proliferate and promote the delivery of first-class, easily accessible and secure e-government services	Implement standards for public sector websites through a pilot project in 3 ministries	MMT, CITO
		Develop the E-government Services Strategic Plan	MMT, CITO
	Strengthen the capacity of local organizations/bodies	Intensify implementation of Local Government Reform – under the following – 2007 – 2011: <ul style="list-style-type: none"> <li>• Capacity Building at the Local Level</li> <li>• Policy Strengthening of Local Authorities</li> <li>• Financial Management in local authorities</li> <li>• Amendments/Overhaul of Legal Framework</li> </ul>	Department of Local Government
<b>Risk Considerations:</b> Increasing crime rate, lack of political will, availability of resources			

**Table 15: Proposed Indicators and Targets – Effective Governance**

Priority National Outcome - Effective Governance				
Indicators	Baseline	Targets		Comments
	2007/most current	2012	2030	
Voice and Accountability Index <ul style="list-style-type: none"> <li>- Participation of citizenry in selecting government and policies</li> <li>- Freedom of media</li> <li>- Freedom of Expression</li> <li>- Freedom of Association</li> </ul>	0.61	0.78	$\geq 1.37$	Average score for top 15 HDI countries is 1.37, with the highest being 1.57. The target is to regain our best position (1996) by 2012.
Rule of law <ul style="list-style-type: none"> <li>- Violation of human rights</li> <li>- Trust in justice system</li> <li>- Effectiveness of Courts</li> <li>- Extent to which agents abide by rules of country</li> <li>- Quality of contract enforcement</li> </ul>	-0.63	-0.30	$\geq 1.75$	Average score for top 15 HDI countries is 1.75, with the highest being 2.01. The target is to regain our best position (1996) by 2012
Government effectiveness Index <ul style="list-style-type: none"> <li>- Quality of public service.</li> <li>- Capacity of civil servants</li> <li>- Independence of civil service from political interference</li> <li>- Effectiveness of Gov't policies</li> </ul>	0.12	0.18	$\geq 1.78$	Average score for top 15 HDI countries is 1.78, with the highest being 2.24. The target is to regain our best position (2006) by 2012
Control of Corruption <ul style="list-style-type: none"> <li>- Extent to which public power is used for private gain</li> <li>- Extent to which the state is "captured" by private elite interest.</li> </ul>	-0.49	-0.24	$\geq 1.96$	Average score for top 15 HDI countries is 1.96, with the highest being 2.42. The target is to regain our best position (1998) by 2012

## Supporting National Outcome - An Enabling Business Environment

There is recognition that a competitive and enabling business environment supports economic growth and development. Efficient and transparent public institutions reduce transaction costs for businesses, and diminish the diversion of resources from productive purposes, while well-functioning markets promote efficient resource allocation. Under Vision 2030 Jamaica, we will make the necessary improvements to the business environment by ensuring an efficient bureaucracy, adequate access to capital, supportive trade relations, a well-functioning labour market and improved opportunities for micro, small and medium-sized enterprises (MSMEs).

Over the period 2009-2012, emphasis will be on addressing key constraints in the business environment by: revising and modernizing relevant legislation and regulations; streamlining bureaucratic processes; improving processes related to land ownership, titling and transfer; implementing strategic trade agreements and regional integration processes; improving the flexibility of the labour market and enhancing labour productivity; and building the capacity of MSMEs.

### Medium Term Strategies - An Enabling Business Environment

MTF 2009-2012 will focus on the seven National Strategies embodied under National Outcome – Enabling Business Environment. These are:

- National Strategy 8-1      Ensure a facilitating policy, regulatory and institutional framework for business development
- National Strategy 8-2      Increase access to capital
- National Strategy 8-3      Use trade and foreign relations to create an enabling external environment for economic growth
- National Strategy 8-4      Strengthen investment promotion and trade facilitation
- National Strategy 8-5      Develop an efficient labour market
- National Strategy 8-6      Improve the labour environment to enhance labour productivity and worker satisfaction
- National Strategy 8-7      Develop the capabilities of micro, small and medium-sized enterprises

### *Ensure a Facilitating Policy, Regulatory and Institutional Framework for Business Development*

The Public Sector Modernization Programme has led to improvements in many aspects of bureaucracy, including business registration. However, bureaucratic institutions and regulations continue to be cited as sources of problems that affect the ability of businesses to operate competitively in Jamaica.<sup>42</sup> Development projects in Jamaica experience delays in the licensing process for building and environmental approvals that add to transaction costs and reduce the competitiveness of the business environment. Other areas of particular concern include: problems in acquisition, titling and transfer of land; a complex and inefficient court system for resolution of commercial cases; lengthy and costly import and export procedures; and delays in reforming

<sup>42</sup> For example, Enterprise Research Institute (2005).

archaic or outdated laws and regulations. We are committed to removing barriers and improving the environment for competitiveness and growth during the medium term.

Intellectual property is the fundamental resource of innovation. Jamaica already possesses the basic legal framework for protection of intellectual property. This framework has a number of weaknesses, including limited capacity of collecting agencies and other institutions, existing high levels of piracy, and relatively low public appreciation of the importance of intellectual property rights. Jamaica is not part of a number of important intellectual property treaties and conventions including the Madrid Protocol. An area of particular focus under the MTF will be to strengthen the legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights.

### ***Increase Access to Capital***

Increased access to capital will play an important role in Jamaica's long-term economic development. Efficient capital markets allocate financial resources to their most productive uses. The MTF will put in place new institutions to improve access to financial capital, including a credit bureau and a fixed-income securities depository.

### ***Use Trade and Foreign Relations to Create an Enabling External Environment for Economic Growth***

As barriers to trade fall, Jamaica, like other nations with small domestic markets, is increasingly able to achieve economies of scale through access to large international markets. The trade relations between Jamaica and the rest of the world are integral to creating the conditions for firms to benefit from increased market size. During the medium term, Jamaica will enhance the role of trade and foreign relations in national development by strengthening our bilateral, regional and multilateral relations and improving the ability of domestic producers to take advantage of a favourable and enabling external environment. Another important external factor is the existence of the Jamaican Diaspora, a major resource that can play a strategic role in the long-term economic development of the island including as a source of investment and entrepreneurship for business ventures in Jamaica and as a market for tourism and exports of Jamaican goods and services.

### ***Strengthen Investment Promotion and Trade Facilitation***

To take full advantage of the opportunities in the external environment created by favourable trade and foreign relations as well as by Jamaica's strong Nation Brand, we will place strategic emphasis on strengthening our national capabilities for investment promotion and trade facilitation. A key approach under Vision 2030 Jamaica will be to increase the number and capacity of overseas missions in key markets and to improve the collaboration among agencies involved in the promotion of Jamaica, including the Ministry of Foreign Affairs and Foreign Trade (MFAFT), Jamaica Trade and Invest (JTI) and the Jamaica Tourist Board (JTB).

### ***Develop an Efficient Labour Market***

The National Strategy to develop an efficient labour market will involve addressing the factors that reduce the efficiency with which the supply and demand for labour are matched. Steps will be taken to ensure that education and training programmes equip workers with the skills demanded by a rapidly evolving economy, and that the mechanisms to bring together the providers and buyers

of labour services are improved. Legislation and regulations will be revised to improve labour market flexibility. This National Strategy is complemented by the National Strategy under Priority National Outcome – World-Class Education and Training which seeks to strengthen mechanisms to align training with the demands of the labour market.

### ***Improve the Labour Environment to Enhance Labour Productivity and Worker Satisfaction***

According to the Jamaica Productivity Centre, “the Jamaican economy has been in a low-growth, low-productivity trap since the 1970s.” Labour productivity has declined at an annual average rate of 1.5 per cent over the period 1973 – 2007.<sup>43</sup> Jamaica’s new economic model is based on increasing the productivity of its human capital. The National Strategy to improve the labour environment to support labour productivity and worker satisfaction is aimed directly at accomplishing this requirement. In the medium term, the relationships between employers, managers, trade unions and the work force will be improved, the conditions at the workplace will be enhanced to increase worker satisfaction and productivity, core labour standards will be respected, and payment systems will reinforce worker performance. At the national level, we will create an environment and culture in which the importance and sources of productivity are better understood and applied to create economic prosperity.

### ***Develop the Capabilities of Micro, Small and Medium-Sized Enterprises***

Micro, Small and Medium-Sized Enterprises (MSMEs) are particularly important to the Jamaican economy, and represent the main source of new business start-ups, with the potential to contribute to economic growth, employment and innovation. MSMEs are subject to a range of capacity constraints which must be addressed to enable their full development. These include: limited access to credit; limited technical, human and institutional capacity; high levels of informality and relative lack of economic linkages and market access.

During the medium term, we will take steps to develop the capacities of MSMEs and improve the channels through which they participate in economic activities, including widening the channels through which they can obtain financing, and providing ongoing training programmes to build human capital and develop the technical and organizational capacity of MSMEs.

## **Medium Term Priority Strategies, Programmes and Actions – An Enabling Business Environment**

The medium term priority strategies to be pursued under this National Outcome are detailed in Table 16. Important actions, programmes and projects are also outlined along with key performance indicators to track progress against agreed targets. The effective implementation of these measures also will support Priority National Outcomes: A Stable Macroeconomy and Effective Governance, as well as Supporting National Outcome: Internationally Competitive Industry Structures.

43 Jamaica Productivity Centre, Jamaica: Productivity Summary Report 1972 – 2007 (Draft) (2008), v.

**Table 16: Medium Term Priority Strategies, Programmes and Actions – An Enabling Business Environment**

Supporting National Outcome - An Enabling Business Environment			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Ensure a facilitating policy, regulatory and institutional framework for business development	Improve and streamline bureaucratic processes for business establishment and operation	Implement the Jamaica Competitiveness Enhancement Programme	MFPS, OPM, PIOJ
		Rationalize National Planning Summit Legislation Programme and expedite processing of priority legislation	OPM, CO, MOJ, OPC
		Streamline applications processing and reduce the processing time of planning applications	OPM, NEPA, Cabinet Office
	Improve processes related to land ownership, titling and transfer	Develop updated island-wide cadastral maps to facilitate planning	NLA
		Declare the entire country a Land Administration and Management Programme ( LAMP) project area under the Special Provisions Act (SPA)	Cabinet, CO OPM, NLA
		Commission the Global Positioning System (GPS)/Virtual Reference Station (VRS) Network	OPM, NLA, LICJ
	Strengthen legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights	Revise current IP Laws - Patent, Copyright Trade Marks & GI Regulations	JIPO
		Fully automate Trade Marks and Patent Registration systems	JIPO
		Develop Geographical Indications Project	MIIC, JIPO
	Improve customs and clearance processes for imports and exports	Ensure full implementation of the Export Paperless Licensing System	Trade Board
Increase access to capital	Develop and implement measures for expansion of the domestic capital market	Institute credit bureau to facilitate and fast track access to capital	MF&PS, Jamaica Bankers Association
		Implement fixed-income securities depository	MFPS, BOJ Jamaica Central Securities Depository



Supporting National Outcome - An Enabling Business Environment			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Use trade and foreign relations to create an enabling external environment for economic growth	Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM including legislation, standards, and development support	Develop EPA Implementation Road Map	MFAFT, CARIFORUM
		Undertake implementation of negotiated commitments in trade and tariff regimes, services and investment	MFAFT, CARIFORUM
		Establish institutional framework for implementation	MFAFT, CARIFORUM
	Strengthen strategic bilateral foreign and trade relations	Develop a new bilateral free trade agreement with Canada	MFAFT
		Participate in development of post-CBI agreement between CARICOM and the USA	MFAFT
	Ensure successful creation, implementation and effective use of the Caribbean Single Market and Economy (CSME)	Continue implementation of the Caribbean Single Market (CSM) and commence implementation of the Caribbean Single Economy (CSE)	MFAFT
		Develop CARICOM External Trade Agenda	MFAFT
	Strengthen the involvement of the Jamaican Diaspora in national development	Establish and develop the Jamaican Diaspora Foundation	MFAFT
Strengthen investment promotion and trade facilitation	Strengthen the capacity of investment and trade institutions	Increase the number and capacity of overseas missions including collaboration with other agencies involved in promotion of Jamaica	MFAFT, JTI, JTB
Develop an efficient labour market	Promote work experience programmes at the secondary and post-secondary levels	Strengthen the internship system for secondary and post-secondary students	MLSS, MOE, HEART Trust/NTA, Private sector
		Implement the Special Youth Employment and Training Project	MLSS, MOE, HEART Trust/NTA, Private sector
	Develop and promote flexible labour market arrangements, policies and legislation	Implement National Plan of Action on Flexibility in Working Time	MLSS, JCTU, JEF
	Strengthen and improve access to the Labour Market Information System (LMIS)	Improve the effectiveness of the Electronic Labour Exchange (ELE)	MLSS

Supporting National Outcome - An Enabling Business Environment			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Improve the labour environment to enhance labour productivity and worker satisfaction	Improve industrial relations mechanisms	Amend the LRIDA to allow access for non-unionized employees to the dispute resolution mechanism	MLSS, JCTU, JEF
	Develop and implement a national programme of productivity management	Expand the “Be Productive and Prosper” Campaign to the secondary and post-secondary education levels	JPC, MOE, HEART Trust/ NTA
		Facilitate the implementation of productivity-based compensation systems	MLSS, JEF, JCTU, JPC
Develop the capabilities of micro, small and medium-sized enterprises (MSMEs)	Increase and strengthen acquisition, analysis and application of data and information on MSMEs and the informal sector	Develop the MSME Policy Framework	JTI
	Promote and develop entrepreneurship	Carry out public education and training programmes on entrepreneurship	JTI, HEART Trust/NTA JBDC
	Increase awareness and information on business opportunities and programmes for MSMEs	Develop new business opportunities for SMEs	MIIC, JTI
	Expand credit facilities for MSMEs	Increase loan disbursement through network of Community Development Funds (CDFs)	MIIC
		Expand DBJ Micro, Small and Medium Enterprises Line of Credit	DBJ, MIIC
		Develop mutual guarantee fund	DBJ, JTI, MIIC
		Develop and apply models for Angel Fund based on international best practice	TGCC/JTI
	Provide training and capacity development for MSMEs	Establish business incubators for micro-enterprises	MIIC, JTI JBDC, NCTVET
		Provide certified training programmes for MSMEs	MIIC, JBDC, NCTVET
	Risk Considerations: Pace of globalization		

**Table 17: Proposed Indicators and Targets – Enabling Business Environment**

Supporting National Outcome - Enabling Business Environment				
Indicators	Baseline	Targets		Comments
	2007/most current	2012	2030	
Employment rate	89.8%	90%	95-96%	Set by the Task Force on Labour Market.
Ease of doing business index (Country Rank)	63	58	34	Target is for Jamaica to improve by at least 5 places by 2012.
Labour Market Efficiency Index	4.34	4.50	≥4.75	Target is to achieve score among top 30 performers by 2030.

## Supporting National Outcome - Internationally Competitive Industry Structures

Under this Outcome, there is recognition that wealth is created by the efficient production of valuable goods and services. At the microeconomic level, productivity is enhanced by the availability of inputs and support services that build enterprise capabilities and by conditions that compel competitiveness through demanding customers and inter-firm rivalry. The development of internationally competitive industry structures provides the microeconomic base for increased productivity throughout the Jamaican economy and the main goods- and services-producing sectors and industries.

In the early stages of the implementation of Vision 2030 Jamaica, economic progress will necessarily depend on addressing the weaknesses in the basic pillars of competitiveness including macroeconomic conditions and on improving the efficiency-enhancing pillars to approach world-class levels. However, the full transition to an innovation-based economy will require companies to transform their levels of sophistication by employing global best practices of management, technology and production, and by seeking to compete on increasingly differentiated strategies based on creating complex products and services that meet the unique needs of demanding and sophisticated customers. MTF 2009-2012 focuses on: steps that will build competitiveness across all economic sectors by addressing capacity constraints of Jamaican companies and enhancing conditions that will increase productivity; building key industries that will lay the foundation for the innovation-based economy of the future (such as creative industries, sport and ICT); and addressing the challenges of the major foreign exchange earning sectors that are impacted by the current global economic crisis, namely, agriculture, mining and quarrying and tourism.

### Medium Term Strategies - Internationally Competitive Industry Structures

MTF 2009-2012 will focus on four National Strategies embodied under National Outcome – Internationally Competitive Industry Structures and on six productive sectors and industries. These are:

#### **Competitiveness**

- National Strategy 12-1    Develop company sophistication and productivity
- National Strategy 12-2    Develop economic linkages and clusters
- National Strategy 12-4    Enhance the framework for competition among enterprises
- National Strategy 12-5    Promote eco-efficiency and the green economy

#### **Productive Sectors and Industries**

- Agriculture
- Mining and Quarrying
- Creative Industries
- Sport
- ICT
- Tourism

### ***Competitiveness***

Competitiveness may be viewed as the set of institutions, policies, and factors that determine the level of productivity of a country or economy. More competitive economies have higher levels of productivity and are able to generate higher levels of income for their citizens. The competitiveness of companies is determined by their ability: to improve the operational effectiveness of their activities throughout the value chain; to pursue increasingly differentiated strategies that can capture greater premiums from customers in domestic and export markets; and to introduce innovation within their companies. In this regard, significant deficiencies can be found in most domestic firms as well as subsidiaries of foreign companies. These include limited application of modern technology and management techniques, lack of focus on customer service, and low levels of energy efficiency and implementation of environmental management systems.

During the medium term, emphasis will be placed on: improving capacity in measurement and promotion of productivity; developing and promoting high-quality production standards; strengthening export capacity; building vertical and horizontal clusters and networks; improving the legislative framework for competition; and promoting eco-efficiency and transition to the green economy. We will undertake strategies to build our capacity for research and development, and for applying and adapting science and technology to practical and productive uses. These strategies also will contribute to our long-term transition to a knowledge-based society and an innovation-based economy.

### ***Agricultural Production and Food Security***

Given the potential contribution of agriculture to GDP, employment, the enhancement of rural livelihoods and environmental sustainability, the sector occupies an important position in the planning for Vision 2030 Jamaica. Agriculture also is central to the country's quest for food security, which has important implications for achieving health goals related to nutrition and healthy lifestyles.<sup>44</sup> During the medium term, the Government will seek to increase the contribution of the agricultural sector to economic growth by expanding agricultural production higher up the value chain. The Government also will promote national food security as a means of meeting the food and nutritional requirements of the population particularly in the context of global economic crises.

### ***Mining and Quarrying***

Bauxite and alumina are major sources of export earnings for Jamaica (US\$1.3 billion in 2007). However, Jamaica's bauxite industry is at a mature stage, and is vulnerable to international competition and to fluctuations in the global economy and commodity markets. The downturn in the global economy since 2007 has reduced demand for alumina, leading to contraction in production in the domestic bauxite and alumina industry with plant closures and loss of employment. These circumstances have increased the priority importance of strategic planning for the future of this industry.

<sup>44</sup> MTF 2009-2012 therefore supports the Ministry of Health's strategies aimed at mortality reduction and overall improvement in health status. The design of a food policy from a nutrition/health perspective and support for the production of safe foods are among the measures being pursued. The National Infant Feeding Policy is also to be reinforced.

Jamaica's limestone resources are by far the largest mineral resources possessed by the country. Limestone and its derivative lime are among the most important basic materials used by mankind with the most diverse end-use structure of any industrial material. Vision 2030 Jamaica provides a path for Jamaica to restore its competitiveness in the bauxite and alumina industry, while taking greater advantage of its other mineral resources, including, the development of value-added products based on limestone. In particular the MTF stresses the importance of providing more cost-efficient fuel sources to reduce the cost of energy for alumina plants, as a critical step toward securing a viable future for Jamaica's bauxite and alumina industry. This is also an important step for the diversification of our energy sector as discussed under Priority National Outcome – Energy Security and Efficiency.

### ***Creative Industries, Sport and ICT***

Jamaica is distinguished by the worldwide reach of its culture, particularly music and sport. Cultural and creative industries<sup>45</sup> are among the fastest growing sectors of the global economy; they represent up to 7 per cent of the world's GDP, with growth forecast at 10 per cent per annum, driven in part by the convergence of media and the digital economy.<sup>46</sup> While there are limited data on the size of the creative industries in Jamaica, there is evidence of their economic importance. A recent study indicated that the copyright sector contributes about 5.1 per cent to the GDP of Jamaica, and accounts for 3.0 per cent of all employment.<sup>47</sup> We possess the potential to develop our cultural and creative industries into a major economic sector based on our demonstrated competitive advantages and the projected long-term growth of the global creative economy. Vision 2030 Jamaica and the MTF seek to realize this potential, and recognize the importance of the export market for Jamaica's creative industries, which far exceeds the size of the domestic market.

Jamaican sportsmen and sportswomen have demonstrated their ability to compete successfully at the highest international levels for almost a century. However, while Jamaican individuals and teams have enjoyed remarkable successes in international competitions, the economic potential of sport in Jamaica has not yet been developed in a significant way. There are no fully professional sport leagues, relatively limited linkages with other sectors, lack of focus on business opportunities in sport, inadequate levels of business skills and technology application in sport and limited financing for sporting ventures. Through its strategies and actions, Vision 2030 Jamaica plans to increase the growth of sport as a business and commercial activity, and to maximize the role of sport as a source of wealth for a wide range of professions, including athletes, coaches, trainers, managers, promoters and entrepreneurs. The development of the economic contribution of sport will involve the full participation of our private sector, and will build on the regional dimensions of sport competition and training in the Caribbean.

An important aspect of Jamaica's cultural capital is the relatively high level of international awareness and reputation that the country enjoys throughout the world, perhaps unequalled by any other country of similar size. The creative industries and sport represent important components of

45 The range of cultural industries (also known as "creative industries") include printing, publishing and multimedia, audio-visual, phonographic and cinematographic productions, crafts and design, and also may be extended to include architecture, visual and performing arts, sports, manufacturing of musical instruments, advertising and cultural tourism (UNESCO).

46 Nurse, Keith et al. (2006). The Cultural Industries in CARICOM: Trade and Development Challenges (Draft).

47 Inclusive of the Core Copyright Sector, Non-dedicated Copyright Support Sectors, Interdependent and Partial Copyright Sectors (James 2007).

Jamaica's cultural capital and major contributors to Jamaica's Nation Brand. The creative use of the nation brand also offers Jamaican producers a competitive advantage in accessing international export markets in a wide range of sectors, including agribusiness, manufacturing, services and tourism.

Information and communications technology (ICT) may be considered as a sector in its own right, as well as an enabler of all other sectors, including economic, social, environmental and governance sectors. This enabling role of ICT encompasses the concept of ICT as the “general purpose technology” of the current era.<sup>48</sup> Under the National Development Plan, Jamaica will develop an advanced ICT sector that achieves sustained global competitiveness driven by private sector investment and enhances the productivity and competitiveness of all Jamaica's productive sectors.

The development of the creative industries, sport and ICT sectors are closely linked to the development of intellectual property. Their development over the medium term also will lay the foundation for Jamaica's long-term transition to an innovation-driven economy.

### ***Tourism***

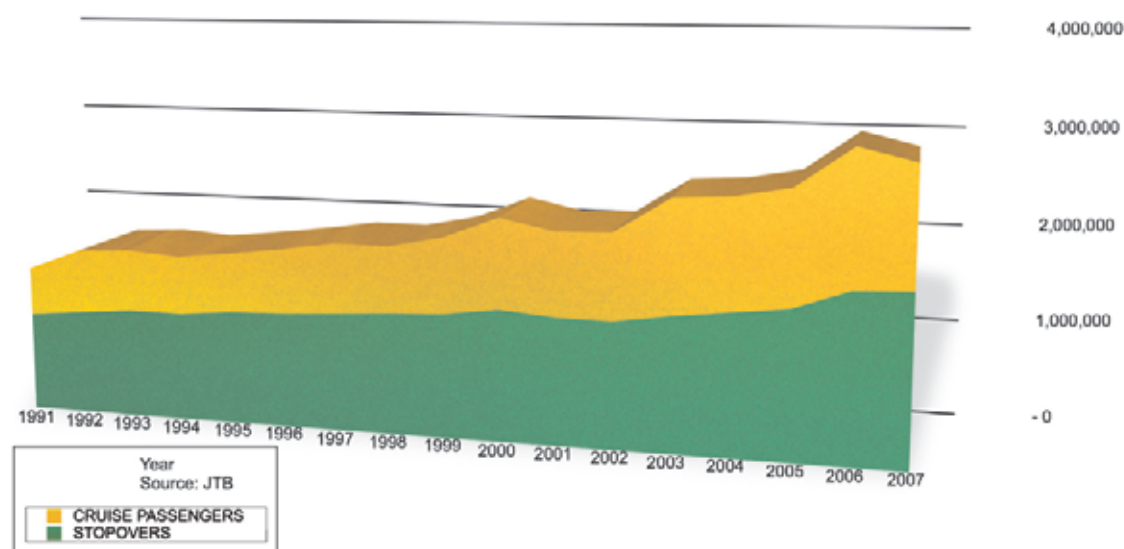
Since the 1980s, tourism has been one of the leading growth industries in the global economy. Jamaica has been one of the better-known resort vacation destinations in the world for more than half a century, and tourism is one of our leading industries. In 2006, total arrivals, comprising stopover visitors and cruise passengers, passed the 3 million mark for the first time. However, the contraction in the global economy since 2007 has reduced discretionary incomes in major source markets, and may affect the levels of arrivals and expenditure in our tourism industry in the short to medium term.

The National Development Plan will realize the vision of an inclusive, world-class, distinctly Jamaican tourism industry that is a major contributor to socio-economic and cultural development, with a well-educated, highly skilled and motivated workforce at all levels within a safe, secure and sustainably managed environment. The tourism industry forms a ‘mega-cluster’ with the creative industries, sport, ICT and the intellectual property components of Jamaica's Nation Brand, which will be built strategically under the MTF 2009 – 2012.

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48 See Global Competitiveness Report (2008) p. 5.



**Figure 9: Jamaica – Tourism Visitor Arrivals 1991-2007**

### Medium Term Priority Strategies, Programmes and Actions – Internationally Competitive Industry Structures

The following matrix outlines the priority strategies to be pursued during the medium term. Important actions, programmes and projects are also highlighted along with key performance indicators to track progress against agreed targets. Effective implementation of these measures will have the greatest impact on the following Priority National Outcomes: A Stable Macroeconomy and Energy Security and Efficiency.

**Table 18: Medium Term Priority Strategies, Programmes and Actions – Internationally Competitive Industry Structures**

Supporting National Outcome – Internationally Competitive Industry Structures			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Competitiveness			
Develop company sophistication and productivity	Develop world-class capacity in measurement and promotion of productivity	Target sectors with low productivity and/or low quality and identify industry specific needs	MIIC JPC
	Develop and promote high-quality standards for globally competitive products and services	Provide GMP/HACCP consultancy to targeted companies	JBS, SRC
	Identify and strengthen export capacity in targeted areas	Develop and implement the National Export Strategy	MIIC, JTI

Supporting National Outcome – Internationally Competitive Industry Structures			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Develop economic linkages and clusters	Build horizontal and vertical clusters and networks within the main productive sectors and industries	Implement the Cluster and Linkages Strategy	JTI
Enhance framework for competition among enterprises	Strengthen policy, legislative and institutional framework for fair market competition	Finalize amendment to the Fair Competition Act	FTC
Promote eco-efficiency and the green economy	Develop the capacity of local companies in process, materials and energy efficiencies	Adopt Cleaner Production Mechanism (CPM) through promotion of incentives (Carbon Credits) and capital financing available	ME, MIIC, SRC, PCJ, MFPS
		Promote best practices in design of new facilities and retro-fitting of existing facilities to maximize process, materials and energy efficiency	ME, MIIC, SRC, PCJ, JMA
	Encourage adoption of environmental management systems	Assist companies in undertaking environmental audits and accessing advice on implementing environmental improvements	JBS, NEPA, Private sector

Supporting National Outcome – Internationally Competitive Industry Structures			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Main Goods- and Services-Producing Sectors and Industries			
Productive Sectors	Sector Strategies	Priority Programmes/Actions	Responsible Agencies
Agriculture	Improve and rationalize road network including farm roads network	Improve agricultural feeder roads	MOA, NWA, Parish Councils
	Strengthen agricultural research institutions	Rehabilitate Government agricultural research stations	MOA, CASE, UWI, private sector
		Establish a Centre of Excellence for Advanced Technology in Agriculture (CEATA) at the Bodles Research Station to drive research and training in agriculture	MOA
	Strengthen efforts to reduce praedial larceny	Establish National Advisory Committee on Praedial Larceny	MOA, MNS
	Develop a diversified range of agricultural production including higher value-added production	Intensify programmes to increase levels of production and productivity: <ul style="list-style-type: none"> <li>• Develop a sustainable fruit tree crop industry by establishing commercial orchards and agro-processing</li> <li>• Increase small farmers production and productivity by using improved farm machinery and introducing appropriate tools and implements</li> <li>• Promote conservation of and sustainable use of Jamaica's cattle breeds</li> <li>• Promote conservation of select root crop, vegetable and fruit tree germplasm</li> <li>• Develop a sustainable beekeeping sub-sector</li> <li>• Launch and maintain Virtual Reference Network System</li> </ul>	MOA, Producer Associations, Private Sector
	Implement development plans for key agricultural sub-sectors	Implement European Union Banana Support Programme	MOA, RADA
		Implement new Forestry Strategic Plan	MOA, Forestry Department
		Implement the Country Adaptation Strategy for the Sugar Industry	MOA, Sugar Transformation Unit

Supporting National Outcome – Internationally Competitive Industry Structures			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
	Promote national food security	Strengthen coordination of agencies involved in food safety through establishment of a food safety coordinating committee	MOA, MOHE
		Implement key food security projects including: <ul style="list-style-type: none"> <li>• Agricultural Greenhouse Clusters</li> <li>• Cassava Expansion Project</li> <li>• Dairy Resuscitation Programme</li> <li>• Small Ruminant Expansion Programme</li> <li>• Fisheries Development Programme</li> <li>• Urban Backyard and School Garden Programmes</li> <li>• Expansion of Yam and Sweet Potato Production</li> </ul>	MOA
	Strengthen the capacity of Government to play a supporting role in development of the agricultural sector	Increase the number and capacity of extension officers for the sector	MOA RADA
Mining and Quarrying	Develop cost-efficient energy solutions for metallic and non-metallic minerals sub-sectors	Coordinate conversion of energy sources at bauxite/alumina plants with national decisions on diversification of fuel supply between coal and natural gas and underlying economics in energy markets	ME, MMT, PCJ, JBI, JPSCO, private sector
	Ensure appropriate policy and regulatory framework for long-term development of the minerals industry	Complete and promulgate the National Minerals Policy, including provisions for development of non-metallic minerals sub-sector	MMT, MPDD
	Improve monitoring of rehabilitation of mined-out mineral bearing lands	Establish Restoration Committee for quarrying operations	MMT, MGD
	Establish a national entity to lead the development of the non-metallic minerals sub-sector, particularly limestone	Establish National Minerals Institute and Jamaica Limestone Institute (JLI)	MMT

Supporting National Outcome – Internationally Competitive Industry Structures			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Creative Industries	Develop the policy, legal and institutional framework to facilitate and encourage the development of the creative industries	Develop and promulgate the Cultural Industries Policy	MICYS
		Establish the Entertainment and Cultural Industries Council (ECIC) and the Cultural Industries Enhancement Fund	MICYS
	Promote media literacy and positive use of media as change agent and a source of empowerment	Develop and promulgate the new Media Policy	MICYS, Broadcasting Commission
	Expand and improve the infrastructure for the creative industries and performing arts	Upgrade the physical structure of the Ranny Williams/Louise Bennett Entertainment Centres for programme enhancement	MICYS, JCDC
		Rehabilitate the Ward Theatre	MICYS, JCDC, private sector
		Undertake studies for establishment of National Centre for the Performing Arts	MICYS, JCDC
	Increase opportunities for products and services in the creative industries	Implement Major Events Development and Attractions Programme	MICYS, JTI
Sport	Develop MSMEs geared at meeting the needs of the 'Business of Sport'	Build institutional and human capacity of sport-related MSMEs	MIIC, MICYS, private sector
	Develop financial support systems to create and sustain elite athletes	Identify funding sources to support participation of elite athletes in international competitions	MICYS, private sector
	Establish strong research capabilities in sport	Develop curriculum in tertiary-level institutions aimed at developing research capabilities at the institution and student levels	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI
	Develop a sport museum as a resource centre and attraction for local and foreign visitors	Create plan for development of sport museum, including venue, funding and management	MICYS, MFPS, MOT, private sector
		Compile list of available Jamaican sport memorabilia and undertake collection	MICYS
	Promote Jamaica as a sports tourism destination	Develop and market sport training and rehabilitation/ wellness facilities to international markets	MOT, MICYS, SDF, MOHE

Supporting National Outcome – Internationally Competitive Industry Structures			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
ICT	Create an appropriate policy and regulatory environment conducive to investments in ICT and network development	Develop and promulgate new Telecommunications Policy and Act	MMT
	Expand ICT-focused business parks for major service providers	Develop and execute campaign to attract major ICT corporations to Jamaica	JTI, private sector
		Undertake feasibility/planning studies for establishment of ICT complexes in proximity to population centres, including ICT Park in Portmore	MIIC, public/private partnership
	Develop investment and support framework for development of ICT industry	Develop National e-Readiness Status	CITO
		Implement National ICT Strategy and Action Plan	MEMT, CITO
Tourism	Develop new tourism market segments	Develop niche markets including: <ul style="list-style-type: none"> <li>• Special events and promotions</li> <li>• Sports tourism</li> <li>• Yachting and marine tourism</li> <li>• Health and wellness</li> <li>• Culinary, cultural and heritage</li> <li>• Jamaicans at home and in the Diaspora</li> </ul>	JTB
		Develop Montego Bay Convention Centre	MOT
	Develop diversified geographic source markets	Increase marketing programmes to the UK, Continental Europe, Far East, Latin America and the Caribbean	JTB, MOT, Trade associations, Major industry players, Jamvac
		Develop emerging tourist markets (BRIC countries)	JTB
	Develop a variety of accommodations	Develop new mega-resorts: <ul style="list-style-type: none"> <li>• Celebration Jamaica</li> <li>• Harmony Cove</li> </ul>	MOT, TPDCo, JHTA, Private/public partnerships (PPPs)
		Develop bed and breakfast accommodations	Private sector, TPDCo, JTB, JTI

Supporting National Outcome – Internationally Competitive Industry Structures			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
	Develop and implement flagship heritage, cultural, historical and nature-based attractions projects	Secure designation of selected priority sites as World Heritage Sites	JNHT, MICYS, MOT
	Transform the concept, physical ambience and shopping experience of the craft industry	Support upgrading of craft markets and development of artisan villages	TPDCo, TEF, JBDC, UDC
		Establish a Craft Institute to provide craft skills training and product quality certification	TPDCo, HEART, JBDC, UDC
	Develop a dynamic and flexible demand-driven education and training system for tourism	Establish Hospitality School	MOT, TPDCo, tertiary institutions, HEART
	Improve partnerships between destination and cruise lines	Encourage engagement of cruise lines in development of main ports and resort areas	PAJ, JTB, MOT
	Integrate airlift requirements for tourism sector into transport policy, planning and implementation	Support establishment of suitable air service agreements between Jamaica and specific South American and European countries	MTW, JTB, MFAFT
	Ensure that the implementation of the national security strategy addresses the concerns of the tourism sector	Develop and implement multi-pronged approach to address the issue of harassment in resort areas	MOT, MNS, TPDCo, Local authorities, PDCs
	Develop and apply multi-hazard mitigation measures for tourism	Encourage development of hazard mitigation plans for tourism entities	ODPEM, TPDCo, Trade associations
	Strengthen use of knowledge to increase value of the industry	Support development of Tourism Satellite Accounts	STATIN, PIOJ, MFPS, MOT
	Expand and promote entrepreneurial and employment opportunities for communities	Develop and promote community-based tourism projects through provision of micro-credit and technical assistance (e.g. Small Enterprises Assistance Programme)	TPDCo, TEF, JTB, EFJ, JPAT, JSIF, Other NGOs, Private financial institutions
		Develop policies pertaining to Community-based Tourism	MOT, TPDCo, CBOs, private sector
<b>Risk Considerations:</b> Pace of globalization, resource availability, fluctuations in global food markets, piracy of intellectual property			



**Table 19: Proposed Indicators and Targets – Internationally Competitive Industry Structures**

Priority National Outcome - Internationally Competitive Industry Structures				
Indicators	Baseline	Targets		Comments
	2007/most current	2012	2030	
Country's share in global production (% share of global GDP based on PPP)	0.033	0.035	0.047	Target is to regain Jamaica's 2000 share of world production by 2015 (0.004 percentage points in 6 years) and add 0.010 percentage points in the next 15 years.
<b>Agriculture</b>				
Agriculture Production Index (2003=100)	95.9	105.9	≥150	The FAO projects that global demand and growth for agriculture products will average 2% annually for the next 30 years. Target for Jamaica is set using this projection.
<b>Mining and Quarrying</b>				
% change in exports earning from the bauxite industry	14.2%	2-4%		JBI notes that it is not able at this time to set a target for this indicator beyond 2012.
Average % change in value added outputs of non-metallic minerals (lime, cement, whiting)	290 tonnes	50%		Locally set by Ministry of Mining and Telecommunications
<b>Creative Industries</b>				
Contribution of copyright industry to GDP	4.8% (05 Primary Study)	≥5.3%	≥8.3%	Target set to enable Jamaica to achieve average level of top four developed countries by 2015 (6.77% of GDP).
<b>Sport</b>				
Contribution of sport to GDP				There are no datasets for collecting data to measure the economic contribution of Sport.
<b>Information Communication Technology</b>				
Average Growth rate of communication sub-sector	2.1%	2.9%	≥4.7%	The target for 2015 is to return to the average annual growth rate of 3.9% achieved by the sub-sector between 2005-2007, and to increase to no less than 4.7% by 2030.

Priority National Outcome - Internationally Competitive Industry Structures				
Indicators	Baseline	Targets		Comments
	2007/most current	2012	2030	
<b>Tourism</b>				
% change in foreign exchange earnings from tourism	3.4%	≥3.98%	≥4.1%	The World Tourist Organization projects that tourism will grow globally at about 4.1% and for the Americas at about 3.98%, until 2020. The targets for Jamaica are set using the projected rate for the Americas to 2020 and at the global rate thereafter.
Travel and Tourism Competitiveness Index (Country Rank)	60th	≤ 54	≤ 35	Target is for Jamaica to regain its 2007 position by 2015, and to be in the top quartile and be ranked at or above 35 by 2030.

## Supporting National Outcome - Hazard Risk Reduction & Adaptation to Climate Change

Natural hazards which can lead to natural disasters have dire consequences for economic activities, infrastructure, human welfare and natural resources management. To a large extent, disasters result from the failures of development policy to mitigate vulnerability to hazard events. In Jamaica, natural disasters have consistently affected community livelihood systems, infrastructure, as well as the productive sectors, and industries such as agriculture, manufacturing and tourism. Vision 2030 Jamaica provides a long-term framework to ensure that the management of natural hazards are closely linked to the country's development prospects and that hazard considerations are systematically incorporated into development planning and resource allocation processes.

Over the last decade, meteorological hazards (hurricanes, floods, droughts etc) have highlighted Jamaica's vulnerability. Six storm events<sup>49</sup> which occurred in 2004, 2005 and 2007 resulted in damage and losses of approximately \$70.72 billion, equivalent to 3.2 per cent<sup>50</sup> of GDP. There is the ever present threat of earthquakes. Disasters directly impact on public finance by increasing expenditure and reducing domestic revenue which in turn lead to increased domestic and external borrowing. A major area of concern is that Jamaica's capacity to deal with disasters is inadequate. Hazard risk reduction is not integrated into socio-economic decision-making.

Jamaica also is at risk of man-made hazards including oil spills, pollution, chemical contamination and fire. Fires are the major man-made hazards that affect the island. Bush fires accounted for 55 per cent of all fires in 2006. Hazardous materials spills have been quite commonplace in the industrial and agricultural sectors.

Climate change is likely to exacerbate the risk of natural hazards by causing extreme weather events more frequently and sea-level rise to magnify the impact of storm surges and waves on coastal areas (which can lead to shoreline erosion and property loss). During the medium term, the Government will intensify efforts to improve resilience against all forms of hazards so as to minimize the overall social and economic impact. Vision 2030 Jamaica will increase emphasis on hazard risk management activities and programmes for reducing existing and future vulnerability. Under Vision 2030 Jamaica the aim is to reduce the cost of damage caused by disasters to less than 1 per cent of GDP by 2030, signalling a reduction in Jamaica's socio-economic vulnerability. Measures for hazard risk reduction and adaptation to climate change will be integrated with the framework for environmental management and spatial planning.

### Medium Term Strategies – Hazard Risk Reduction and Adaptation to Climate Change

MTF 2009-2012 will focus on two of the National Strategies embodied under National Outcome – Hazard Risk Reduction and Adaptation to Climate Change. These are:

- National Strategy 14-1      Improve Resilience to all Forms of Hazards
- National Strategy 14-3      Develop Measures to Adapt to Climate Change

<sup>49</sup> Hurricanes Charley, Ivan, Dennis, Emily, Wilma and Dean.

<sup>50</sup> Data compiled by the PIOJ with information received from various MDAs.

### ***Improve Resilience to all Forms of Hazards***

Vision 2030 Jamaica recognizes the role that hazard risk reduction can play in achieving sustainable prosperity for this country and proposes to ‘disaster-proof’ development by: ...“transforming ‘vicious spirals’ of risk accumulation and disaster losses into ‘virtuous spirals’ of development, risk reduction and effective disaster response”<sup>51</sup>. Natural and man-made disasters have affected Jamaica’s economic, social, and environmental development and will continue to do so, unless these impacts are minimized. This will be achieved under Vision 2030 Jamaica by focussing efforts on mitigation, risk transfer, and preparedness measures which are less costly than recovery and rehabilitation. During the medium term, capacity will be built across sectors to limit the impact of hazards by incorporating hazard risk considerations into development planning. This will be implemented using a multi-sectoral approach and drawing on the cooperation and support of the private sector and civil society.

### ***Develop Measures to Adapt to Climate Change***

Vision 2030 Jamaica provides the framework to ensure that climate change issues are mainstreamed into national policies and development activities. The objective is to avoid or minimize the impact of disasters related to climate change by increasing coping capacity at various levels (including economic sectors and communities) within the country. One of the key areas for action in the medium term is to embed climate change mitigation and adaptation in the physical planning system. Other areas of focus in the medium term include climate change adaptation measures that consider development planning for our key economic activities (such as agriculture and tourism), location and design of social and economic infrastructure, livelihoods, location of settlements, biodiversity, water production, and land use management.

## **Medium Term Priority Strategies, Programmes and Actions – Hazard Risk Reduction and Adaptation to Climate Change**

The medium term priority strategies to be pursued under this National Outcome are detailed in Table 20. Important actions, programmes and projects are also featured along with key performance indicators to track progress against agreed targets. Effective implementation of these measures will have the greatest impact on the following Priority National Outcomes: A Stable Macroeconomy, Energy Efficiency and Security, and Strong Economic Infrastructure, and on the Supporting National Outcome: Effective Social Protection.

51 DFID, 2004. “Disaster Risk Reduction: A Development Concern.”

**Table 20: Medium Term Priority Strategies, Programmes and Actions – Hazard Risk Reduction and Adaptation to Climate Change**

Supporting National Outcome - Hazard Risk Reduction and Adaptation to Climate Change			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Improve resilience to all forms of hazards	Create and strengthen national platforms and establish the foundation for hazard risk reduction by engaging in multi-stakeholder dialogue	Undertake hazard risk management for coastal communities	ODPEM NEPA
		Undertake comprehensive mapping of the flood plains throughout the island	WRA
		Strengthen Democracy and Governance in Communities related to Disaster Response (including gender issues)	ODPEM, SDC
		Undertake Storm Surge Hazard Mapping for Coastal Communities	ODPEM, SDC, JSIF NEPA
Develop measures to adapt to climate change	Create mechanisms to fully consider the impacts of climate change and ‘climate proof’ all national policies and plans	Create mechanisms to infuse climate change considerations into planning and legislative frameworks	MOHE OPM, NEPA Met Service <sup>52</sup>
		Establish a National Climate Change Committee	MOHE, OPM, MET Service
		Develop a Climate Change Communications Strategy	MOHE, OPM, MET Service, National Environmental Education Committee, NEPA
	Adopt best practices for climate change adaptation	Develop sector-specific action plans (including those relating to land use) to assist with the mitigation and adaptation of climate change in all sectors	MOHE Met Service OPM, NEPA
		Develop public awareness programmes on climate change	MOHE NEPA Met Service NGOs
Risk Considerations: Lack of political will, global warming, increasing levels of global carbon emissions, potential for increased strengths of hydrometereological hazards, lack of technical competence, financial resources			

52 The Meteorological Service of Jamaica is the country's Focal Point for Climate Change.

**Table 21: Proposed Indicators and Targets –  
Hazard Risk Reduction and Adaptation to Climate Change**

Priority National Outcome - Hazard Risk Reduction & Climate Change				
Indicators	Baseline	Targets		Comments
	2007/ Most current	2012	2030	
Cost of damage caused by hazards as % of GDP	3.3	2.5	≤1	Reduction in the cost of disasters indicates the preparedness and resilience of the country. The target is to minimize these damages.
Loss of lives due to hazards	0	≤10	≤10	A disaster in terms of loss of lives occurs when 10 or more lives are lost. The target is not to have disasters as defined by loss of lives.
Greenhouse Gas Emissions (Mt per annum)	5	4.75	3.5	Target from the EPI is for 2.24 Mt per annum by 2050

## Supporting National Outcome - Effective Social Protection

Under this National Outcome, Vision 2030 Jamaica will reduce the vulnerability of our population by effectively addressing the needs of those who cannot adequately provide for themselves and by ensuring that the eligible population is covered under some form of pension and social insurance scheme. Jamaica faces a global economic crisis that has increased the vulnerability of our population and has restricted the ability of the Government to fully resource social protection programmes from its budget. This has heightened the need for public private partnerships in the delivery of social welfare programmes.

Jamaica has had a long history of providing social welfare benefits but there are weaknesses in the system of social protection. Some of the concerns include: inadequate infrastructure for delivering social welfare services; inadequate legislation to cover issues such as disabilities; low levels of participation in the National Insurance and employer pension schemes; inadequate systems for targeting the vulnerable; low levels of development in rural areas, where the majority of the poor live; discrimination against persons with disabilities (PWDs); poor communication to the vulnerable on available benefits; and lack of personal responsibility for self protection against vulnerability.

The following four thematic areas are addressed: social security, social welfare, poverty and persons with disabilities. In the medium term, the main areas of focus include: increasing the opportunities for the poor to find sustainable livelihoods, giving high priority to rural development programmes; improving the effectiveness, objectivity and efficiency of the delivery of social assistance services and programmes; increasing participation in social insurance and pension schemes; and creating an enabling environment for PWDs.

### Medium Term Strategies - Effective Social Protection

MTF 2009-2012 will focus on four of the six National Strategies under National Outcome - Effective Social Protection. These are:

- National Strategy 3-2 Expand opportunities for the poor to engage in sustainable livelihoods
- National Strategy 3-3 Create and sustain an effective, efficient transparent and objective system for delivering social assistance services and programmes
- National Strategy 3-4 Promote greater participation in and viability of social insurance and pension schemes and programmes
- National Strategy 3-6 Create an enabling environment<sup>53</sup> for persons with disabilities

<sup>53</sup> An enabling environment for PWDs is one that provides the mechanisms to enable persons with disabilities to participate fully in all spheres of activities e.g. wheel chair ramps that provide full access to persons who are wheel chair bound, blind features on buildings and documentation in Braille to allow access to the blind, and visual alerts for the hearing impaired.



### ***Expand Opportunities for the Poor to Engage in Sustainable Livelihoods***

This strategy identifies mechanisms for the public sector and its partners to assist the poor to break the inter-generational cycle of poverty. It involves addressing various barriers to employment and entrepreneurship, such as low skill and education levels, while expanding employment opportunities and access to resources. Human capital development and personal responsibility are major principles embodied in this strategy. In the medium term, focus will be on rural development and other programmes to provide employment opportunities for the poor.

### ***Create and Sustain an Effective, Efficient, Transparent and Objective System for Delivering Social Assistance Services and Programmes***

Strengthening the social assistance system, effective targeting of vulnerable groups and designing and implementing adequate benefits are the main objectives of this strategy. The global economic downturn will increase the burden on our social assistance system especially in the face of deficiencies in the process for targeting and delivery of services to the vulnerable. In the medium term, Vision 2030 Jamaica will implement measures to increase the awareness of the vulnerable population and strengthen the databases on the vulnerable groups.

### ***Promote Greater Participation in and Viability of Social Insurance and Pension Schemes***

This strategy identifies mechanisms to increase the proportion of the population covered by social insurance and occupational pension schemes. The changing demographic profile of our nation will see a larger proportion of elderly people in our society by 2025. This will require a medium-term emphasis on increasing participation in the NIS and employer pension schemes and on increasing personal responsibility for social protection. These provisions will be important to prevent members of this group from falling into poverty and dependency. The working poor and members of the informal sector are primary target groups for inclusion.

### ***Create an Enabling Environment for Persons with Disabilities***

Under Vision 2030 Jamaica, persons with disabilities (PWDs) will be given opportunities to participate in all spheres of life, on an equal basis with others. Modifications to buildings and public spaces, as well as the enforcement of appropriate policies and legislation will be undertaken. The heterogeneity of the group requires age- and gender-sensitive responses, and an almost case-by-case appreciation of needs. In the medium term, we will improve access for persons with disabilities through measures such as removing social and physical barriers and providing public education on the rights of persons with disabilities.

## Medium Term Priority Strategies, Programmes and Actions – Effective Social Protection

Table 22 provides a summary of the priority strategies to be pursued under this National Outcome during the medium term. Important actions, programmes and projects are also highlighted along with key performance indicators to track progress against agreed targets. Effective implementation of these supporting measures will have the greatest impact on the following Priority National Outcomes: World-Class Education and Training, Security and Safety and A Stable Macroeconomy, and on the Supporting National Outcome: Hazard Risk Reduction and Adaptation to Climate Change.

**Table 22: Medium Term Priority Strategies, Programmes and Actions – Effective Social Protection**

Supporting National Outcome - Effective Social Protection			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Expand opportunities for the poor to engage in sustainable livelihoods	Give high priority to rural development projects	Introduce technological innovations to small farmers at low cost to them	MLSS, MOA
		Implement agricultural land re-distribution for small acreage farmers	MLSS, MOA
	Design and implement programmes that support poor households to seek and retain employment	Develop “Steps to Work” programme for poor households	MLSS, MOE, HEART Trust/NTA
		Increase access to credit and business support services	MLSS Private sector (mainly financial institutions)
Create and sustain an effective, efficient transparent and objective system for delivering social assistance services and programmes	Develop and strengthen the databases of vulnerable groups and welfare beneficiaries	Identify vulnerable groups and specific needs	MLSS, MOHE, Department of Local Government
		Develop a national register of persons benefiting from social welfare	MLSS, MOHE, Department of Local Government
		Rationalize benefits within the PATH programme	MLSS, MOHE, National Council for Senior Citizens
	Increase awareness of the availability and eligibility criteria of social assistance programmes	Undertake public education and awareness building campaign through various media channels	MLSS

Supporting National Outcome - Effective Social Protection			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Promote greater participation in and viability of social insurance and pension schemes	Expand the coverage of occupational pension schemes	Implement intensive ongoing public education programmes on NIS including among youth in schools and colleges	MFPS, MLSS, National Council for Senior Citizens
		Expand the registration drive for NIS especially for targeted groups in the formal and informal sector	MLSS, MFPS
	Promote personal responsibility and planning for retirement	Promote development of employer independent schemes	MLSS, JIS, Media
Create an enabling environment for persons with disabilities	Strengthen the capacity of service providers to adequately interact with PWDs by improving their knowledge, attitude and practice (KAP)	Mandate compulsory training on disabilities for all human service personnel in the public sector to engage appropriately with PWDs	MLSS, OPM, MFPS, MIND
		Create a registry of persons with disabilities	MLSS JCPD
		Include an orientation programme on disability in the curricula at all levels of the education and training system	MLSS MOE JCPD
		Promote public awareness on the rights of PWD	MLSS JCPD JIS Media
	Develop physical infrastructure in the public and private spheres to ensure accessibility for PWDs	Implement the National Building Code	OPM
<b>Risk Considerations:</b> Global economic environment, attitude of the population, downturn in the economy, weak community participation			

**Table 23: Proposed Indicators and Targets – Effective Social Protection**

Supporting National Outcome - Effective Social Protection				
Indicators	Baseline	Targets		Comments
	2007/ Most current	2012	2030	
National Poverty Rate	14.3%	12.1%	≤10%	Targets for poverty reduction are based on achievement of the MDG target by 2015 and on the average rate of poverty decrease during periods in which there was no “unusual occurrence”.
% of eligible population benefiting from social assistance programmes (PATH)	92%	95%	100%	National Targets - MLSS
% of eligible population contributing to the National Insurance Scheme (NIS) (18-59 years)	32%	50%	85%	Average pension coverage rate is between 70 and 100% for industrialized countries

## Supporting National Outcome - Authentic and Transformational Culture

This Outcome recognizes the uniqueness of the Jamaican culture, its impact on the world stage particularly with respect to music, the visual and performing arts and sports, the importance of having a shared sense of identity, wholesome values and attitudes and of ensuring that the industries that emanate from our natural way of life redound to the benefit of our people. The Outcome will ensure that our heritage is respected and preserved by Jamaicans and all who come to visit, and that the material value of the culture as expressed through creative industries contribute meaningfully to the development of the society. There is recognition that a positive sense of self and pro-social and transformational values such as respect for others and their rights, punctuality, honesty and tolerance for the differences between us are essential to the maintenance of harmony and a productive environment. The medium-term focus will be on identifying and promoting core and transformational values and on incorporating Jamaica's Nation Brand and sport into development processes.

### Medium Term Strategies - Authentic and Transformational Culture

MTF 2009 – 2012 will focus on three of the five National Strategies embodied under National Outcome - Authentic and Transformational Culture. These are:

- National Strategy 4-1 Promote core/transformational values
- National Strategy 4-4 Integrate Jamaica's Nation Brand into developmental processes
- National Strategy 4-5 Strengthen the role of sport in all aspects of national development

### Promote Core/Transformational Values

There are aspects of Jamaica's culture that are not conducive to progress. These include inadequate attention to punctuality, declining appreciation and respect for civic rights and responsibilities, and disturbingly low levels of inter-personal and institutional trust. These represent aspects of our social capital that must be corrected if Jamaica is to take advantage of the tremendous opportunities and prospects that abound locally and in the global economy.

The family as the premier socializing agent in the society is under serious threat in Jamaica. The breakdown in the family structure has led to inadequate transmission of wholesome values and attitudes and has contributed to the relatively large number of unattached and otherwise 'at risk' youth in our society. It is believed that the breakdown of the family structure is at the centre of many of the behavioural problems (ranging from delinquency among the youth to hardcore crimes) that are manifested in our society.

The Values and Attitudes Secretariat<sup>54</sup> undertook a national consultation process which identified 15 core values including concepts such as respect, honesty, punctuality, personal responsibility and truthfulness. During the medium term, there will be a strong focus on facilitating the process of

54 A new programme, Fresh Start Jamaica will build on the work of the Values and Attitudes Secretariat and implement new programmes.

mind-set change and an understanding of Jamaica's core values, through consultative processes. Individuals, families and communities will be targeted as we promote our core and transformational values.

### ***Integrate Jamaica's Nation Brand into Developmental Processes***

An important aspect of Jamaica's cultural capital is the relatively high level of international awareness and reputation that the country enjoys throughout the world. Jamaica's Nation Brand (sometimes referred to as 'Brand Jamaica' is based on the global 'share of mind' enjoyed by Jamaica as the cumulative result of the recognition earned from the island's achievements in creative industries, sport and other areas.

Jamaica possesses a treasure-trove of Nation Brand equity, created from its cultural, historical, physical and human capital. During the medium term, the major objective is to develop and implement the National Branding Strategy by consciously engaging in processes such as defining the essence of Jamaica's Nation Brand and the role of the cultural and creative industries.

### ***Strengthen the Role of Sport in all Aspects of National Development***

Another important component of our cultural capital is represented by sport. In addition to its economic potential, Vision 2030 Jamaica recognizes that sport has important social benefits including contributions to physical and mental health, socialization of children and adolescents, and community development. The successes of Jamaica's sportsmen, and women and national teams at the highest levels of international competition have contributed to the national pride and fame of our country. During the medium term, we will strengthen the role of sport in national development by broadening opportunities for participation in recreational and competitive sports for persons of all age groups, increasing facilities at the national, community and school levels and increasing the number of trained coaches, administrators, and other personnel. The role of sport as an economic activity is discussed, under Supporting National Outcome - Internationally Competitive Industry Structures.

## Medium Term Priority Strategies, Programmes and Actions – Authentic and Transformational Culture

Details of the medium term priority strategies to be pursued under this National Outcome are provided in Table 24. Important actions, programmes and projects are also featured along with key performance indicators to track progress against agreed targets. Effective implementation of these measures will have the greatest impact on the following Priority National Outcomes: A Stable Macroeconomy, Effective Governance, Security and Safety and World-Class Education and Training, and the Supporting National Outcomes: Enabling Business Environment and Internationally Competitive Industry Structures.

**Table 24: Medium Term Priority Strategies, Programmes and Actions – Authentic and Transformational Culture**

Supporting National Outcome – Authentic And Transformational Culture			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Promote core/transformational values	Implement a sustained national programme to promote core values	Hold National/Target/Interest Focus Groups and consultations to determine how core values should be communicated/inculcated, with core values to be discussed and defined in a Jamaican context	OPM, National Transformation Programme (NTP) Fresh Start Jamaica
		Establish a permanent institutional framework for identifying, promoting and reviewing national values and attitudes)	OPM, NTP - Fresh Start Jamaica, SDC
		Equip families to embody their roles and responsibilities as members of the society	MICYS, MOE, CBOs, NGOs, FBOs
Integrate Jamaica's Nation Brand into developmental processes	Undertake comprehensive National Branding for Jamaica	Develop and implement a National Branding Strategy including: <ul style="list-style-type: none"> <li>• Undertake comprehensive brand audits</li> <li>• Define and develop the role of the cultural and creative industries in Nation Brand</li> <li>• Define the essence of Jamaica's Nation Brand</li> </ul>	MICYS, TGCC/ JTI
	Promote and use intellectual property as a tool for economic development to convey values, images and the reputation of Jamaica, including designs, music, trade marks, geographical indications and certification marks	Strengthen use of geographical indications (GIs) including identification of Jamaican GIs, establishment of GI Registry and registration of Jamaican GIs	JIPO



Supporting National Outcome – Authentic And Transformational Culture			
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Responsible Agencies
Strengthen the role of sport in all aspects of national development	Increase physical education and sports programmes in schools	Increase provision of recreational facilities in schools including secured spaces	MICYS, MOE
	Design/upgrade community facilities for multi-use recreational and competitive sport	Expedite development of sporting infrastructure in communities	Insport, SDF SDC
	Increase organized sport activities in communities	Build local capacity to manage sport activities	SDC
	Adopt international best practices for training of sports personnel including certification	Expand training programmes and seminars for coaches, sports officers and certified sport managers	Insport G.C. Foster College
	Ensure national sporting infrastructure to meet the long-term development of sport	Develop long-term national plan for sport infrastructure island-wide	MICYS IPL
<b>Risk Considerations:</b> Negative attitudes, lack of political will, inadequate financial resources, low level of private sector support			

Table 25: Proposed Indicators and Targets – Authentic and Transformational Culture

Supporting Outcome - Authentic and Transformational Culture				
Indicators	Baseline	Targets		Comments
	2007/ Most current	2012	2030	
Incidence of public order infractions per capita	144,759	130,283	55,370	Projected 5% reduction every/three years.
% Single parent households (Calculated as % of all households with children)	43.2%	42.2%	33.2%	Target is to move towards the average for developed countries at a rate of 0.5 point reduction per annum except for the two first years.
“Use of cultural resource” Index (Tourism Competitive Index)	1.66	2.1	4.73	Target is to be in the top 25% of countries by 2030.



## 4

## MTF 2009-2012 INDICATIVE PROGRAMME

Successful and timely implementation of the medium term strategies and the achievement of targets require substantial and well-directed resources. Resources for the implementation of MTF 2009-2012 will be provided from a range of sources, including the GOJ budget, private sector investment, civil society projects, 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 framework and impetus for growth and development. MTF 2009-2012, which mainly comprises public sector investments, is not fully costed.

One weakness of previous national and strategic plans was the inadequacy of the resources for implementation. Resources were often not released on a timely basis and were insufficiently aligned with planning priorities and targets. The Vision 2030 Jamaica implementation framework will ensure that effective resource allocation mechanisms are developed, strengthened and utilized for the execution of the strategies and actions under MTF 2009 - 2012 and successive MTFs.

There are two (2) main steps to ensure effective resource allocation within the public sector for implementation of MTF 2009-2012:

1. aligning the 3-year corporate/business plans and 1-year Operational Plans of MDAs with the strategies and actions of the MTF and sector plans, and by extension, the National Development Plan; and
2. ensuring consistency of the fiscal budget with the 3-year corporate/business plans and 1-year Operational Plans of MDAs.

To achieve these steps, there are a number of key requirements:

- Introduction of a 3-year Medium Term Expenditure Framework (MTEF) to complement the MTF and provide continuity of financial programming and coherence with the MTF timeframe
- Rationalization of the roles of the Cabinet Office, GOJ Prioritization Committee, Public Sector Investment Programme (PSIP) and fiscal budgeting process in setting priorities
- Increased 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 (including greater use of and information sharing in the Planning and Budgeting Network, Policy Analysts Network and GOJ Corporate Planning Committee)
- Increased coordination between Cabinet Office and the Public Expenditure Division of the Ministry of Finance and the Public Service to review public sector business plans (to ensure the NDP/MTF focus), and finalize public sector budgets



The matrix below include some of the ongoing and new programmes and projects which are considered essential for the achievement of the priority and supporting National Outcomes. The programmes and projects presented are mainly those with financing support from the International Development Partners. 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 which are ongoing or will shortly commence implementation may not be completed within the timeframe of the MTF. Consideration must be given to the absorptive capacity of the public sector to implement these projects within the MTF timeframe.

**Table 26: MTF 2009-2012 - PROGRAMME AND PROJECT MATRIX**

PRIORITY NATIONAL OUTCOME - SECURITY AND SAFETY							
Selected Programmes and Projects	Objectives	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Strengthen the capacity of communities to participate in creating a safe and secure society							
Citizen Security and Justice Programme II (IDB)	To: (i) prevent and reduce violence; (ii) strengthen crime management capabilities; and (iii)improve the delivery of judicial services.	MNS	15.0	-	-	15.0	2014
Jamaica Violence Prevention, Peace & Sustainable Development Project (UNDP)	A programme to increase the capacity of government and targeted communities to attain a more peaceful, secure and just society.	MNS, MOJ	-	4.0	-	4.0	2010
Strengthening Community Safety through Local Government Capacity Building	To strengthen government and local authorities in making cities and towns safe for women.	Department of Local Government		0.179			2011
Community Empowerment and Transformation – COMET- (USAID)	To improve governance through increased citizen security and participation by communities.	MNS, JCF	-	6.9	-	6.9	September 2009

Selected Programmes and Projects	Objectives	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Community Security Initiative (DFID)	To strengthen human security in the most marginalized communities.	MNS	-	2.1			2009
<b>National Strategy: Reform and modernize the law enforcement system</b>							
<b>National Strategy: Strengthen the anti-crime capability of law enforcement agencies</b>							
Security Sector Reform Programme (Sector Budget Support) (European Union)	To contribute to putting in place the legal, regulatory, institutional and operational systems able to: (i) prevent, efficiently investigate, reduce crime and maintain peace; (ii) effectively deliver criminal justice and prosecute corrupt persons.	MNS, MOJ	-	46.2	-	46.2	2012
Jamaica Constabulary Reform (JCF) Programme (DFID)	To improve police-community relations; increase detection rates for serious crimes; and enhance internal accountability in the JCF.	MNS, JCF	-	5.4	-	5.4	2012

## PRIORITY NATIONAL OUTCOME – A STABLE MACROECONOMY

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Ensure fiscal and debt sustainability							
Fiscal and Debt Sustainability Policy Based Loan (PBL)	To assist the GOJ in improving fiscal and debt sustainability during the on-going and severe global financial crisis by supporting policies for macroeconomic stability and helping to improve the efficiency and effectiveness of public spending and investment decisions.	MFPS	100.0	-	-	100.0	January 2010
Policy Based Loan (CDB)	To support the country's efforts in improving debt dynamics; management of the public finances; and the overall macroeconomic and investment climate.	MFPS	100.0	-	-	100.0	March 2011
Debt Reduction and Growth Enhancement Programme (European Union)	To achieve a marked reversal in existing public debt build-up dynamics, by strengthening public finance and debt management, divesting the State from debt-creating entities and improve business environment therefore making financial resources available for non-debt public expenditure.	MFPS, MOE, Dept. of Local Govt.		56.0	-	56.0	December 2013

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
General Budget Support Programme - Sugar (European Union)	To reduce public debt to sustainable levels through elimination of overall fiscal deficits while maintaining macroeconomic stability and social expenditure.	MFPS		41.79	-	41.79	December 2012
Commonwealth Debt Initiative (CDI) – DFID	The debt relief provides untied budgetary support from which GOJ will continue to benefit on condition that it continues to pursue, inter alia, pro-poor policies.	MFPS		9.4	-	9.4 <sup>55</sup>	Annual reviews. Ends 2016.
Tax Expenditure Study (UNDP)	To analyse the cost to the country of all the funds that are being lost or foregone when the government provides tax breaks and incentives to businesses.	MFPS		0.1		0.1	December 2009

PRIORITY NATIONAL OUTCOME - STRONG ECONOMIC INFRASTRUCTURE							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Expand and rationalize land transport infrastructure and services							
Washington Boulevard Improvement Project (CDB)	To reconstruct and widen approximately 2.75 kilometres of Washington Boulevard and Dunrobin Avenue between Molynes Road and Constant Spring Road in St. Andrew.	NWA	14.8	-	8.6	23.40	December 2010

55 Amount approved for FY2008/2009.



PRIORITY NATIONAL OUTCOME - STRONG ECONOMIC INFRASTRUCTURE							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Develop Comprehensive National Public Transport System Plan	To develop a long-term plan for the public transport system including for schools, taking into consideration integrated, multimodal options for bus, rail, taxi, ferry and air transport.	MTW				3.0	
Support to the Road Sector Programme - (European Union)	To strengthen and improve the road maintenance operations.	MTW	-	17.15	-	17.15	December 2012
Highway 2000 (Venezuela)	Refinancing to assist in the construction of the Spanish Town to Ocho Rios leg of Highway 2000.	NROCC	259.6	-	-	259.60	2010 <sup>56</sup>
Intervention for Rural & Parochial Roads Rehabilitation and Maintenance (European Union)	To address problems related to inadequate road transport conditions in rural areas.	OPM, Department of Local Government	-	2.54	-	2.54	December 2010
Transportation Infrastructure Rehabilitation Programme (IDB)	To finance the replacement of the Hope River Bridge destroyed by Tropical Storm Gustav as well as other road rehabilitation works.	NWA	50.00	-	-	50.00	October 2013
National Road Services Improvement Programme (NRSIP) - IDB	The programme seeks to assist in creating a self-sustainable system for administering a safe and reliable road network.	NWA	18.5		10.5	29.0	December 2009

<sup>56</sup> Project commenced in 2006.

PRIORITY NATIONAL OUTCOME - STRONG ECONOMIC INFRASTRUCTURE							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Road Maintenance and Road Safety Project (IDB)	To assist with the Routine Maintenance of the Main Road Network as well as to improve road safety.	NWA	15.0			15.0	2014
Kingston Metropolitan Area Drainage Rehabilitation Works (Tropical Storm Gustav) - CDB	To rehabilitate, restore and protect critical sections of physical infrastructure and reduce the vulnerability and difficulties which have arisen for the entire KMA, including the most poor and vulnerable in the shortest time, based on the least cost solutions. Rehabilitation of the infrastructure will improve flood mitigation and assist in the restoration of Jamaica's productive capacity.	NWA	30.0	-	4.9	34.90	November 2010
Post Tropical Storm Gustav Reconstruction (USAID)	To rehabilitate farms and rural farm roads in 12 parishes and repair to 40 schools.	NWA	-	5.0	-	5.0	2010
Community Development Project (CDB)	To improve the infrastructure of communities through the provision of basic amenities in key sectors such as education, health and transportation.	JSIF	12.1	-	-	12.1	2013
Assistance to Jamaica Urban Transport Company (Belgium)	Procurement of 100 buses	JUTC	48.9	-	-	48.9	2009

PRIORITY NATIONAL OUTCOME - STRONG ECONOMIC INFRASTRUCTURE							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Expand domestic and international air transport infrastructure and services							
Hurricane Dean Rehabilitation Works or Palisadoes Rehabilitation (CDB)	To protect the Palisadoes tombolo which links Norman Manley International Airport (NMIA) with the mainland via the Norman Manley Highway (NMH).	NWA	20.5	-	4.1	24.60	December 2010
Upgrade and Expansion of Norman Manley International Airport (CDB)	To support the ongoing terminal expansion at the Norman Manley International Airport.	AAJ	20.0	-	-	20.00	2010
National Strategy: Develop Jamaica as regional logistics hub with multimodal transport linkages							
Develop Kingston Logistics Centre at site to be determined (e.g. Tinson Pen / Caymanas)	To undertake feasibility and planning studies for the development of Caymanas Multi-Purpose Industrial Park/Economic Zone	MIIC	TBD				
Develop an approved land use plan for integrated logistics hub on the South Coast for Clarendon, St. Catherine and KSAC	To develop and approve integrated land use plan for development of facilities and infrastructure as the basis for an integrated logistics hub on the South Coast of Jamaica	MTW, OPM, MOA, MIIC, NEPA, MMT, ME, UDC, MWH, Private Sector, Parish Councils	TBD				
National Strategy: Ensure adequate and safe water supply and sanitation services							
Kingston Water and Sanitation Programme (IDB)	To contribute to enhanced quality of life of the Kingston and St. Andrew population by improving the reliability of potable water supply and sanitation services.	NWC	25.00	-	12.70	37.70	June 2012

PRIORITY NATIONAL OUTCOME - STRONG ECONOMIC INFRASTRUCTURE							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Capacity Building for Water Maintenance (Japan)	To supply potable water in an efficient and safe manner. .	NWC	-	2.8		2.8	2011
National Water Commission (NWC) Capacity Building (European Union)	To develop a cost effective and efficient maintenance system within the NWC to enhance the reliability of water supply to its customers.	NWC	-	1.54		1.54	2011
Rehabilitation of the Negril & Ocho Rios Wastewater Treatment Plants (European Union)	To provide sewerage treatment systems to two resort areas, Negril and Ocho Rios in order to protect the resident and tourist population from water borne diseases related to the inadequate collection, treatment and disposal of wastewater and also to protect the environment, notably the sea and coral reefs.	NWC	-	4.24	0.84	5.08	December 2012
Soapberry Sewerage Project Phase II	To eliminate the discharge of raw sewage to Kingston Harbour from two plants (Bridgeport and Independence City)	NWC	55.3		-	55.3	2012
Kingston Metropolitan Area Water Supply Project (Japan)	To reduce the shortage of water and improve the quality of water in the Kingston Metropolitan Area(KMA)	NWC	64.0	-	37.0	101.0	2010

## PRIORITY NATIONAL OUTCOME - ENERGY SECURITY AND EFFICIENCY

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Diversify the energy supply							
Implementation of Renewable energy projects <sup>57</sup> of the Centre of Excellence for Renewable Energy	To develop and implement programmes to achieve set obligatory and non-obligatory targets for percentage of renewables in the energy mix	PCJ, CERE	-	-	-	J\$34.2m <sup>58</sup>	2011
National Energy Fund	To provide funding support for renewable energy projects	DBJ, ME	TBD				
DBJ-Petrocaribe Small and Micro Enterprises ((SME) Energy Fund	To provide retrofitting for small, medium and large sized enterprises to accommodate alternative energy sources, with a specific emphasis on electricity conservation and solar energy	DBJ, ME			J\$1 billion	J\$1 billion	
Supporting Human Resource Development and Energy Planning	To support the development of national energy policies and plans.	ME	-	0.15	-	0.15	2011

57 Hydropower, wind, solar, biomass and waste-to-energy projects.

58 Cost from 2011/2012 onward to be determined based on the results of activities in 2008/2009 -2010/2011

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Promote energy efficiency and conservation							
Support to promote Energy Efficiency (EE), Energy Conservation (EC) and Sustainable Energy (IDB)	To facilitate the implementation of energy efficiency solutions to SMEs in Jamaica.	DBJ		0.623	0.177	.800	2010
Energy Efficiency and Conservation (IDB)	The objective is to support the GOJ in its efforts to improve energy efficiency	MOE		0.340	0.85	.425	2010
Energy Efficiency and Conservation Programme (IDB)	Concept stage.	ME	15.0	-	-	15.0	2012

## PRIORITY NATIONAL OUTCOME – WORLD-CLASS EDUCATION AND TRAINING

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Ensure that children 0-8 years old have access to adequate early childhood education and development programmes							
Jamaica Early Childhood Development (World Bank)	To: (i) improve the monitoring of children's development, the screening of household-level risks affecting such development, and early intervention systems of the borrower to promote such development; (ii) enhance the quality of early childhood schools and care facilities; and (iii) strengthen early childhood organizations and institutions.	ECC	15.0	-		15.0	2013
Enhancement of Basic Schools (CDB)	To improve the well-being of children attending basic schools by enhancing the learning environment and raising the level of teacher performance.	MOE	13.4	-	2.5	15.90	April 2010
Quality Education and Early Childhood Development (UNICEF)	To promote healthy families and communities through the provision of quality education and health care, meeting the needs and protecting the best interests included in the rights of the child.	MOE, ECC, MOH, NGOs	-	3.1	-	3.1	2011



Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Interventions in Multigrade Schools (OAS)	To equip teachers in small schools in the skills required for managing multigrade classes.	MOE		0.084		0.084	2009
<b>National Strategy: Accelerate the process of creating and implementing a standards-driven and outcomes-based education system</b>							
Education Transformation (World Bank)	To improve learning outcomes and support increased accountability and efficiency in the education sector.	MOE	16.0	-	-	16.0	2012
Education Sector Reform Programme (IDB)	To support the Education Transformation process, including policy and institutional changes to improve the quality of education outcomes.	MOE	30.0	-	-	30.0	2014
Supplemental to the Primary Education Support Programme (IDB)	To complete the civil works component of the Primary Education Support Programme (PESP) which has contributed to the improved performance, efficiency and equity of the primary education system.	MOE	14.00	-	-	14.00	2011

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Expand mechanisms to provide access to education and training for all including unattached youth							
Youth Development Programme (IDB)	To facilitate the transition of unattached youth to adulthood and the world of work through, inter alia, training and on-the-job experience.	MOE	11.00	0.00	0.00	11.00	June 2013
The Youth Empowerment and Participation Programme (Korea)	To facilitate avenues through which young people will be empowered to become key agents for social change and economic development. To construct 2 youth information centres.	NYS, NCYD		1.2		1.2	2010
Absenteeism in Jamaica's Primary Schools (IDB)	The project focus will be on the Diagnostic Work at 100 Primary Schools to determine the causes of absenteeism and will assess the contribution of the national school lunch programme on attendance levels.	MOE	-	0.12	0.03	0.15	November 2009
Child Protection Programme (UNICEF)	To strengthen diversion opportunities, rehabilitative and reintegration programmes for children deprived of their liberty and not in formal school system.	Western Society for the Upliftment of Children  MOJ		.035		.035	2011

## PRIORITY NATIONAL OUTCOME - EFFECTIVE GOVERNANCE

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Strengthen public institutions to deliver efficient and effective goods and services							
Public Financial and Performance Management Programme II (IDB)	To improve expenditure management and performance management in the public sector	MFPS	60.00	-	-	60.00	Project preparation stage. Project end date to be determined.
Strengthen Government Capacity to Manage for Results II	To contribute to a more effective and efficient management of public resources.	Cabinet Office	-	1.60	-	1.60	December 2010
Modernization of Ministries <sup>59</sup> and creation of new Executive Agencies <sup>60</sup>	To strengthen the capacity of institutions to effectively carry out their mandates.	Cabinet Office	-	-	6.0	6.0	TBD
Democracy and Governance Fund (CIDA)	To promote good governance as well as support the emergence of credible partnerships between civil society (including private sector) and public authorities as well as assist public institutions to become more transparent and accountable.	Various public sector entities	-	3.2	-	3.2	2011

59 Ministry of Education and Ministry of National Security.

60 Fisheries Division and Forestry Department.

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Canadian Cooperation Fund - Regional (CIDA)	To strengthen public sector entities for effective and efficient delivery of services as well as to contribute to the modernization of public and private sector institutions, and to address investment climate bottlenecks to private sector development.	Various public sector entities		3.3 <sup>61</sup>		3.3	2010
Local Government Reform	To restructure local government and provide more autonomy, resources, and greater responsibility to local authorities island-wide.	Department of Local Government					

61 Total amount for the Caribbean region is US\$16 million.

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Reform the justice system							
Justice Undertakings for Social Transformation (JUST)	To develop the capacity of the public and the legal system to manage conflict in Jamaica by strengthening the capacity of the judiciary and efficiency of the legal system; increasing public education on human rights as well as public knowledge of the various avenues, both community-based and institutional, available for conflict management and restorative justice; and using peaceful communities as models for others.	MOJ, MNS	-	16.2	-	16.2	2012

SUPPORTING NATIONAL OUTCOME - AN ENABLING BUSINESS ENVIRONMENT							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Ensure a facilitating policy, regulatory and institutional framework for business development							
Jamaica Competitiveness Enhancement Programme II & III	To improve the business environment in Jamaica and to support the initiatives such as: establishment of a framework to improve business competitiveness; implementation of tax reforms; improvement of access to financial services and development of financial markets; and improvement of land titling to reduce business costs.	MFPS, OPM Cabinet Office, PIOJ	90.0	-	-	90.0	2010
Developers' Manual (USAID)	To provide updated information on the processes, procedures and regulations required to facilitate business operations in Jamaica.	JCC	-	0.6	-	0.6	2009
Implement the recommendations of the Legislation, Regulations and Process Improvement Project (Legs & Regs)	To identify and select for consideration, issues in the business environment which impede or frustrate business processes and which can be modified, improved or eliminated in order to create an environment in which businesses flourish and the Jamaican economy grows.	OPM, CO, JCC	-	-	-		
Develop updated island-wide cadastral maps to facilitate planning	To promote economic and social benefits through a process for securing widespread, secure, formalised property rights.	NLA	-	-	-	TBD	

SUPPORTING NATIONAL OUTCOME - AN ENABLING BUSINESS ENVIRONMENT							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Geographical Indications Project	To establish a functional and effective protection system for Geographical Indications in order to better position Jamaican quality products on national and international markets, using distinctive signs.	MIIC, JIPO	-	-	0.77	0.77	
<b>National Strategy: Use trade and foreign relations to create an enabling external environment for economic growth</b>							
Economic Partnership Agreement (EPA) Trade Related Assistance (European Union)	To support the implementation of the EPA between the EU and CARIFORUM including legislation, standards, and development support	MFAFT, OPM	-	15.75	-	15.75	2014
Competitive Markets Investment & Trade (COMMIT) - USAID	To foster sustainable economic growth in Jamaica.	JEA		2.5		2.5	2009
Establish the Jamaican Diaspora Foundation	To strengthen the links and collaboration between Jamaicans residing abroad and those at home and to facilitate and increase the scope and impact of the contribution of the Diaspora to the development of Jamaica	MFAFT				TBD	



SUPPORTING NATIONAL OUTCOME - AN ENABLING BUSINESS ENVIRONMENT							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Strengthen investment promotion and trade facilitation							
Establish six (6) new JTI offices overseas	To support promotion and facilitation of trade and investment and increase Jamaica’s presence in strategic overseas markets	JTI				Average operating cost of US\$302,000 per annum assumed	
National Strategy: Develop an efficient labour market							
Implement National Plan of Action on Flexibility in Working Time	To provide flexible working time agreements that will balance the needs of stakeholders while simultaneously ensuring adequate social protection.	MLSS				TBD	
National Strategy: Develop the capabilities of micro, small and medium-sized enterprises							
Implement Incubator and Community Production Enterprises Project	To support start-up small businesses and community production projects through assistance with provision of physical space, training and equipment.	MIIC, JBDC, BSJ, SRC				J\$120 m	
EXIM Bank Line of Credit (China)	To facilitate short-term trade financing.	EXIM Bank	100			100	2010
Credit For Micro and Small Enterprises Project (CIDA)	To provide funding to assist in the development of micro enterprises in designated urban communities of Jamaica.	MEFL/BNS		2.3		2.3	ongoing
Productive Integration of Micro-enterprises in Jamaica (IDB)	The purpose is to integrate and strengthen fourteen networks of MEs in the crafts and agro-processing sub-sectors.	JBDC		0.42	0.33	0.75	November 2009

SUPPORTING NATIONAL OUTCOME - AN ENABLING BUSINESS ENVIRONMENT							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Implementation of Quality Safety Systems (IDB)	The purpose of the project is to develop local demand and capacity to implement quality, environmental and food safety management systems in SMEs.	BSJ		0.80	0.58	1.38	August 2009
Grameen Bank Model Study	To ascertain the feasibility of introducing a Grameen Bank Model to provide agricultural credit for small farmers and processors	MOA		0.035		0.035	2009
Beef and Dairy Industries Study	To analyse the value chain for the beef and dairy industry	MOA		0.057		0.057	2009

SUPPORTING NATIONAL OUTCOME - INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Develop company sophistication and productivity							
Develop National Productivity Management Programme	To develop world-class capacity in measurement and promotion of productivity including targeting sectors with low productivity and/ or low quality and identifying industry-specific needs	JPC, MLSS				TBD	
Develop and implement National Export Strategy	To improve export performance by advancing the competitiveness of firms and sectors, while enhancing the business and trade environment	MIIC, JTI, JEA				TBD	
Supporting Food Irradiation of Selected Economically important crops	To investigate the feasibility of applying food irradiation technology to reduce post harvest losses and to increase the shelf life and thereby the profitability and competitiveness of farmers.	SRC		0.155		0.155	2011

SUPPORTING NATIONAL OUTCOME - INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Agriculture							
Agricultural Support Project (CDB)	To boost the income of approximately 780 agricultural entrepreneurs in rural Jamaica through the provision of loans to approved financial institutions for lending to small-scale agricultural entrepreneurs.	DBJ	7.8	0.5		8.3	June 2012
Agricultural Support Services Project II (IDB)	To enhance the competitiveness of Jamaican agriculture in domestic and global markets.	MOA	15.0	0.00		15.0	2013
Budget Support to Sugar Industry - (European Union)	To support the implementation of the Jamaica Country Strategy for the Adaptation of the Sugar Industry	MOA		75.11	7.28	82.4	December 2013
EU Food Facility (European Union)	Increased production and productivity of small-scale farmers to meet the challenges of rising food prices.	FAO, MOA		8.26		8.26	2013
Banana Support Programme (European Union)	Create sustainable employment opportunities through economic diversification in the banana producing parishes of Jamaica	MOA, RADA		51.94	51.94	103.88	December 2013
Rural Development - National Community Development II (World Bank)	To implement agricultural and tourism sector related small-scale community based projects in rural communities that will foster an increase in income levels and a reduction of rural poverty	JSIF, MOA, MOT	15.0			15.0	2014

SUPPORTING NATIONAL OUTCOME - INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Irrigation Development Programme	To build and rehabilitate irrigation systems in selected parishes; provide institutional strengthening for the National Irrigation Commission (NIC); promote and form Water User Associations and provide technical support and training for farmers.	NIC	16.80	-	4.20	21.00	November 2011
Jamaica Farmers Access to Regional Markets (USAID)	To provide support to the agro-processing industry aimed at increasing its competitiveness in the global market.	Walkerswood Caribbean Foods Ltd., Rock Mountain Herbs, Santoy Cooperative		0.7		0.7	2009
Improving Jamaica Agricultural Productivity (CIDA)	To improve productivity of Jamaican farmers and fisher folks through application of greenhouse technology and sound environmental management practices in small scale fisheries.	MOA		3.3		3.3	2010
Implement food security projects <sup>62</sup>	To promote food security through a diversified range of agricultural production including higher value-added production.	MOA				TBD	

62 Agricultural Greenhouse Clusters • Cassava Industry Development Programme • Dairy Resuscitation Programme • Small Ruminant Expansion Programme • Fisheries Development Programme • Urban Backyard and School Garden Programmes • Expansion of Yam and Sweet Potato Production.

SUPPORTING NATIONAL OUTCOME - INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Establish a Centre of Excellence for Advanced Technology in Agriculture at the Bodles Research Station	To coordinate all applied agricultural research relevant to the challenges faced by the farming community and develop a training agenda for farmers	MOA				J\$246.3m	
Increase the number and capacity of extension officers for the sector	To improve RADA's organizational effectiveness and enhance its ability to offer a more effective service delivery to the farmers of Jamaica	MOA				J\$269.5m	
Plant Breeding and Diagnostics Technologies	To produce and provide disease and drought resistant material to the agricultural sector	SRC		0.057		0.057	2009
Procurement of Agricultural Equipment (China)	To aid agricultural development, employment creation and assist in poverty reduction.	MOA		2.5		2.5	2009
<b>Creative Industries</b>							
Implement Major Events Development and Attractions Programme	To position Jamaica as a destination and enhance its ability to attract and host significant events that may impact the economy favourably	JTI, JTB				TBD	
Establish the Entertainment and Cultural Industries Council (ECIC) and the Cultural Industries Enhancement Fund	To promote the creative capabilities of the nation and contribute to national development through funding, promotion and development of the cultural industries	MICYS				TBD	

SUPPORTING NATIONAL OUTCOME - INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Undertake studies for establishment of National Centre for the Performing Arts	To prepare for the development of a world-class venue to showcase Jamaica's culture and creative industries	MICYS				TBD	
Confucius/ Campus Centre (China)	To establish a central state of the art teaching and research support facility.	UWI				25.0	2011
<b>Sport</b>							
Establish Sport Museum	To develop a sport museum as a resource centre and attraction for local and foreign visitors	MICYS				TDB	
Expansion of the sports Development Programme	To upgrade the facilities at the UTECH campus and two other facilities	UTECH				96.56	2012
<b>ICT</b>							
Implement National ICT Strategy and Action Plan	To advance the development of the ICT sector over the period 2007-2012 with a focus on e-inclusion, education and training, network readiness, infrastructure development, e-business, e-government and policy and legal framework	MEMT, CITO				16.9	

SUPPORTING NATIONAL OUTCOME - INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES							
Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Mining & Quarrying							
Exploitation and Processing of Industrial Mineral in Jamaica and selected CARICOM Countries (Czech Republic)	Identification, evaluation and extraction of industrial mineral deposits from which value-added products can be produced.	MOA - MGD		3.4		3.40	2010
Upgrade of local refinery (Venezuela)	Joint Venture Agreement between PCJ and Petroleos of Venezuela to upgrade the local refinery and increase its capacity through the introduction of new technology.	PCJ	150.3			150.3	2010 <sup>63</sup>
Tourism							
Montego Bay Convention Centre (China)	To provide facilities for business, education and cultural events.	UDC	45.0			45.0	2011

63 Project started in 2006



**SUPPORTING NATIONAL OUTCOME: HAZARD RISK REDUCTION  
AND ADAPTATION TO CLIMATE CHANGE**

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs(US\$m) <i>Unless otherwise denoted</i>				Estimated Completion Date
			Loan	Grant	GOJ	Total	
<b>National Strategy: Improve Resilience to all Forms of Hazards</b>							
<b>National Strategy: Develop Measures to Adapt to Climate Change</b>							
Emergency Recovery and Disaster Management (World Bank)	To support the Government in implementing its Sustainable Rehabilitation and Reconstruction Plan (SRRP) for recovery from the Hurricane Dean disaster, and to strengthen its ability to respond to future adverse natural events.	JSIF	10.0			10.00	February 2011
Preparation of Jamaica Second National Communication to the United Nations Framework Convention on Climate Change	To prepare the mandated periodic report to the UNFCCC on all aspects of implementation of the Convention.	Meteorological Service, Department of Local Government		0.2		0.20	2009
Natural Hazard Management (IDB)	The objective of the project is to strengthen disaster risk management in towns and cities located in coastal areas in Jamaica	ODPEM		0.80		0.80	March 2011
Protected Area and Rural Enterprise (PARE) – USAID	To strengthen the linkage between effective natural resource management practices and livelihoods in and around conservation sites through the demonstration of improved production techniques and management strategies, institutional strengthening and capacity building.	USAID & CBOs		1.7	0.5	2.20	September 2009
Climate Change Adaptation and Disaster Risk Reduction (European Union)	To increase resilience and reduce risks associated with natural hazards as adaptive measures to climate change, which will contribute to sustainable development	UNEP, Forestry Department, OPM & NEPA		5.6		5.6	2014

## SUPPORTING NATIONAL OUTCOME: EFFECTIVE SOCIAL PROTECTION

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategies: Expand opportunities for the poor to engage in sustainable livelihoods; Create and sustain an effective, efficient transparent and objective system for delivering social assistance services and programmes; and Promote greater participation in and viability of social insurance and pension schemes and programmes							
Social Protection Project (World Bank)	To strengthen Jamaica’s social protection system by: further improving the effectiveness of the PATH Programme to foster investment by poor families in human capital accumulation; developing a structured system for assisting working-age members of PATH eligible households to seek and retain employment; enabling the formulation of a reform program for the public sector pension schemes; and developing a holistic social protection strategy.	MLSS	40.0	-	75.0	115.0	September 2013
Basic Needs Trust Fund 5 & 6 (CDB)	To improve living conditions in poor communities, reduce poverty and unemployment through the provision of water systems, schools, health facilities, rural roads, drains and footpaths, market infrastructure, day-care centres and skills training.	JSIF	-	7.7	-	7.7	December 2010
Regional Infrastructure Fund (CIDA)	To rehabilitate infrastructure in <i>inter alia</i> education and health, particularly in poor communities.			C\$5.7		C\$5.7 <sup>64</sup>	
Social Protection Support to Food Price Crisis (IDB)	To protect the consumption level of existing PATH beneficiaries and support the improvement of the efficiency of PATH.	MLSS	15.00	-	-	15.00	January 2012

64 Total fund amount is C\$40 million of which Jamaica has received C\$5.7 million to date.

Social Sector Policy Based Loan I & II (IDB)	To help preserve gains in poverty reduction and improve the effectiveness of social sector interventions.	MFPS	50.0	-	-	50.0	2010
Poverty Reduction Programme II (European Union)	To improve living conditions by providing access in poor communities to quality basic infrastructure and services, especially in the fields of water, sanitation and health.	JSIF	-	13.92	-	13.92	December 2013
Inner City Basic Services for the Poor (World Bank)	To improve quality of life in inner-city areas and poor urban informal settlements through improved access to basic urban infrastructure, financial services, land tenure regularization, enhanced community capacity and improvements in public safety.	JSIF	29.3	-	3.5	32.80	December 2011
<b>National Strategy: Create an enabling environment<sup>65</sup> for persons with disabilities</b>							
Language and Literacy Development for Deaf Children and Youth	To develop a Deaf Studies Curriculum and modify the Ministry of Education Language curriculum to reflect the changes in bilingual-bicultural methodologies.	Jamaica Association for the Deaf		0.210		0.210	2011

65 An enabling environment for PWDs is one that provides the mechanisms to enable persons with disabilities to participate fully in all spheres of activities e.g. wheel chair ramps that provide full access to persons who are wheel chair bound, blind features on buildings and documentation in Braille to allow access to the blind, and visual alerts for the hearing impaired.

**SUPPORTING NATIONAL OUTCOME: AUTHENTIC AND TRANSFORMATIONAL CULTURE**

Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) <i>Unless otherwise denoted</i>				Estimated Completion Date
			Loan	Grant	GOJ	Total	
National Strategy: Promote core/transformational values							
Consultations on core values (supported by the <b>Fresh Start</b> initiative)	To determine how core values should be communicated/ inculcated.	OPM, NGOs				TBD	
National Strategy: Integrate Jamaica’s Nation Brand into developmental processes							
Develop and implement Nation Branding Strategy	To create a coordinated process to manage and enhance Jamaica’s Nation Brand and strengthen its application to national development	TGCC, JTI, MICYS				J\$40m	
National Strategy: Strengthen the role of sport in all aspects of national development							
Expedite development of sporting infrastructure in communities	To fund the development and upgrade of community facilities for multi-use recreational and competitive sport	SDF				J\$300m over next 3 years	

## OTHER SELECTED PROGRAMMES AND PROJECTS

Other Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Second HIV/AIDS Project (World Bank)	To assist in the implementation of the Government's National HIV/AIDS Program by supporting the: (i) deepening of prevention interventions targeted at high risk groups and the general population; (ii) increasing of access to treatment, care and support services for infected and affected individuals; and (iii) strengthening of program management and analysis to identify priorities for building the capacity of the health sector to respond to the HIV/AIDS epidemic and other priority health problems.	MOHE	10.0		1.5	11.54	November 2012
Children & HIV (UNICEF)	To strengthen capacities to prevent HIV infection among children and to care for children with HIV and AIDS or affected by the epidemic.	MOHE, MOE, NGOs		0.6		0.60	2011
Civil Registration and Vital Statistics Systems Modernization Programme (IDB)	The objective of this technical cooperation (TC) is to enable Jamaica to modernize its vital statistics and civil registration systems.	PIOJ		0.52	0.045	0.565	2011

Other Selected Programmes and Projects	Objective	Responsible Agencies	Estimated Costs (US\$m) Unless otherwise denoted				Estimated Completion Date
			Loan	Grant	GOJ	Total	
Strengthening the Health Information System (HIS) (Korea)	To establish a National HIS at the MOH with the capabilities to improve health policy and planning outcomes, as well as health care delivery, at the national, regional and operation levels in the health sector.	MOHE	-	1.5	-	1.5	2010
Agreement between Development Bank of Jamaica (DBJ)/China National Bank (China)	To support development related projects.	DBJ	10.0			10.0	2010
Economic and Technical Cooperation Agreement (China)	To support technical cooperation projects (to be determined).			7.3		7.3	2010

**Notes:**

- Total costs denoted do not in most cases represent the GOJ's contribution to the projects.
- TBD – To be determined



## 5

## IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

Implementation, monitoring and evaluation of MTF 2009-2012 require strong and transformational leadership at all levels of the society. Champions of change and accountability within the various institutions of Government in partnership with the private sector, trade unions, civil society and the international development community must participate in achieving the desired results. The achievement of the goals and targets of this MTF is also dependent on a high level of social responsibility by each citizen.

### Framework for Implementation

The MTF will be implemented by ministries, departments and agencies (MDAs) of Government as well as civil bodies including NGOs, CBOs, the private sector and IDPs. The 31 sector plans provide the framework for implementation of the MTF at the sectoral level.

### Accountability for Implementation and Coordination

The Cabinet, as the principal body with responsibility for policy and the direction of the Government, has ultimate responsibility for implementation of the National Development Plan and the MTF. This will be achieved through Cabinet directives to its MDAs. The Cabinet will be responsible to Parliament for reporting on the implementation and coordination of Vision 2030 Jamaica.

Through existing and/or new arrangements, the Office of the Prime Minister and Cabinet Office will drive the implementation of Vision 2030 Jamaica and the MTF and ensure that essential complementary reforms within the public sector are made. The role of the Ministry of Finance and the Public Service involves timely resource allocation for achievement of medium- and long-term goals. The Planning Institute of Jamaica will provide support through continued technical analysis and policy advice on the strategic areas for sustainable economic, social and environmental development.

The framework for accountability in the public sector extends from the highest levels of Government to each Government entity. The soon-to-be enacted 'Whole of Government Business Plan' will ensure full alignment of the Government-wide strategic priorities with the outcomes of the MTF, and with the priority areas of focus from the National Planning Summit. Within this framework each ministry and agency will be accountable for implementing the National Development Plan and the MTF through their various policies, programmes, and interventions that are aligned with the National Goals and Outcomes.

The process will be strengthened by the introduction of major operational planning and budgeting tools, in the form of a Medium Term Expenditure Framework (MTEF) and a Medium Term Sectoral Expenditure Framework (MTSEF). These will allow for further alignment and integration of planning at the national and sectoral levels with the Corporate<sup>66</sup> and Operational Plans of the public sector Ministries, Departments and Agencies and other implementing organizations. The

<sup>66</sup> Under the Managing for Results process corporate plans of MDAs will be replaced by 3-yearly business plans on a phased basis over the period 2009 to 2012.





sector plans through their action plans will be the mechanisms for linking the National Development Plan and the MTF to the corporate and operational plans of the MDAs. It is expected that successive MTFs and the sector plans will form the overarching strategic guide for the preparation of Corporate and Operational Plans of public sector MDAs.

## Coordination of the Implementation Process

Coordination among institutions is essential to determine successive medium term priorities, share information, debate and build consensus, negotiate trade-offs, integrate actions, and communicate learning. Integrative and coordinating mechanisms for the implementation of the MTF will include the following:

- Coordination mechanisms between agencies and sectors including Inter-Ministry, Inter-Agency and Inter-sectoral Committees and Memoranda of Understanding (MOUs)
- Cabinet Sub-Committees
- Permanent Secretaries Board (comprising Permanent Secretaries of all ministries and chaired by the Cabinet Secretary)
- IDP coordinating committees
- Community and local governance structures
- Coordination of planning and information systems including Threshold 21, JamStats and National Spatial Data Infrastructure Management System and GIS Network

## Consultation and Participation

The involvement of stakeholders is fundamental to the successful implementation of the National Development Plan and MTF. The main mechanisms for securing consultation and participation of stakeholders are elaborated in the communication plan of Vision 2030 Jamaica - National Development Plan<sup>67</sup> and will conform to the Government's Consultation Code of Practice.

## Framework for Monitoring and Evaluation

Monitoring and evaluation (M&E) are important components of successful national development planning exercises. Consequently, a robust results-based monitoring and evaluation system will be established to ensure that goals and outcomes of the National Development Plan and the MTF are achieved. This system will build on existing national and sectoral monitoring and evaluation frameworks.

The monitoring system will be highly participatory and will involve the following stakeholders: Government, private sector, civil society and international development partners (IDPs). The system defines roles and responsibilities at three levels: political, technical and consultative. At the highest level – the political level – are the Parliament and the Cabinet. These institutions provide legitimacy and political leadership to the system.

67 See Appendices 1 and 6 in Vision 2030 Jamaica – National Development Plan.

## Institutional Arrangements

A number of institutions and agencies, including the following, will be involved:

1. **Parliament:** The key output of the M&E system, the Vision 2030 Jamaica Annual Progress Report, will be presented to the Parliament for deliberations and discussion. It is expected that the relevant parliamentary committees will review policy recommendations proposed by the Vision 2030 Jamaica monitoring and evaluation regime.
2. The **Economic Development Committee (EDC)** is a committee of Cabinet chaired by the Prime Minister. The EDC will ensure that implementation issues are addressed based on reports submitted by the Vision 2030 Jamaica Technical Monitoring Committee. The EDC will deliberate on the recommendations made by the monitoring and evaluation regime and subsequently inform Cabinet and Parliament on progress and emerging policy implications.

While a report on the implementation of Vision 2030 Jamaica is expected to have a consistent place on the agenda, it also is expected that a minimum of two meetings annually of this committee will focus entirely on the achievement of results and progress towards the goals and outcomes of Vision 2030 Jamaica.

3. **The National Planning Council (NPC)** is a consultative and advisory body which brings together top decision-makers in the private sector, Government and labour to contribute to the formulation of economic policies and programmes, to assess economic performance and to identify measures designed to achieve broad-based development and growth in productivity, and the national product. A restructured NPC will support the Vision 2030 Jamaica Monitoring and Evaluation regime by:
  - Providing advice to the Technical Monitoring Committee in the execution of its monitoring and evaluation functions;
  - Assessing the outputs/results of the monitoring and evaluation system and providing feedback and recommendations on issues relevant to the successful implementation of the Plan.

It is being proposed that the NPC accommodates discussion on the Plan at least once every quarter and that its membership should have broad stakeholder representation from the public and private sectors, civil society and international development partners.

4. The **Vision 2030 Jamaica Technical Monitoring Committee (TMC)**, or Steering Committee, is to be chaired by the Office of the Prime Minister. Other members of this body will include the Director General of the Planning Institute of Jamaica, the Financial Secretary of the Ministry of Finance and the Public Service, select Permanent Secretaries, and the Director General of the Statistical Institute of Jamaica (STATIN).

The primary role of this body is to provide oversight for the technical coordination and monitoring of the Plan. It also has responsibility for reporting to the EDC and NPC on the progress of implementation.

The Technical Monitoring Committee along with the Technical Secretariat has responsibility for the timely preparation and submission of progress reports to stakeholders within the system. An important function of the Technical Monitoring Committee is to coordinate the comprehensive review of the MTF and its achievement over its three year time-frame. This in turn will guide the preparation of the successor MTF. It is expected that the TMC will meet a minimum of four times each year.

5. The **Vision 2030 Jamaica Technical Secretariat** is the essential support mechanism for the Technical Monitoring Committee. This Secretariat should be institutionalized within the PIOJ and be provided with the necessary human and financial resources to effectively fulfil its supporting and monitoring and evaluation functions. This Secretariat will:
  - Play a leading role in coordinating the efforts of public and private participants in the various Vision 2030 Jamaica processes
  - Analyze and interpret social and economic data and information and appraise public and private sector programmes and activities based on goals and outcomes articulated in Vision 2030 Jamaica
  - Consolidate information submitted by sectoral and other interests into comprehensive reports on Vision 2030 Jamaica's achievements/results<sup>68</sup>
  - Conduct ongoing and systematic monitoring and reporting on the National Outcomes as well as maintain ongoing and frequent liaisons with sectoral focal points in MDAs
  - Provide impetus for the establishment and operation of Thematic Working Groups
6. **Ministries, Departments and Agencies (MDAs)** represent very important bodies within the monitoring and evaluation system. They are the Sectoral Focal Points that will:
  - Provide a direct link to the corporate and strategic directions of each sector
  - Identify units within MDAs that will be assigned responsibility for monitoring and assessment of the sectoral components of Vision 2030 Jamaica
  - Identify counterparts to be the chief interface between the technical specialists within the technical secretariat and the relevant MDAs
  - Provide data/information on a timely basis on the selected indicators and other strategic information required on the sector
  - Ensure compliance with the data and other monitoring and evaluation requests of the Vision 2030 Jamaica performance monitoring framework
  - Be responsible for the timely preparation of sector reports that will feed into the Vision 2030 Jamaica Annual Progress Report

Where monitoring and evaluation units are already operational, these will be strengthened and expanded to link their monitoring specifically to Vision 2030 Jamaica and the MTF.

<sup>68</sup> Given the existing divisional arrangement within the PIOJ, the Institute is well placed to spearhead the monitoring of indicators and targets under Vision 2030 Jamaica and the MTF. Performance monitoring of Vision 2030 Jamaica indicators and targets will become a core function to be incorporated into the work programmes of divisions within the PIOJ.

7. **Thematic Working Groups** are consultative bodies aimed at improving coordination, planning, implementation and monitoring of programmes and projects. TWGs will be chaired by Permanent Secretaries or senior Government officials and shall comprise technical representatives of MDAs, National Focal Points, the private sector, trade unions, Civil Society Organizations (CSOs) and International Development Partners (IDPs). Their functions include: reviewing sectoral strategies to achieve Vision 2030 Jamaica goals; making input with respect to resource gaps in sectoral programmes; providing feedback on monitoring performance relative to sectoral targets; and the facilitation of effective partnerships towards the achievement of Vision 2030 Jamaica goals. TWGs will meet a minimum of twice annually.

## Indicator Framework and Data Sources

Appropriate indicators are the basic building blocks of monitoring and evaluation systems. A series of results-based monitoring policy matrices will be used to monitor and track progress towards achieving the targets. These policy matrices comprise a mix of impact, outcome and output indicators spanning the 15 National Outcomes.

The results-based performance matrix at the national level currently comprises:

- 60 proposed indicators aligned to the 15 National Outcomes
- Baseline values for 2007 or the most recent past year
- Targets which outline the proposed values for the National Outcomes indicators for the years 2012, 2015 and 2030
- Data sources which identify the MDAs or institutions which are primarily responsible for the collection of data to measure and report on indicators
- Sources of targets
- Links to existing local and international monitoring frameworks such as the MDGs

Some gaps still exist within the performance matrix and a process of review to validate the proposed indicators and targets is being undertaken. Indicators are being disaggregated as appropriate to take into consideration gender, age, income group and geography (urban/rural). This process is very technical and time consuming and requires significant cooperation and support from stakeholders and partners.

The performance monitoring and evaluation framework will be heavily dependent on ministries for quality and timely sectoral data and monitoring progress. The system will benefit from our existing and relatively large and reliable statistical databases within the Statistical Institute of Jamaica (STATIN) and the PIOJ.<sup>69</sup>

## Reporting

The timely preparation and submission of progress reports and other monitoring and evaluation outputs form an integral part of the monitoring process.

<sup>69</sup> The decennial census, the annual Jamaica Survey of Living Conditions (JSLC), the annual Economic and Social Survey Jamaica (ESSJ) are key data sources produced by STATIN and the PIOJ. The JamStats database which provides a standard set of time series on social and economic data and Threshold 21 which is a quantitative model for simulating the impact of various policies on a set of important outcome variables are also located in the PIOJ.

The main reports/outputs of the performance monitoring system are listed below.

1. The **Vision 2030 Jamaica Annual Progress Report** will be the main output of the performance monitoring and evaluation system. The document will be produced annually and will: provide an update on progress on the implementation; identify weaknesses that are likely to hinder the achievement of the goals and objectives; recommend measures to address the concerns; and make adjustments to ensure the relevance of the Plan.

The Vision 2030 Jamaica Technical Monitoring Committee through the Technical Secretariat will prepare and submit the Annual Progress Report to the NPC and the EDC.

2. The **annual sectoral reports** compiled by the Sectoral Focal Points for submission to the Vision 2030 Jamaica Technical Monitoring Committee. These will be integrated into the Annual Progress Report.
3. Other products of the performance monitoring system include **issues/sector briefs and research reports**. A schedule for delivery of outputs will be finalized by the various stakeholders.

## Information Dissemination

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 impact on decision-making and will mobilize and sustain public participation. The communication and information dissemination strategies of Vision 2030 Jamaica will ensure that the outputs of the system are specifically tailored to different stakeholders and utilize various forums including the media to stimulate public debate and enhance accountability.

## Capacity

There is recognition that building and strengthening technical and institutional capacity for the effective implementation, monitoring and evaluation of the Plan is critical for the achievement of the Plan. This calls for substantial resources, partnership and long-term commitment to train MDA staff. Training needs will have to be identified at all levels of the system; a re-orientation of work processes, instruments, procedures and systems development will have to be undertaken; and staffing and institutional arrangements will need to be put in place.

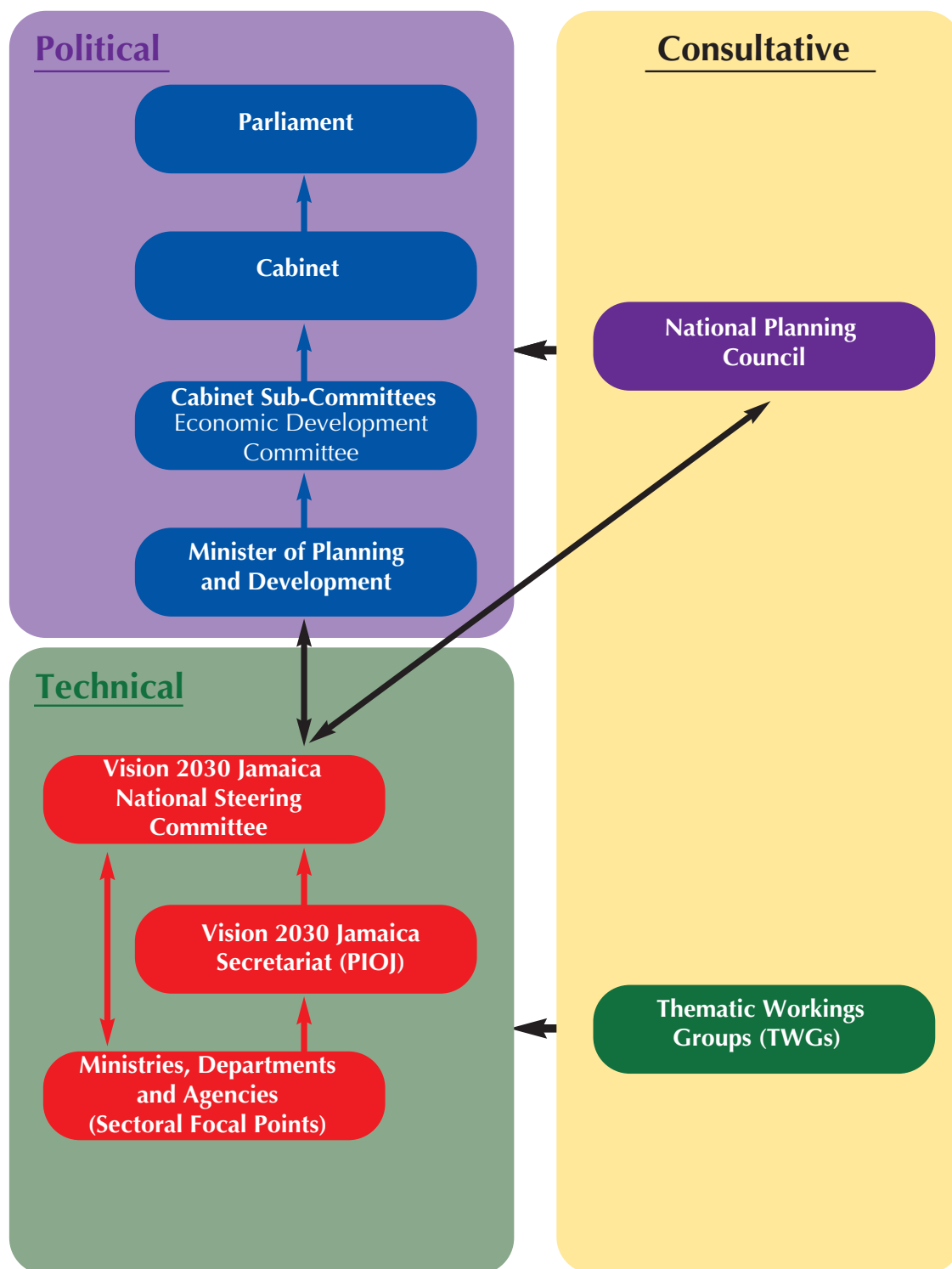
Some capacity building efforts have already taken place but these have to be strengthened. The Cabinet Office under the Medium Term Action Plan (MTAP)<sup>70</sup> – Managing for Results Component, will support the achievement of Vision 2030 Jamaica through implementation of strategies which include efforts to:

- Improve planning, resource allocation and performance across Government
- Improve financial management systems
- Build capacity for managing MTEF in key ministries and the MFPS

70 Government of Jamaica: Public Sector Modernization – Government at your Service: A Medium Term Action Plan, December 2007.

- Build capacity in MDAs to design performance indicators and monitoring systems
- Define common data requirements across Government and establish integrated data sharing mechanisms

Partnership with the Management Institute for National Development (MIND) and other institutions also will be required to provide training in critical areas such as results based project management and analysis, monitoring and evaluation, and data management and dissemination to public sector staff and others.

*Figure 10: Institutional Framework for Implementation, Monitoring and Evaluation*

## APPENDICES

Appendix 1 – List of Sector Plans

Appendix 2 – National Strategies Linked to Goals and Outcomes

Appendix 3 – T21 Jamaica: An Integrated Development Planning Model

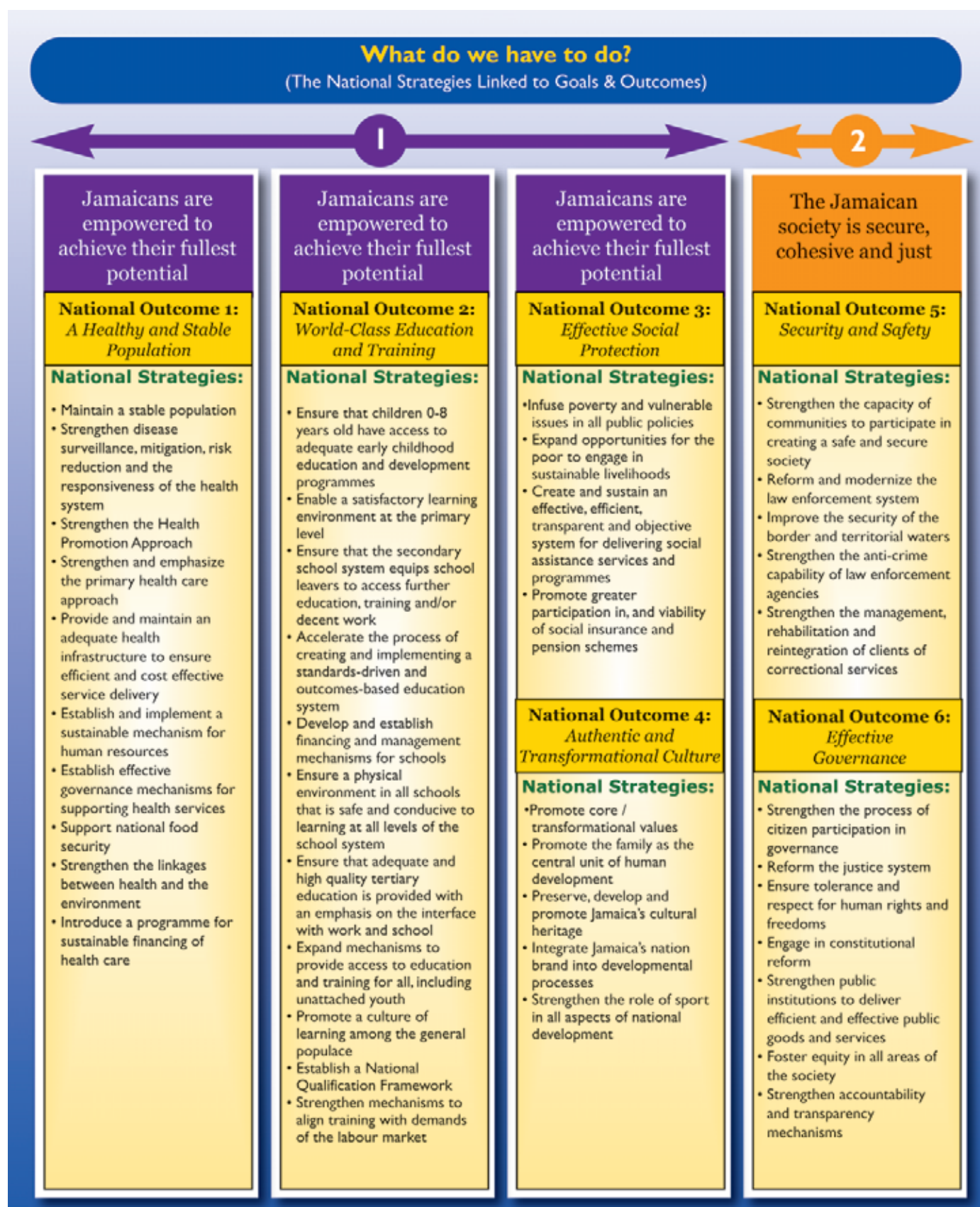




### List of Sector Plans

1. Agriculture
2. Mining and Quarrying
3. Manufacturing
4. Construction
5. Macroeconomy and Trade
6. Tourism
7. Services
8. Creative Industries and Sport
9. Transport
10. Information and Communications Technology
11. Energy
12. Population
13. Labour Market and Productivity
14. Culture and Values
15. Health
16. Correctional Services
17. National Security
18. Education
19. Training
20. Social Welfare and Vulnerable Groups
21. Social Security
22. Poverty Reduction/Eradication
23. Persons with Disabilities
24. Gender
25. Environmental and Natural Resources Management
26. Urban and Regional Planning
27. Hazard Risk Reduction and Climate Change
28. Science, Technology and Innovation
29. Housing
30. Governance
31. Water

## National Strategies Linked to Goals and Outcomes

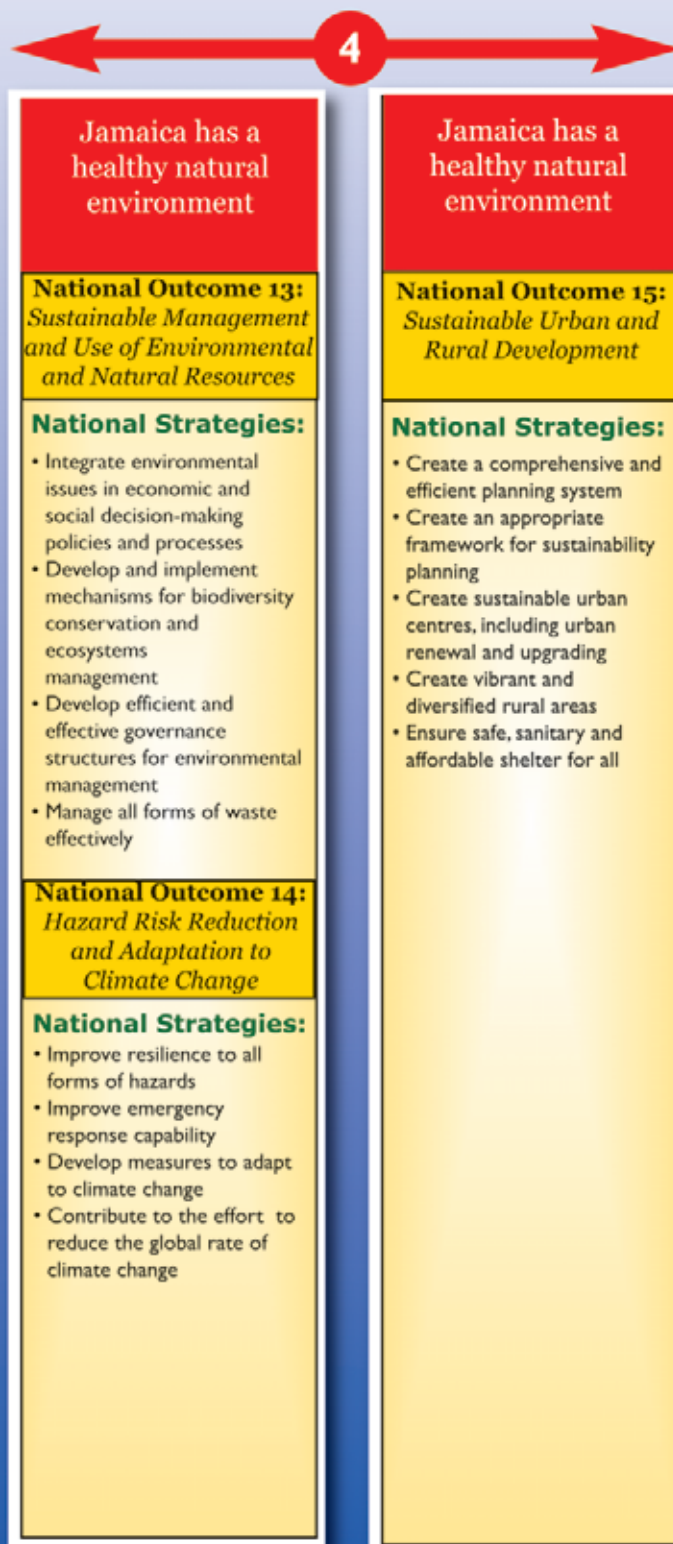


### What do we have to do?

(The National Strategies Linked to Goals & Outcomes)



**What do we have to do?**  
(The National Strategies Linked to Goals & Outcomes)





## T21 Jamaica - An Integrated Development Planning Model

### What is Threshold 21 (T21)?

- A computer simulation tool based on systems dynamics methodology
- Result of decades of research and application

### What is the purpose of T21?

- To support comprehensive, integrated, long-term national development planning

### Features of T21

- Comprehensive - Economic, Social and Environmental factors modelled
- Integrated - Illustrates the links between the economy, society and environment
- Transparent
- Equations and assumptions are easily accessible
- Variables that influence an outcome can be easily identified
- Collaborative - Facilitates participation and consultation
- Forward-looking - Projects economic, social and environment indicators
- Identifies possible opportunities and threats
- Customizable - Includes modules unique to Jamaica



### What Can T21 Do?

- Contribute to the national planning process
- Facilitate stakeholder consultations
- Inform strategy documents that address sectoral interests
- Produce data and analyses for international negotiations
- Evaluate social intervention strategies
- Monitor progress towards national goals

### Capacity Building and Institutional Strengthening

- All PIOJ technical staff trained in use of T21 model
- PIOJ core team trained in customizing model for Jamaica
- Staff in a number of ministries and agencies trained in use of T21 model
- PIOJ core team have the capacity to train public sector staff and other stakeholders in use of the run-only version and research components of T21 model

### Vision 2030 Jamaica and T21

- T21 provided scenarios on strategic options for the National Development Plan
- T21 helped to validate selection of priority outcomes for the Medium-Term Socio-Economic Framework
- T21 will help to model progress in plan implementation and to guide plan modifications

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