



Vision 2030 Jamaica – National
Development Plan

HOW-TO GUIDE

**TIPS FOR USING MEDIUM
TERM SOCIO-ECONOMIC
POLICY FRAMEWORK**

2021-2024



Vision 2030 Jamaica – National Development Plan (NDP)

HOW-TO GUIDE

**Tips for Using Medium Term Socio-Economic Policy
Framework (MTF) 2021–2024**

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The PIOJ extends its appreciation to all Jamaicans at home and abroad for creating a great legacy and an excellent nation brand as a platform for implementing Vision 2030 Jamaica and advancing the realization of the collective vision to make "Jamaica, the place of choice to live, work, raise families and do business".

Introduction

The “How to Guide: How to Use Medium Term Socio-Economic Policy Framework (MTF) 2021–2024” provides readers with a description of key tenets of the MTF, how the MTF works, the target audience and how users can apply the MTF in their work.

It will serve as one of several tools geared towards supporting stakeholders in implementing Vision 2030 Jamaica and the Sustainable Development Goals (SDGs) through aligning their work with the MTF. It is also intended to support increased understanding of Vision 2030 Jamaica and its role in advancing sustainable and inclusive development for all Jamaicans.

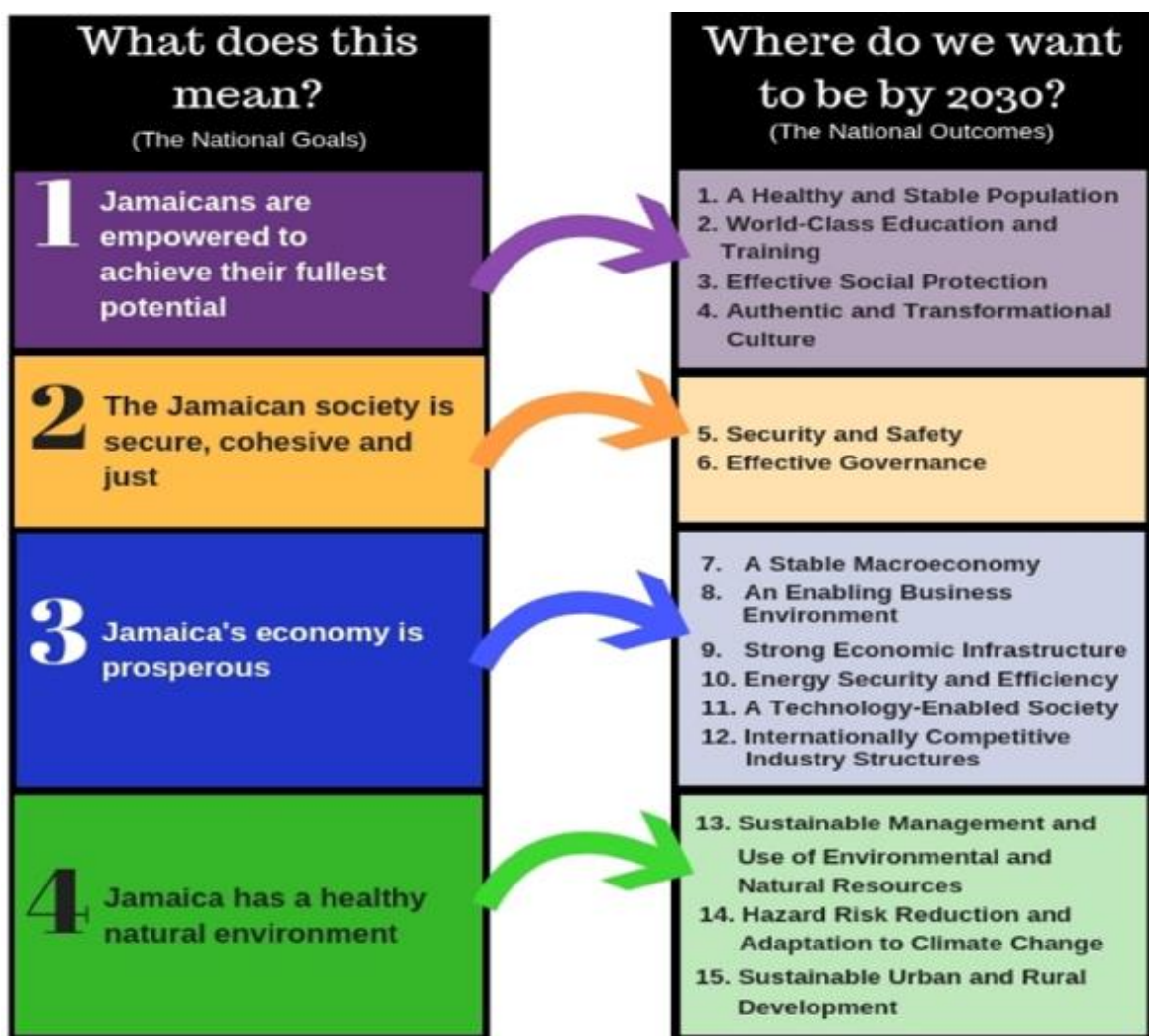
The MTF 2021–2024 is presented in two documents:

1. A summary document that is geared towards all stakeholders. It provides a quick synopsis of the national and sector outcomes and actions being pursued in advancing the four National Goals and 15 National Outcomes
2. The main document that presents detailed tables of the strategies, development results from the National Goals to programme outputs and/or outcomes, actions, responsible entities, limitations and risks. The main document is geared towards supporting planners and implementers in aligning strategic policy-driven planning and results-based monitoring and evaluation (M&E) with the MTF. It also provides detailed information on the strategic plans for national development and the expected results to all interested parties.

Vision 2030 Jamaica – National Development Plan – Goals and Outcomes

Vision Statement:

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





Alignment of Vision 2030 Jamaica and Sustainable Development Goals (SDGs)



NATIONAL GOAL 1
JAMAICANS ARE EMPOWERED TO ACHIEVE THEIR FULLEST POTENTIAL



NATIONAL GOAL 2
THE JAMAICAN SOCIETY IS SECURE, COHESIVE AND JUST



NATIONAL GOAL 3
JAMAICA'S ECONOMY IS PROSPEROUS



NATIONAL GOAL 4
JAMAICA HAS A HEALTHY NATURAL ENVIRONMENT





Development Concepts Defined

| Development Concept | Definition |
|--|---|
| Actions | Programmes, sub-programmes and projects that are to be implemented towards the achievement of planned/expected development results. An action may be short-, medium- or long-term and typically forms part of a menu/portfolio of actions towards a combined effect on the achievement of planned development results. |
| Alignment <i>(of planning and programmes with Vision 2030 Jamaica)</i> | <p>Matching and integration of all development policy, plans, and programmes being undertaken in Jamaica, or on behalf of Jamaica, as in the case of international development partners and the diaspora, with Vision 2030 Jamaica.</p> <p>Vision 2030 Jamaica serves as an overarching framework that guides the direction and focus for development interventions, including resourcing (financing, human resource deployment) and capacity building. It is also a tool for coordinating national development. It tells the type of development that is desired, the approaches to be utilized in achieving development goals and what represents the achievement of the desired development (targets). In aligning to Vision 2030 Jamaica, policies, plans and programmes are matched with the relevant tenets of the MTF towards coherence and complementarity.</p> |
| Alignment <i>(of Vision 2030 Jamaica and the Sustainable Development Goals (SDGs))</i> | <p>Matching and integration of the national development goals and outcomes under Vision 2030 Jamaica – National Development Plan (NDP) with the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). This covers the principles, development results, and approaches to development under Vision 2030 Jamaica and the 2030 Agenda.</p> <p>The 2030 Agenda is not a plan and under its Means of Implementation, the importance of implementing the agenda through national development plans is highlighted. Hence, the alignment includes integrating the SDGs in the implementation of Vision 2030 Jamaica.</p> |
| Assumptions | The evidence-based statements on contextual, resource, capacity, cultural and related factors that are deemed necessary for success. These statements are based on expectations that the factors will be sufficiently available to support and/or drive implementation and the achievement of development goals. |
| Cost | The complete value of the financial resources (money) required to execute a development programme, including the costs related to its menu of actions. While the cost should cover contingencies, it is not to cover expenses incurred due to inefficiencies based on inadequate resource, capacity, activity, and performance management. |

| Development Concept | Definition |
|----------------------------|--|
| | <p>Results-based planning allows for the computation of the costs of producing results rather than the costs of implementing activities. Programme costs can be used to calculate the costs of the strategies that they operationalize.</p> <p>Note that MTF 2021-2024 is not costed.</p> |
| Development Area | A defined space, which encapsulates the range of cross and multi-sectoral menu and portfolio of programmes geared towards addressing a gap in planned development. It is presented as a sub-sectoral category of development. The gap in development that it addresses should be defined within a Theory of Change (ToC). |
| Development Programme Area | A menu of actions (sub-programmes, projects etc.) that are geared towards the achievement of a specified sectoral and national outcome. A development programme is typically long-term oriented with projects spanning medium-term periods as part of the overall development intervention. |
| <i>Development Result</i> | A product of development. It can be at various levels. It can be closely tied to the implementation of an action or actions, such as an output. It can also be in the form of an outcome – the product of people interacting with outputs and consequently changing their behaviour or experiencing changes in their quality of life. A goal is also a development result. |
| Fiscal Year | The fiscal year is equal to the financial year for the Government of Jamaica. It starts on the first day of April in one year and concludes on the last day of March in the following year. |
| Indicator | The basis for measuring performance and/or progress towards achieving a development result. It serves as a measurable representation of an output/outcome/impact or tenets of these. An indicator does not speak to the direction of the planned change. An indicator can be qualitatively or quantitatively measurable. |
| Limitations | These are the characteristics of a tangible or intangible “product” or phenomenon which make it less suitable or applicable within particular contexts. Limitations speak to where the scope, coverage, applicability, usability of a “product” or phenomenon are insufficient or inadequate for the desired development result to be achieved. |
| National Goal | The highest level of national development result to be achieved under Vision 2030 Jamaica. It encompasses the various dimensions and priorities in advancing either social, economic or environmental development. It serves as a summary statement on what the social, economic, or environmental landscape/development situation should be in 2030. There are four national goals. |

| Development Concept | Definition |
|-------------------------------|---|
| National Outcome | The second highest level of national development result to be achieved under Vision 2030 Jamaica. It encompasses the long-term transformations of a main sector or a group of related sectors. It serves as a summary statement on the level of development that the sector/related sectors would have achieved by 2030 – this level of development would be internationally comparable and recognizable. |
| National Strategy | The overarching strategic approach for developing a sub-sectoral area in advancing a National Outcome. A National Strategy typically represents the main sub-sectoral areas in the ToC for achieving the National Outcome. |
| National Strategy Outcome | The development result that represents successful implementation of a National Strategy. The National Strategy Outcome therefore presents the intent of a strategy achieved. |
| Outcome | Change in capacity and/or behaviour in the immediate to medium term (intermediate period) and societal or structural impact in the long term. |
| Output | The immediate result of the implementation of a planned activity. An output typically relates to changes in quality, availability and access to goods and services that are geared towards empowerment and enablement for behavioural change and eventual structural impact. |
| Risks | The results of interactions between threats, and weaknesses and vulnerabilities. Risks are possible but not certain. |
| Sector Strategy | The strategic approach to advancing policy imperatives through programming and implementation. Hence, government’s policy priorities are represented in the medium-term iterations of Sector Strategies presented in the successive MTFs. Sector Strategies typically represent the strategic approaches for advancing the ToC for National Strategies. |
| Sector Output | The change in access to and/or quality of goods and services within a sector that is geared towards the achievement of a sector outcome or the outcome associated with a sector strategy. |
| Sector Strategy Outcome | The expected change in behaviours and quality of life and the development environment associated with the implementation of a Sector Strategy |
| Strategic Objective/Objective | Statement on what a sector will be directing its resources and capacity to achieve within a specific timeframe/by a specific deadline. For most of the Strategic Objectives stated in the MTF, the timeline is up to 2030. The Strategic Objectives presented in the MTF are aligned to the Sector Strategies and serve to link strategies and sector results (outputs and outcomes). They are also aligned with the |

Development Concept

Definition

| | |
|-------------------------|---|
| | <p>development areas and development programme areas. In some instances, the strategic objectives almost match the Sector Strategies. In other instances, the strategic objectives are aligned with the sector strategy but show a closer match with the development area and development programme area. This is particularly in instances where there are several key development programme areas with strategic objectives directly matched to them.</p> |
| Target | <p>Serves as a representation of a development result achieved. Targets are typically tied to a time period and also reflect the direction of the planned change (up or down/increase or decrease, or constant/no change). Targets can be quantitative or qualitative.</p> |
| <i>Theory of Change</i> | <p>Propositions/postulates based on hypotheses that within particular contexts, evidence-driven targeted development approaches and interventions to address specific development problems will lead to the achievement of desired change/planned development results (goals, outcomes, outputs).</p> <p>Theories of Change (ToCs) in development tend to include a mix of cause and effect and associational relationships in advancing change. The contexts in which a ToC is positioned typically includes the assumptions and anticipated risks. The assumptions can include drivers such as defined development actors and their relationships with the problem, other actors, resources and power. The availability of resources, capacity and the extent to which these are available over time and to whom should also be defined within the assumptions. There are typically risks that can be matched with assumptions. These are critical considerations as the ability to effectively manage risks is a determinant of success.</p> |

Description of the Medium Term Socio-Economic Policy Framework (MTF)

Overview

The Medium Term Socio-Economic Policy Framework (MTF) continues to serve as the centrepiece of the implementation framework of Vision 2030 Jamaica and presents the expected medium-term development results as well as the strategies and main programmes to advance these results. Each MTF comes into force through Cabinet approval. A directive to Ministries, Departments and Agencies (MDAs) to align strategic, corporate and operational plans to the MTF, usually accompanies this approval.

In the simplest term, the MTF is the main tool for stakeholders to use in implementing Vision 2030 Jamaica. It provides a common framework for all partners in development to work towards the National Vision captured in the statement “Jamaica, the place of choice to live, work, raise families and do business” as well as the four National Goals and 15 National Outcomes.

Each successive MTF covers three (3) fiscal years and is treated as part of a continuum. For example, the MTF for the period 2021–2024 is informed by lessons learned from monitoring and evaluation and research that shape the story of the development situation for the period FY 2009/10–FY 2020/21. It therefore builds on the development gains and addresses gaps in development from the periods covered by the previous MTFs (MTFs 2009–2012, 2012–2015, 2015–2018, and 2018–2021). Long-term national development is advanced through identifying expected medium-term results and targets, and the iterations of the sector strategies and associated programming that will advance the national strategies towards the achievement of the National Outcomes. The decisions regarding the outcomes and targets are informed by development needs as well as resources and capacity. Additionally, the decisions regarding what programmes to pursue and the actions that can be completed in the medium-term are determined not only by development need but also, resources, capacity, and which interventions will have the most impact in accelerating development. This involves trade-offs that are geared towards creating win-win outcomes for all Jamaicans in the medium- to long- term.

Since 2015, Vision 2030 Jamaica and its successive MTFs has served as the national development planning and implementation framework for the Sustainable Development Goals (SDGs), in Jamaica.

The MTF tells us the following:

1. The strategic priorities for development under Vision 2030 Jamaica for the medium-term

2. Government’s policy priorities for the medium-term (through the Sector Strategies) – the areas of focus for public investment, planning and implementation as well as budgeting.
3. The approaches that should be utilized in planning and implementation towards coordinated action by all partners in development, including public and private sectors and international development partners.
4. The nature of development performance and progress expected in the medium-term – outcomes, indicators and targets
5. The SDGs that will be advanced by Jamaica’s medium-term strategic development plans for achieving the long-term National Goals and Outcomes.

MTF 2021–2024

Medium Term Socio-Economic Policy Framework (MTF) 2021–2024 is the fifth successive MTF under Vision 2030 Jamaica – National Development Plan (NDP). It spans the three-year period from fiscal year 2021/22 to fiscal year 2023/24. MTF 2021–2024 builds on its predecessors and reflects lessons learned in the implementation of the NDP. It serves as a transitional document as some planned improvements have been included, while others are being developed towards their inclusion in MTF 2024–2027.

The MTF 2021–2024 is presented in two documents: a full document and a summary of results, strategies and programmes. It is also accompanied by a short guide on how to use the MTF. It seeks to strengthen the demonstration of continuity in strategic planning and programming across MTFs.

The design of MTF 2021–2024 is built on a revised template and includes strengthened strategy, results, and performance measurement frameworks towards improving capacity for results-/performance- based management of national development. It also serves to create a framework for greater ease in aligning sectoral and organizational strategic planning and performance measurement with Vision 2030 Jamaica and the Sustainable Development Goals (SDGs).

Similar to its predecessors, the MTF 2021–2024 includes development results (outcomes and outputs) aligned to the National and Sector Strategies, and main development programme areas. It continues the presentation of the main entities responsible for implementation of the priority strategies and actions. The MTF includes the key national outcome indicators and targets that will provide a quantitative framework for measuring progress towards achievement of the medium-term results and targets, and consequently the long-term national goals and outcomes of Vision 2030 Jamaica. It also presents the alignment of the SDGs with the Goals and National Outcomes as well as the alignment of the SDGs Targets to Sector Strategies.

This MTF:

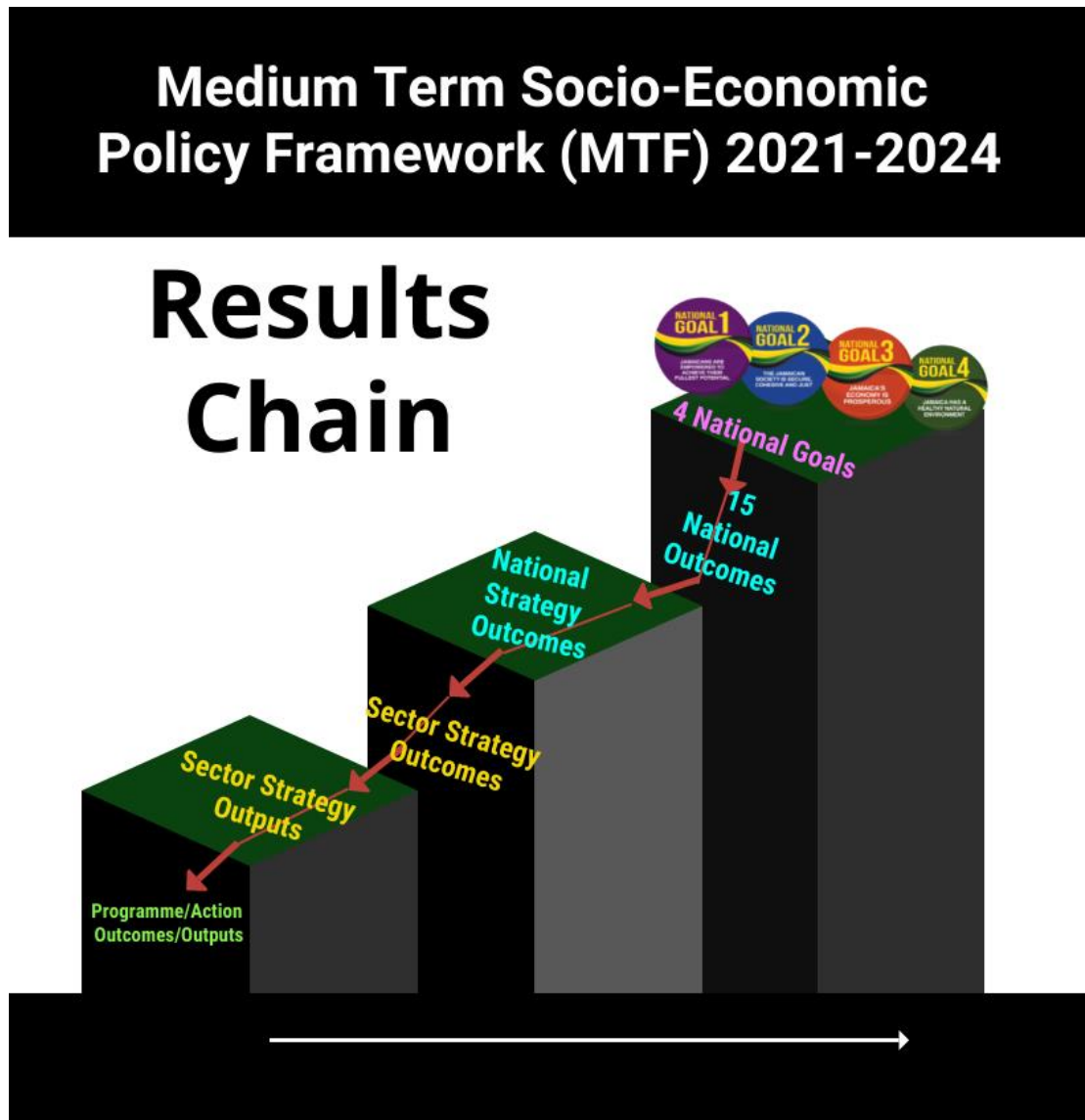
- Expands on the strategic planning framework with the inclusion of strategic objectives that link sector strategies to results.

- Shows the expected results from the National Goals and Outcomes down to sectoral and main development programme area outputs and outcomes.
- Introduces the presentation of assumptions and risks/limitations. These developments are part of a progression towards the presentation of Theories of Change (TOC) and a results-based costed MTF. Hence, there is a column headed costs, which for this iteration of the MTF is empty.

Results Chain

The expanded results framework extends the articulation of results from the National Goals and Outcomes to National and Sector Strategy aligned outputs and outcomes. This includes sector outcomes and outputs. It also presents programme/action output and/or outcome indicators and targets. This forms part of an on-going effort to strengthen the results-based management (RBM) framework of Vision 2030 Jamaica, including strengthening the National Outcome Indicator Framework and building-out of the sector outcome indicator frameworks to provide data that explains the performance of the national outcome indicators. It also includes strengthening the framework for target setting and reviewing the long-term targets based on lessons learned and projections.

Figure 1. Results Chain – MTF 2021–2024



National Strategy Framework and Strategic Objectives

The National Strategy Framework consists of National and Sector Strategies. MTF 2021–2024 introduces outcomes that are aligned with the national strategies and sector strategies. The sector strategies are geared towards advancing long-term sector outcomes by responding to medium-term realities. Hence, the sector strategies are tailored to the realities associated with the period covered by the MTF.

The strategic objectives presented in MTF 2021–2024 serve as a link between the national and sector strategies, and the development results. Hence, the strategic objective is closely aligned with the sector strategy, and the strategic objective is in turn aligned with the sector outputs and outcomes.

Responsible Entities

The entities identified as responsible for advancing the actions in the MTF are those that lead initiatives, are held accountable for policy/planning/implementation, or are main partners. This means that not all entities that play key supporting roles, including those that can advance the achievement of the expected results by implementing aligned programmes and projects will be listed in the MTF. The importance of the work of stakeholders who align their work to the MTF in advancing the national goals and outcomes and the SDGs is significant. These interventions, and their results and lessons learned can be shared with the PIOJ and/or MDAs and other partners who report on national development performance.

Assumptions

The assumptions presented in the MTF are those identified by the relevant stakeholders or responsible entities as some of the main requirements that should be in place to facilitate successful implementation of actions and the achievement of expected results. Importantly, it is an expectation that these requirements will be in place and they form part of the basis for planning and target setting.

Limitations and Risks

The limitations are those factors that are assumed to form part of the development context. Limitations can be found in a wide range of areas, including resources, capacity and culture. However, only the limitations that have been deemed as key impediments to success have been included. Risks arise when we assess that vulnerabilities may lead to threats becoming reality. While risks are uncertainties, it is necessary to identify those that are most probable and with potential medium to high impact in national development planning to inform mitigating strategies and appropriate response.

Limitations to the MTF

Owing to gaps in data and information, the following limitations to the MTF are to be noted:

- The indicators to measure performance for the actions are largely output indicators. The outcome indicators were presented based on the availability of data.
- The Monitoring and Evaluation (M&E) Framework for Vision 2030 Jamaica is under review. Hence, the MTF for 2024-2027 will present an updated Performance Measurement Framework.
- MDAs and other partners are building out M&E Frameworks, including Performance Measurement Frameworks. This has implications for the Results Framework for Programmes presented in the MTF.
- The programme/action results that are presented in the MTF are not equal to a Performance Measurement Framework. The baseline for the indicators is not

presented, with a few exceptions. This is owing to data gaps and other considerations. Also, performance monitoring and evaluation is the purview of the respective responsible entities. Hence, the lack of baselines for the “action” indicators presented in the MTF, will not impede those responsible for monitoring performance and sharing the information with the PIOJ to inform reporting on national development performance.

- Owing to data gaps, the targets in MTF 2021–2024 are being treated as preliminary. It is likely that as more data on the current and future impact of the COVID-19 pandemic become available, targets may be revised. Also, there are lags in the availability of data that have impacted target setting efforts for several indicators.

Over the medium term 2021–2024, the 28 Sector Plan Documents (with 31 Sector Plans) will be updated and a Cost Estimation Framework for the MTF will be developed. The Results-Based Monitoring and Evaluation (RBM&E) Framework for Vision 2030 Jamaica and the Sustainable Development Goals will also be strengthened. These efforts are being supported by on-going work led by the Ministry of Finance and the Public Service (MOFPS) and the Cabinet Office to strengthen the policy framework, and systems and mechanisms for Integrated Results Based Management in the Government of Jamaica (GOJ). These include the development of an Integrated Results Based Management (IRBM) Policy, and build-out of the institutional arrangements and tools for Medium Term Results Based Budgeting (MTRBB). These initiatives will support improved capacity to develop evidence- and results- based policy, plans and programmes as well as the identification of development priorities for inclusion in the MTF.

How to Use the MTF

Medium Term Socio-Economic Policy Framework (MTF) 2021–2024, like its predecessors, will be implemented through the alignment of strategic business plans, corporate and operational plans, and budgets of stakeholders to the development results and strategic programming presented in the MTF. In effect, when stakeholders align their work to the MTF, they are implementing Vision 2030 Jamaica and the SDGs. These stakeholders include Ministries, Departments and Agencies (MDAs), private sector, academia, civil society organizations and non-governmental organizations (CSOs and NGOs) and other partners in development.

What is alignment?

“Alignment is the matching and integration of all development policy, planning processes, plans and programmes being undertaken in Jamaica, or on behalf of Jamaica, as in the case of international development partners and the diaspora, with Vision 2030 Jamaica. Vision 2030 Jamaica serves as an overarching framework that guides the direction and focus for development interventions, including resourcing (financing, human resource deployment) and capacity building. It tells the type of development that is desired, the approaches to be utilized in achieving development goals and what represents (targets) the achievement of the desired development.” (Source: Development Concepts Defined)

While a standard definition of alignment has been presented in this document, the process is layered and multi-faceted, with several related definitions. There are different types and levels of alignment with different considerations. For example, alignment to the National Strategies requires that policy, planning, programming, budgeting etc. are geared towards advancing the strategy and the strategy outcome. However, in the case of Sector Strategies, the process of alignment is more complex. Sector Strategies are developed based on the Theory of Change (ToC) for operationalizing and implementing the National Strategy and achievement of the National Strategy Outcome. However, the specific direction and type and level of change advanced by a Sector Strategy is based on long-term policy and the medium-term policy priorities of government. Hence the Sector Strategies in each MTF are aligned to government’s policy priorities for the medium-term. The Sector Strategies represent government’s leadership in creating the framework and enabling environment for development

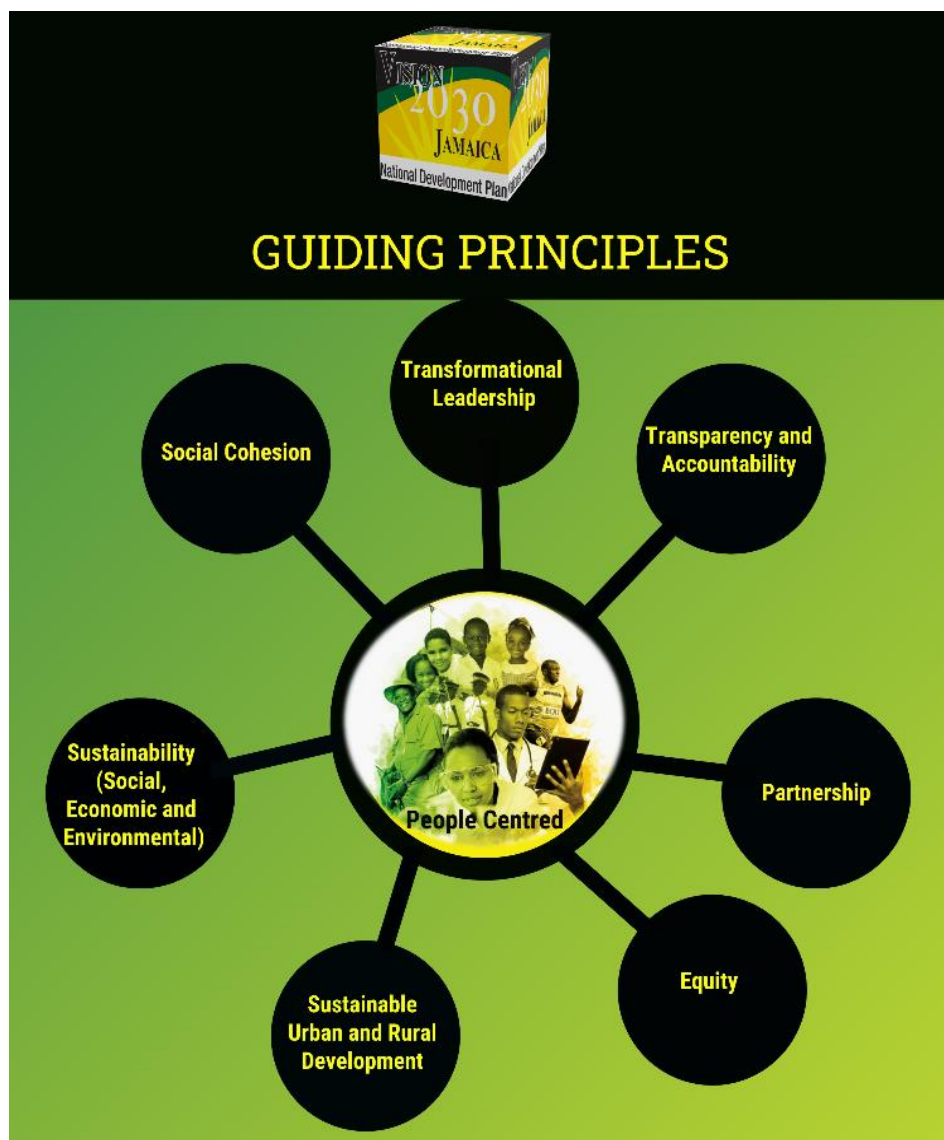
The MTF is implemented through the alignment of medium-term planning and programming by all partners in Jamaica’s development to all tenets of the MTF and Vision 2030 Jamaica. If alignment is only done at the results level, it means that entities are pursuing different approaches to development, which could lead to win-lose rather than win-win situations and inefficiencies owing to conflicting and competing approaches. If alignment is done at only the strategy level then the various development actors will be working towards different outcomes and may consequently lack consensus on priorities in planning and programming. If alignment ignores the principles of development then there may be insufficient focus on sustainability and the equitable inclusion of all when creating policy, and planning for and implementing development interventions.

Alignment is a fundamental tenet of coordinated, coherent implementation of Vision 2030 Jamaica and the SDGs.

Effective alignment to the MTF requires that:

1. Entities align their development principles with the Guiding Principles of Vision 2030 Jamaica (Figure 2)

Figure 2. Vision 2030 Jamaica Guiding Principles



2. Entities recognize the Sector Strategies are aligned with Government’s policy imperatives and the Strategic Priorities in the MTF are aligned to Government’s Strategic Priorities. (Table 1 and Appendix 3).

Table 1: Alignment of National Goals and MTF 2021–2024 with Government/Cabinet Priorities

| National Goals | MTF 2021–2024 Priority Areas | Government/Cabinet Priorities |
|---|---|---|
| <u>National Goal # 1:</u> Jamaicans Are Empowered To Achieve Their Fullest Potential | <ul style="list-style-type: none"> • Human Capital Development • Social Protection and Social Inclusion • Transformational Culture | <ul style="list-style-type: none"> • Human Capital Development • Healthcare and Wellness • Social Protection |
| <u>National Goal # 2:</u> The Jamaican Society Is Secure, Cohesive and Just | <ul style="list-style-type: none"> • Rule of Law and Timely Justice • Governance and Public Sector Effectiveness | <ul style="list-style-type: none"> • Rule of Law and Timely Justice Outcomes |
| <u>National Goal # 3:</u> Jamaica’s Economy Is Prosperous | <ul style="list-style-type: none"> • Economic Stability and Growth • Employment and International Competitiveness | <ul style="list-style-type: none"> • Inclusive Sustainable Economic Growth and Job Creation |
| <u>National Goal # 4:</u> Jamaica Has a Healthy Natural Environment | <ul style="list-style-type: none"> • Environmental Sustainability and Climate Change Response • Rural Development and Urban Renewal | <ul style="list-style-type: none"> • Macroeconomic Stability and Fiscal Sustainability |

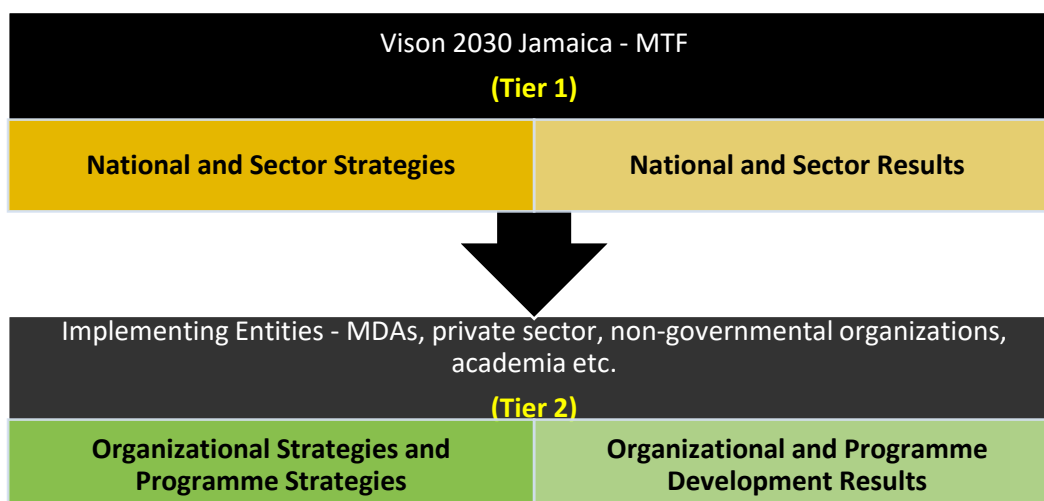
- Entities match the various elements of the MTF with the corresponding elements in their plans and programmes (Figure 3). See Figures 8, 9 and 10 for Samples of the MTF Template

Figure 3. MTF 2021–2024 Results Chain for Alignment of Planning



- When aligning planning to the MTF, the Vision 2030 Jamaica results and strategies are at the top, and the results and strategies from the plans of partners in development are aligned to the MTF as a second tier (Figure 4).

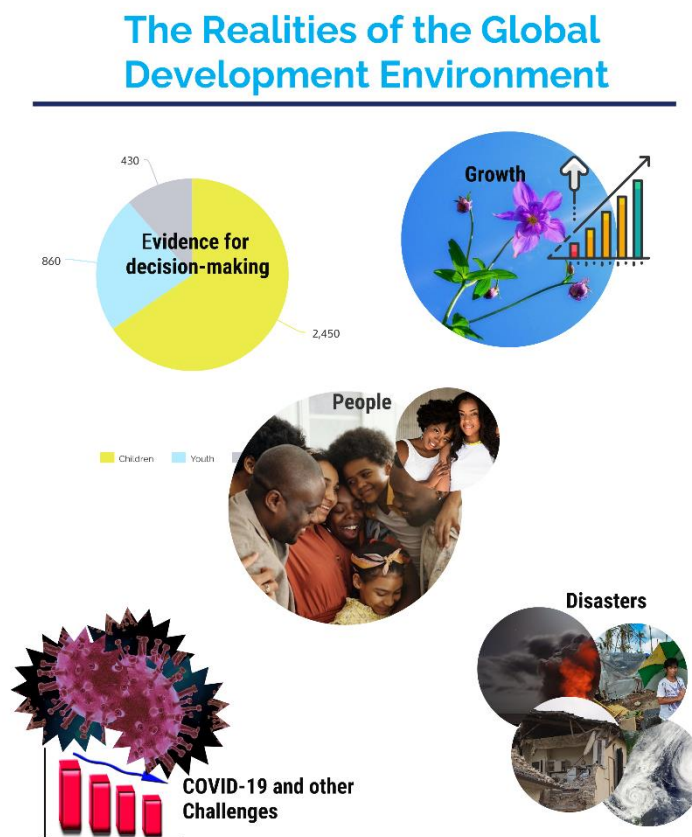
Figure 4. Results and Strategy Alignment to MTF



5. Stakeholders should prioritize aligning to results, strategy and development area before seeking to align with the main actions. The MTF is a framework. It therefore, does not present all of the possible actions that are aligned with the strategies and can accelerate development.
Stakeholders should give focus to coherence and complementarity in aligning to the actions stated in the MTF. Vision 2030 Jamaica and the SDGs promote innovation. Hence, partners in development are encouraged to discover, and develop new types of programmes and ways of doing things. This can be achieved in the absence of introducing competing and conflicting actions that undermine the country's development efforts.

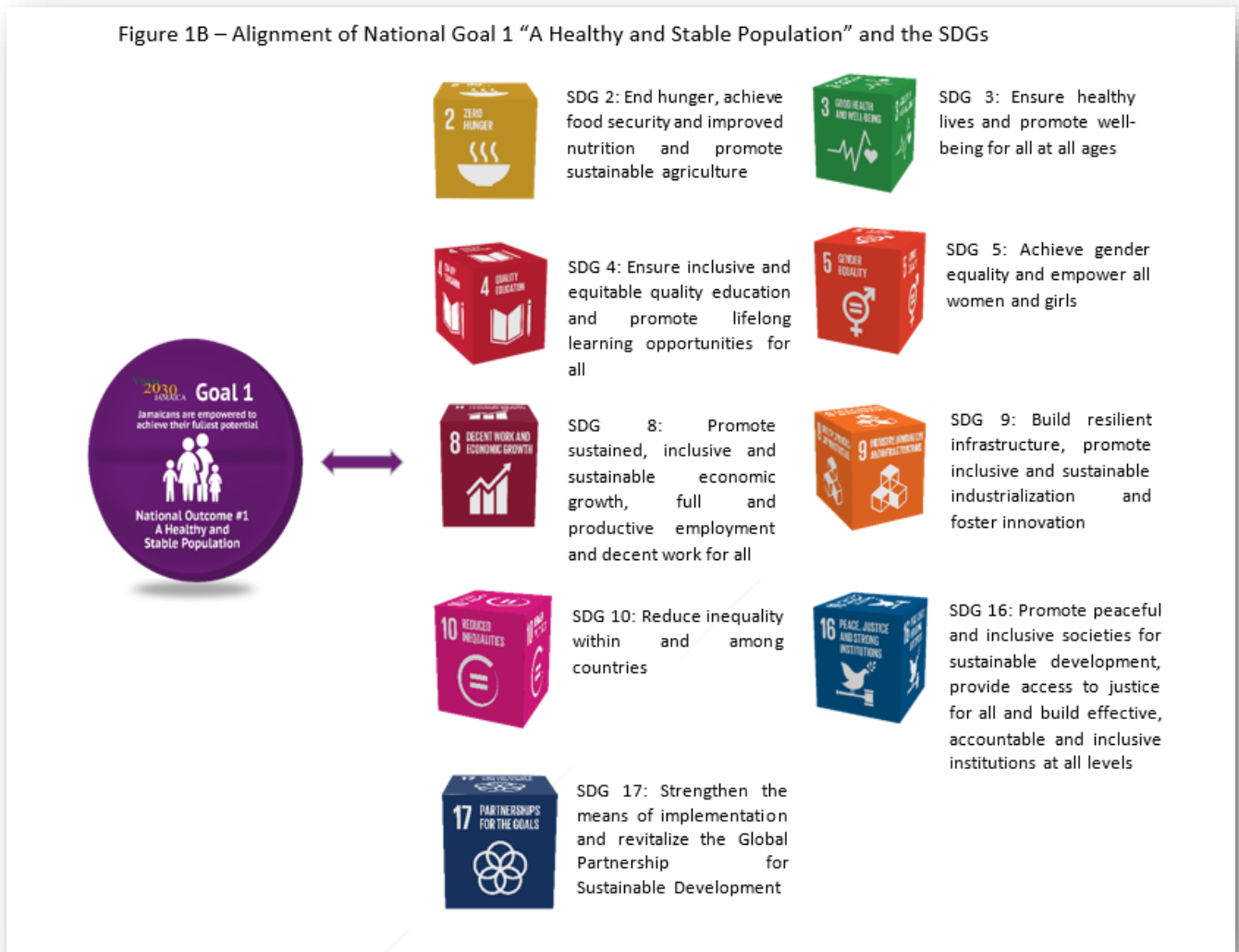
6. Partners in development should treat the MTF as a results-based policy framework and a “living document”. The focus is less on what is done and more on the effectiveness of what is done in achieving results. Hence, planning and programming in the medium-term should be responsive to evidence, results and the national and global development environment. Actions can be replaced with those shown to be more relevant to the development context. For example, the COVID-19 pandemic has required the global community to adapt its mode of operation in several areas, including work, school and entertainment.

Figure 5. Realities of Global Development Environment



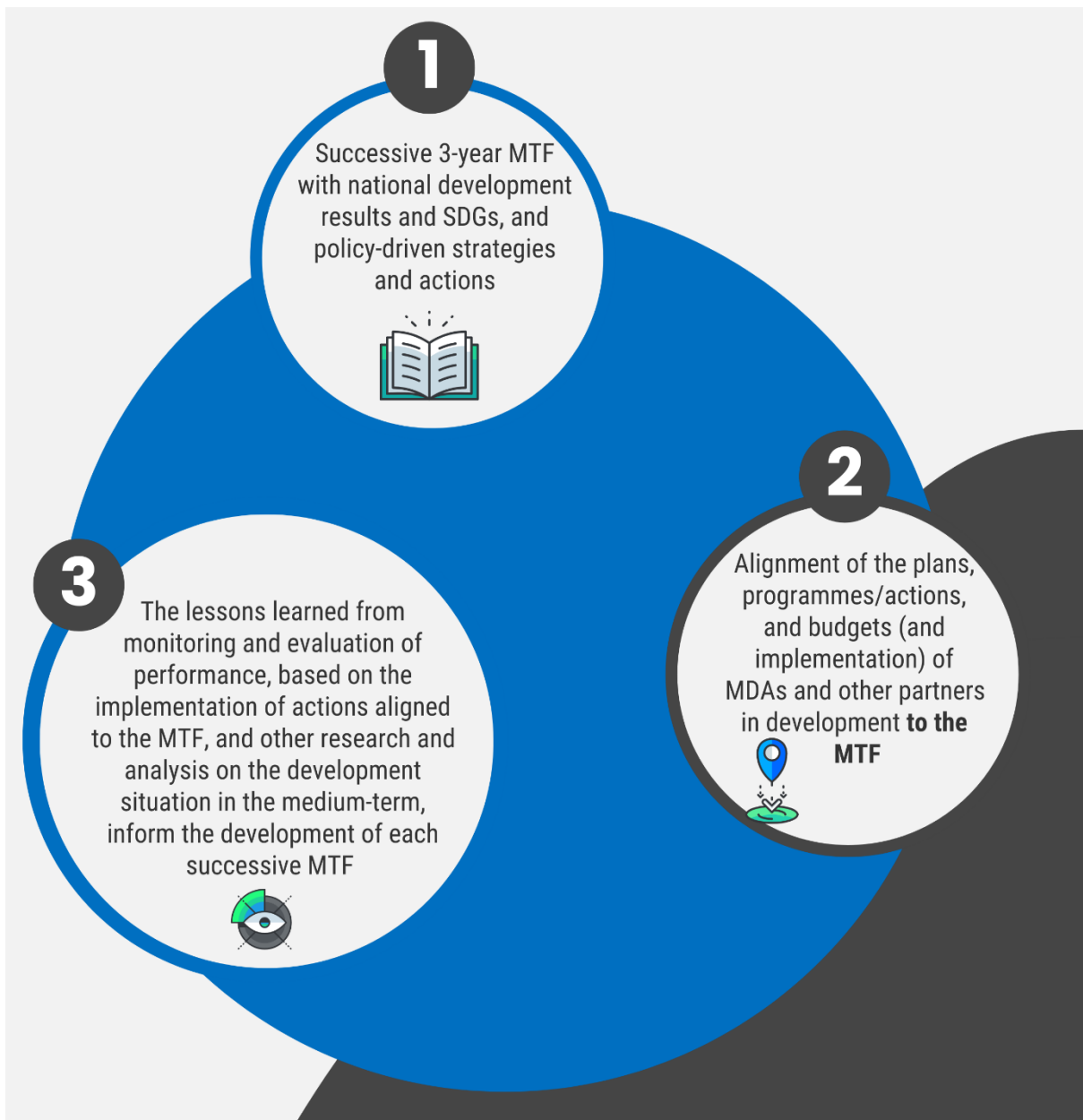
7. Entities should note the alignment of the SDGs with the National Outcomes (Figure 6) and Alignment of SDG Targets with Sector Strategies, and consequently sector results.

Figure 6. Sample of Alignment between National Outcome and SDGs



8. There should also be alignment of monitoring and evaluation (M&E) and reporting to the MTF
9. Entities share information on performance in implementing the MTF and progress towards expected results. This will support reporting on national development performance as well as allow for lessons learned to be used as evidence in developing the next MTF. (Figure 6)

Figure 7. Cycle of Aligning Sector and Organizational Planning with the Successive MTFs



10. “Responsible Entities” show leadership in engaging partner entities to align their planning, implementation and M&E to the MTF. The successful implementation of Vision 2030 Jamaica requires that at all levels there is transformational leadership, and coordination towards a coherent collective effort to advance the “Future We Want”

11. Risk Matrices are prepared and Mitigation Strategies developed towards effective management of implementation processes and the development environment

Appendix 1: Sample Tables of Priority Results, Strategies and Actions from MTF 2021–2024

The process of alignment requires an understanding of the MTF. See Figures 8, 9 and 10, which are samples of the tables of strategic priority results and actions. The national strategies, development programme areas and main actions presented in MTF 2021-2024, are primarily those that will be led by government. However, actions led by other partners in development, such as the private sector, are included. Figure 7 includes a description of some of the headings in the Tables—see Table of Definitions for further details. Figure 9 is another sample table and Figure 10 is a sample of the tables in the Summary Document on MTF 2021–2024.

Figure 8. Description of headings in the tables: **National Strategies and Medium-Term Policy-Driven Sector Strategies, Programmes and Results, by National Outcomes**

| National Strategy 1-1: Maintain a Stable Population | | National Strategy Outcome: A Stable Population achieved and maintained through 2030 | | | | | | | | | |
|---|-------------------|---|--|--|---|---|--|--------------|--|--|--|
| Development Programme Area(s) & Schedule/Duration | | Objective (s) | Development Results | | | | Responsible Entity/ies | Costs ('000) | Assumptions | Risks/Limitations | |
| Name of Programme/ Sub-Programme Areas | Schedule/Duration | | Output (s) | Outcome (s) | Output Indicator (s) | Target (s) 2024 | | | | | |
| | Start Date | End Date | | | | | | | | | |
| Development Area: Sexual and Reproductive Health | | | | | | | | | | | |
| Sector Strategy: Strengthen policies, plans, systems, and mechanisms to support the achievement of medium- to long-term country targets for the sexual and reproductive health of the population | | | | | | | Aligned SDGs Targets: 3.1, 3.2, 3.3, 3.7, 5.6 | | | | |
| 4. Sexual and Reproductive Health (SRH) | 2009 | 2030 | To develop and implement evidence- and results-based SRH policies, plans, programmes | Access to relevant SRH information, commodities, and | Enabling environment for good sexual and reproductive health throughout the life course | Outcome Indicators: | | MOH W | Sufficient human, financial, technology resources and capacities | Insufficient resources | |
| | | | | | | Fertility rate among women of reproductive cohort | 2.1/1,000 | | | Inadequate capture of data from surveys, administrative records, | |

The time period for targets to be achieved

The factors that are assumed to be in place to facilitate achievement of the expected development result

The factors that could impede the achievement of development outcomes if not mitigated/addressed

The costs are not yet available

The SDGs Targets aligned to the Sector Strategy (the SDGs Targets are listed in the Appendix)

The entities that lead planning and/or implementation

Sector level output aligned to the sector strategy and development programme area

The sectoral outcome that is aligned to the Sector Strategy

The indicators in this column are primarily output indicators. However, some outcome indicators have been included, and are appropriately labelled

The indicator for measuring the achievement of an output

The target that covers the 3-year period up to March 2024

Figure 9. Table of Results, Strategies and Actions - MTF 2021-2024

Table 1B: National Strategies and Medium-Term Policy-Driven Sector Strategies, Programmes and Results – “A Healthy and Stable Population”

| National Strategy 1-1: | | Maintain a Stable Population | | | National Strategy Outcome: A Stable Population | | | | | |
|--|-------------------|------------------------------|--|---|---|---|--|---------------------------|--|--|
| Development Programme Area(s) & Schedule/Duration | | Objective (s) | | April 2021-March 2024 | | | | | | |
| | | Development Results | | | | Responsible Entity/ies | Costs ('000) | Assumptions | Risks/Limitations | |
| Name of Programme/ Sub-Programme Areas | Schedule/Duration | Output (s) | Outcome (s) | Indicator (s) | Target (s) 2024 | | | | | |
| | Start Date | End Date | | | | | | | | |
| Development Area: Population and Development – Governance, Planning and Data | | | | | | | | | | |
| Sector Strategy: Strengthen the policy, legislative and data/statistical environment for population and development | | | | | | Aligned SDGs Targets: 3.1, 3.2, 3.3,4.4, 5.6,16.9,17.18, 17.19 | | | | |
| 1. Population Policy, Legislation and Planning | 2009 | 2030 | To provide an evidence-based regulatory and strategic planning framework for population and development to support the achievement | Evidence-based regulatory/governance and planning framework for Population and Development strengthened | Enabling environment for the sustainable and inclusive development of the population | | | PIOJ and key stakeholders | | |
| Main actions include: | | | | | | | | | | |
| i. Develop and implement National Population Policy | | | | | | Extent population and development policy developed/ mainstreamed/ implemented | Revised National Population Policy titled “National Population and Sustainable Development (NPSD) Policy” (White Paper) and Programme of Action (PoA) approved by Cabinet, by FY 2022/23 | | Outputs produced within schedule and quality specification | Delays in the delivery of outputs Insufficient stakeholder buy-in |

Figure 10. Table of Results, Strategies and Main Actions from Summary Document - MTF 2021–2024



| | | | |
|---|--|---|---|
| National Strategy 1-4: Strengthen and emphasize the primary health care approach | | National Strategy Outcome: Effective Primary Health Care | |
| Development Area: Primary Health Care | | | |
| Sector Strategy: Deepen and expand the shift to primary health care and reduce reliance on long-stay hospital care | | Outcome: An enabling environment for effective primary health care | Aligned SDGs Targets: 3.1, 3.2, 3.4, 3.8 |
| Development Programme Areas | | Main Actions | |
| 21. Primary Health Care Reform | | i. Reorient and Restructure Primary Health Care | |
| | | ii. Upgrade the infrastructure of primary health care facilities | |
| | | iii. Review and upgrade organizational structure in primary health care (PHC) facilities | |
| | | iv. Develop comprehensive quality primary care service | |
| Sector Strategy: Ensure the effectiveness of the care pathway | | Outcome: Effective care pathway | Aligned SDGs Targets: 3.8, 3.d |
| Development Programme Areas | | Main Actions | |
| 22. Establish an integrated health system network | | i. Establish Health Information System | |
| | | ii. Establish systems, protocols and procedures for provision of appropriate services based on established care pathways for each stage of the life cycle | |


Appendix 2: Sustainable Development Goals (SDGs) and Targets


Table 2. 2030 Agenda for Sustainable Development – 17 Sustainable Development Goals







2030 Agenda for Sustainable Development 17 Sustainable Development Goals



| Sustainable Development Goals (SDGs) | Targets |
|--|---|
| <p>GOAL 1: End poverty in all its forms everywhere</p>  | <p>1.1 – By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than US\$1.25 a day</p> |
| | <p>1.2 – By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p> |
| | <p>1.3 – Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> |
| | <p>1.4 – By 2030 ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance</p> |
| | <p>1.5 – By 2030 build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> |
| | <p>1.a – Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation to provide adequate and predictable means for developing countries, in particular least developed countries (LDCs), to implement programmes and policies to end poverty in all its dimensions</p> |
| | <p>1.b – Create sound policy frameworks at national, regional and international levels, based on pro-poor and gender-sensitive development strategies to support accelerated investments in poverty eradication actions</p> |
| <p>GOAL 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>  | <p>2.1 – By 2030 end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> |
| | <p>2.2 – By 2030 end all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under five years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons</p> |
| | <p>2.3 – By 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment</p> |
| | <p>2.4 – By 2030 ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and that progressively improve land and soil quality</p> |
| | <p>2.5 – By 2020 maintain genetic diversity of seeds, cultivated plants, farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at national, regional and international levels, and ensure access to fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge as internationally agreed</p> |


| Sustainable Development Goals (SDGs) | Targets |
|---|--|
| | <p>2.a – Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development, and plant and livestock gene banks to enhance agricultural productive capacity in developing countries, in particular in least developed countries</p> <p>2.b – Correct and prevent trade restrictions and distortions in world agricultural markets including by the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round</p> <p>2.c – Adopt measures to ensure the proper functioning of food commodity markets and their derivatives, and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility</p> |
| <p>GOAL 3: Ensure healthy lives and promote well-being for all at all ages</p>  | <p>3.1 – By 2030 reduce the global maternal mortality ratio to less than 70 per 100,000 live births</p> <p>3.2 – By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births</p> <p>3.3 – By 2030 end the epidemics of HIV/AIDS, tuberculosis, malaria, and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases</p> <p>3.4 – By 2030 reduce by one-third premature mortality from non-communicable diseases (NCDs), through prevention and treatment, and promote mental health and well-being</p> <p>3.5 – Strengthen prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol</p> <p>3.6 – By 2020 halve global deaths and injuries from road traffic accidents</p> <p>3.7 – By 2030 ensure universal access to sexual and reproductive health care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes</p> <p>3.8 – Achieve Universal health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality and affordable essential medicines and vaccines for all</p> <p>3.9 – By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</p> <p>3.a – Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate</p> <p>3.b – Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all</p> |



| Sustainable Development Goals (SDGs) | Targets |
|---|--|
| | <p>3.c – Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States</p> <p>3.d – Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks</p> |
| <p>GOAL 4: Ensure inclusive and equitable education and promote life-long learning opportunities for all</p>  | <p>4.1 – By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes</p> <p>4.2 – By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education</p> <p>4.3 – By 2030, ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university</p> <p>4.4 – By 2030, substantially increase the number of youth and adults who have relevant skills including technical and vocation skills, for employment, decent jobs and entrepreneurship</p> <p>4.5 – By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations</p> <p>4.6 – By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy</p> <p>4.7 – By 2030, ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture’s contribution to sustainable development</p> <p>4.a – Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all</p> <p>4.b – By 2020, substantially expand globally the number of scholarships available to developing countries, in particular LDCs, SIDS and African countries, for enrolment in higher education, including vocational training, ICT, technical, engineering and scientific programmes in developed countries and other developing countries</p> <p>4.c – By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially LDCs and SIDS</p> |
| | <p>5.1 – End all forms of discrimination against all women and girls everywhere</p> <p>5.2 – Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>5.3 – Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation</p> |



| Sustainable Development Goals (SDGs) | Targets |
|--|---|
| <p>GOAL 5: Achieve gender equality and empower all women and girls</p>  | <p>5.4 – Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate</p> <p>5.5 – Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p>5.6 – Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference of Population and Development (ICPD) and the Beijing Platform for Action and the outcome documents of their review conferences</p> <p>5.a – Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources in accordance with national laws</p> <p>5.b – Enhance the use of enabling technologies, in particular ICT, to promote women’s empowerment</p> <p>5.c – Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels</p> |
| <p>GOAL 6: Ensure availability and sustainable management of water and sanitation for all</p>  | <p>6.1 – By 2030, achieve universal and equitable access to safe and affordable drinking water for all</p> <p>6.2 – By 2030, achieve access to adequate and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations</p> <p>6.3 – By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p>6.4 – By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity, and substantially reduce the number of people suffering from water scarcity</p> <p>6.5 - By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate</p> <p>6.6 – By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</p> <p>6.a – By 2030, expand international cooperation and capacity-building support to developing countries in water and sanitation related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies</p> <p>6.b – Support and strengthen the participation of local communities for improving water and sanitation management</p> |
| | <p>7.1 – By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>7.2 – By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>7.3 – By 2030, double the global rate of improvement in energy efficiency</p> <p>7.a – By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p> |


| Sustainable Development Goals (SDGs) | Targets |
|---|---|
| <p>GOAL 7: Ensure access to affordable, reliable, sustainable and modern energy for all</p>  | <p>7.b – By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support</p> |
| <p>GOAL 8: Promote sustained and inclusive economic growth, full and productive employment and decent work for all</p>  | <p>8.4 – Improve progressively through 2030 global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation in accordance with the 10-year framework of programmes on sustainable consumption and production with developed countries taking the lead</p> <p>8.5 – By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6 – By 2020, substantially reduce the proportion of youth not in employment, education or training</p> <p>8.7 – Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>8.8 – Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment</p> <p>8.9 – By 2030, devise and implement policies to promote sustainable tourism which creates jobs and promotes local culture and products</p> <p>8.10 – Strengthen the capacity of domestic financial institutions to encourage and to expand access to banking, insurance and financial services for all</p> <p>8.a – Increase Aid for Trade support for developing countries, particularly LDCs including through the Enhanced Integrated Framework for Trade-Related Technical Assistant for LDCs</p> <p>8.b – By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization</p> <p>8.4 – Improve progressively through 2030 global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation in accordance with the 10-year framework of programmes on sustainable consumption and production with developed countries taking the lead</p> <p>8.5 – By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6 – By 2020, substantially reduce the proportion of youth not in employment, education or training</p> |

| Sustainable Development Goals (SDGs) | Targets |
|---|---|
| <p data-bbox="212 483 379 741">GOAL 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>  | <p data-bbox="411 309 1388 389">9.1 – Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p> |
| | <p data-bbox="411 421 1374 501">9.2 – Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry’s share of employment and GDP in line with national circumstances, and double its share in LDCs</p> |
| | <p data-bbox="411 533 1366 613">9.3 –Increase the access of small-scale industrial and other enterprises, particularly in developing countries, to financial services including affordable credit and their integration into value chains and markets</p> |
| | <p data-bbox="411 645 1315 748">9.4 – By 2030 upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, all countries taking action in accordance with their respective capabilities</p> |
| | <p data-bbox="411 757 1388 860">9.5 – Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending</p> |
| | <p data-bbox="411 869 1374 949">9.a – Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, LDCs, LLDCs and SIDS</p> |
| | <p data-bbox="411 981 1378 1061">9.b – Support domestic technology development, research and innovation in developing countries including by ensuring a conducive policy environment for inter alia industrial diversification and value addition to commodities</p> |
| | <p data-bbox="411 1070 1350 1128">9.c – Significantly increase access to ICT and strive to provide universal and affordable access to internet in LDCs by 2020</p> |
| | |
| | <p data-bbox="212 1368 379 1480">GOAL10: Reduce inequality within and among countries</p>  |
| <p data-bbox="411 1301 1321 1359">10.2 – By 2030, empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> | |
| <p data-bbox="411 1368 1385 1449">10.3 – Ensure equal opportunity and reduce inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regards</p> | |
| <p data-bbox="411 1480 1315 1538">10.4 – Adopt policies especially fiscal, wage, and social protection policies and progressively achieve greater equality</p> | |
| <p data-bbox="411 1570 1286 1628">10.5 - Improve regulation and monitoring of global financial markets and institutions and strengthen implementation of such regulations</p> | |
| <p data-bbox="411 1659 1382 1762">10.6 – Ensure enhanced representation and voice of developing countries in decision making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions</p> | |
| <p data-bbox="411 1771 1369 1852">10.7 – Facilitate orderly, safe, regular and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies</p> | |
| <p data-bbox="411 1861 1353 1942">10.a – Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with WTO agreements</p> | |
| <p data-bbox="411 1951 1382 2031">10.b – Encourage ODA and financial flows, including foreign direct investment, to states where the need is greatest, in particular LDCs, African countries, SIDS, and LLDCs, in accordance with their national plans and programmes</p> | |

| Sustainable Development Goals (SDGs) | Targets |
|--|--|
| | <p>10.c – By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent</p> |
| <p>GOAL 11 - Make cities and human settlements inclusive, safe, resilient and sustainable</p>  | <p>11.1 – By 2030, ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums</p> <p>11.2 – By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p> <p>11.3 – By 2030, enhance inclusive and sustainable urbanization and capacities for participatory, integrated and sustainable human settlement planning and management in all countries</p> <p>11.4 – Strengthen efforts to protect and safeguard the world’s cultural and natural heritage</p> <p>11.5 – By 2030, significantly reduce the number of deaths and the number of affected people and decrease by y per cent the economic losses relative to GDP caused by disasters, including water-related disasters, with the focus on protecting the poor and people in vulnerable situations</p> <p>11.6 – By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management</p> <p>11.7 – By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, particularly for women and children, older persons and persons with disabilities</p> <p>11.a – Support positive economic, social and environmental links between urban, per-urban and rural areas by strengthening national and regional development planning</p> <p>11.b – By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, develop and implement in line with the forthcoming Hyogo Framework holistic disaster risk management at all levels</p> <p>11.c – Support least developed countries, including through financial and technical assistance, for sustainable and resilient buildings utilizing local materials</p> |
| | <p>12.1 – Implement the 10-Year Framework of Programmes on sustainable consumption and production (10YFP), all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries</p> <p>12.2 – By 2030, achieve sustainable management and efficient use of natural resources</p> <p>12.3 – By 2030, halve per capita global food waste at the retail and consumer level, and reduce food losses along production and supply chains including post-harvest losses</p> <p>12.4 – By 2020, achieve environmentally sound management of chemicals and all wastes throughout their life cycle in accordance with agreed international frameworks and significantly</p> |

| Sustainable Development Goals (SDGs) | Targets |
|---|--|
| <p>GOAL 12: Ensure sustainable consumption and production patterns</p>  | <p>reduce their release to air, water and soil to minimize their adverse impacts on human health and the environment</p> <p>12.5 – By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p> <p>12.6 – Encourage companies, especially large and trans-national companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>12.7 – Promote public procurement practices that are sustainable in accordance with national policies and priorities</p> <p>12.8 – By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p> <p>12.a – Support developing countries to strengthen their scientific and technological capacities to move towards more sustainable patterns of consumption and production</p> <p>12.b – Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products</p> <p>12.c – Rationalize inefficient fossil fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities</p> |
| <p>Goal 13: Take urgent action to combat climate change and its impact</p>  | <p>13.1 – Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries</p> <p>13.2 – Integrate climate change measures into national policies, strategies, and planning</p> <p>13.3 – Improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning</p> <p>13.a – Implement the commitment undertaken by developed country Parties to the UNFCCC to a goal of mobilizing jointly USD100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible</p> <p>13.b – Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities</p> |
| <p>GOAL 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> | <p>14.1 – By 2025, prevent and significantly reduce marine pollution of all kinds, particularly from land-based activities, including marine debris and nutrient pollution</p> <p>14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans</p> <p>14.3 – Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels</p> <p>14.4 – By 2020, effectively regulate harvesting, and end overfishing, illegal, unreported and unregulated (IUU) fishing and destructive fishing practices and implement science-based</p> |

| Sustainable Development Goals (SDGs) | Targets |
|---|--|
|  | management plans, to restore fish stocks in the shortest time feasible at least to levels that can produce maximum sustainable yield as determined by their biological characteristics |
| | 14.5 – By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on best available scientific information |
| | 14.6 – By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, and eliminate subsidies that contribute to IUU fishing, and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the WTO fisheries subsidies negotiation |
| | 14.7 – By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism |
| | 14.a – Increase scientific knowledge, develop research capacities and transfer marine technology taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular SIDS and LDCs |
| | 14.b – Provide access for small-scale artisanal fishers to marine resources and markets |
| | 14.c – Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of “The future we want” |
| <p data-bbox="212 1323 381 1756">GOAL 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>  | 15.1 – By 2020, ensure conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements |
| | 15.2 – By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally |
| | 15.3 – By 2020, combat desertification, and restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land-degradation neutral world |
| | 15.4 – By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, to enhance their capacity to provide benefits which are essential for sustainable development |
| | 15.5 – Take urgent and significant action to reduce degradation of natural habitat, halt the loss of biodiversity, and, by 2020, protect and prevent the extinction of threatened species |
| | 15.6 – Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed |
| | 15.7 – Take urgent action to end poaching and trafficking of protected species of flora and fauna, and address both demand and supply of illegal wildlife products |
| | 15.8 – By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems, and control or eradicate the priority species |
| | 15.9 – By 2020, integrate ecosystems and biodiversity values into national and local planning, development processes and poverty reduction strategies, and accounts |

| Sustainable Development Goals (SDGs) | Targets |
|---|--|
| | <p>15.a – Mobilize and significantly increase from all sources financial resources to conserve and sustainably use biodiversity and ecosystems</p> <p>15.b – Mobilize significant resources from all sources and at all levels to finance sustainable forest management, and provide adequate incentives to developing countries to advance sustainable forest management, including for conservation and reforestation</p> <p>15.c – Enhance global support to efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities</p> |
| <p>GOAL 16: Promote peaceful and inclusive societies for</p>  <p>sustainable development, provide access to justice for all and build effective and inclusive institutions at all levels</p> | <p>16.1 – Significantly reduce all forms of violence and related death rates everywhere</p> <p>16.2 – End abuse, exploitation, trafficking and all forms of violence and torture against children</p> <p>16.3 – Promote the rule of law at the national and international levels, and ensure equal access to justice for all</p> <p>16.4 – By 2030, significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organized crime</p> <p>16.5 – Substantially reduce corruption and bribery in all their forms</p> <p>16.6 – Develop effective, accountable and transparent institutions at all levels</p> <p>16.7 – Ensure responsive, inclusive, participatory and representative decision-making at all levels</p> <p>16.8 – Broaden and strengthen the participation of developing countries in the institutions of global governance</p> <p>16.9 – By 2030, provide legal identity for all, including birth registration</p> <p>16.10 – Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p> <p>16.a – Strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime</p> <p>16.b – Promote and enforce non-discriminatory laws and policies for sustainable development</p> |
| <p>GOAL 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> | <p>17.1 – Strengthen domestic resource mobilization, including through international support to developing countries to improve domestic capacity for tax and other revenue collection</p> <p>17.2 – Developed countries to implement fully their Official Development Assistance (ODA) commitments, including to provide 0.7 per cent of Gross National Income (GNI) in ODA to developing countries of which 0.15-0.20 per cent to least-developed countries</p> <p>17.3 – Mobilize additional financial resources for developing countries from multiple sources</p> <p>17.4 – Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries (HIPC) to reduce debt distress</p> |

| Sustainable Development Goals (SDGs) | Targets |
|---|--|
|  | <p>17.5 – Adopt and implement investment promotion regimes for LDCs</p> |
| | <p>17.6 – Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation, and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, particularly at UN level, and through a global technology facilitation mechanism</p> |
| | <p>17.7 – Promote development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed</p> |
| | <p>17.8 – Fully operationalize the Technology Bank and STI (Science, Technology and Innovation) capacity building mechanism for LDCs by 2017, and enhance the use of enabling technologies in particular ICT</p> |
| | <p>17.9 – Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all sustainable development goals, including through North-South, South-South, and triangular cooperation</p> |
| | <p>17.10 – Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the WTO including through the conclusion of negotiations within its Doha Development Agenda</p> |
| | <p>17.11 – Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries’ share of global exports by 2020</p> |
| | <p>17.12 – Realize timely implementation of duty-free, quota-free market access on a lasting basis for all least developed countries consistent with WTO decisions, including through ensuring that preferential rules of origin applicable to imports from LDCs are transparent and simple, and contribute to facilitating market access</p> |
| | <p>17.13 – Enhance global macroeconomic stability including through policy coordination and policy coherence</p> |
| | <p>17.14 – Enhance policy coherence for sustainable development</p> |
| | <p>17.15 - Respect each country’s policy space and leadership to establish and implement policies for poverty eradication and sustainable development</p> |
| | <p>17.16 – Enhance the global partnerships for sustainable development complemented by multi-stakeholder partnerships. In particular, enhance those partnerships that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all countries, particularly developing countries</p> |
| | <p>17.17 – Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships Data, monitoring and accountability</p> |
| | <p>17.18 – By 2020, enhance capacity building support to developing countries, including for LDCs and SIDS, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts”</p> |
| | <p>17.19 – By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement GDP, and support statistical capacity building in developing countries</p> |

Appendix 3: Government's Priorities translated in Vision 2030 Jamaica and MTF 2021–2024, and aligned SDGs

Table 3. Government’s Priorities translated in Vision 2030 Jamaica and MTF 2021–2024, and aligned SDGs

| Resilience, Recovery and Growth towards Sustainable and Inclusive Development | | | | |
|--|--|---|--|---|
| Government’s Medium Term Development Priorities | Government’s Priorities translated in Vision 2030 Jamaica and MTF 2021–2024, and aligned SDGs | | | |
| | National Goals | National Outcomes | MTF 2021-2024 Strategic Development Priorities – Themes | Alignment to 5 P’s and SDGs |
| Healthcare and Wellness | Goal 1 - Jamaicans are empowered to achieve their fullest potential | National Outcome 1 – A Healthy and Stable Population | Healthcare and Wellness | People : Goal 1. End poverty in all its forms everywhere Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Goal 5. Achieve gender equality and empower all women and girls Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, |
| Human Capital Development | | National Outcome 2 – World-Class Education and Training | Human Capital Development | |
| Social Protection | | National Outcome 3 – Effective Social Protection | Social Protection and Social Inclusion | |
| Human Capital Development | | National Outcome 4 - Authentic and Transformational Culture | Transformational Culture | |

Resilience, Recovery and Growth towards Sustainable and Inclusive Development

| Government's Medium Term Development Priorities | Government's Priorities translated in Vision 2030 Jamaica and MTF 2021–2024, and aligned SDGs | | | |
|--|---|--|--|--|
| | National Goals | National Outcomes | MTF 2021-2024 Strategic Development Priorities – Themes | Alignment to 5 P's and SDGs |
| | | | | <p>accountable and inclusive institutions at all levels</p> <p>**With Agenda 2030, culture is viewed as a cross cutting related to education, sustainable cities, food security, the environment, economic growth, sustainable consumption and production patterns, peaceful and inclusive societies</p> |
| Rule of Law and Timely Justice Outcomes | Goal 2 – The Jamaican society is secure, cohesive and just | National Outcome 5 – Security and Safety National Outcome 6 – Effective Social Protection | Rule of Law and Timely Justice Governance and public sector effectiveness | <p>Peace and Partnerships:</p> <p>Goal 3. Ensure healthy lives and promote well-being for all at all ages</p> <p>Goal 5. Achieve gender equality and empower all women and girls</p> <p>Goal 10. Reduce inequality within and among countries</p> <p>Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p>Goal 17. Strengthen the means of implementation and revitalize the global partnership</p> |
| Macro-Economic Stability and Fiscal Sustainability | Goal 3 – Jamaica's economy is prosperous | National Outcome 7 – A Stable Macroeconomy | Economic Stability, & Growth | <p>Prosperity :</p> <p>Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> |

**Resilience, Recovery and Growth
towards
Sustainable and Inclusive Development**

| Government's Medium Term Development Priorities | Government's Priorities translated in Vision 2030 Jamaica and MTF 2021–2024, and aligned SDGs | | | |
|--|---|---|---|--|
| | National Goals | National Outcomes | MTF 2021-2024 Strategic Development Priorities – Themes | Alignment to 5 P's and SDGs |
| Inclusive Sustainable Economic Growth and Job Creation | | National Outcome 8 – A Enabling Business Environment National Outcome 9 – Strong Economic Infrastructure National Outcome 10 – Energy Security and Efficiency National Outcome 11 – A Technology-Enabled Society National Outcome 12 – Internationally Competitive Industry Structures – Agriculture, Construction, Culture and Creative Industries, Information Communications Technology (ICT), Mining and Quarrying, Manufacture, Services, Sport, Tourism | Employment and International Competitiveness | Goal 3. Ensure healthy lives and promote well-being for all at all ages Goal 6. Ensure availability and sustainable management of water and sanitation for all Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 10. Reduce inequality within and among countries Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 12. Ensure sustainable consumption and production patterns Goal 13. Take urgent action to combat climate change and its impacts Goal 17. Strengthen the means of implementation and revitalize the global partnership |
| | Goal 4 – Jamaica has a healthy | National Outcome 13 – Sustainable | Environmental Sustainability and | Planet : |

**Resilience, Recovery and Growth
towards
Sustainable and Inclusive Development**

| Government's Medium Term Development Priorities | Government's Priorities translated in Vision 2030 Jamaica and MTF 2021–2024, and aligned SDGs | | | |
|---|---|--|--|---|
| | National Goals | National Outcomes | MTF 2021-2024 Strategic Development Priorities – Themes | Alignment to 5 P's and SDGs |
| | natural environment | Management and Use of Environmental and Natural Resources National Outcome 14 – Hazard Risk Reduction and Adaptation to Climate Change National Outcome 15 – Sustainable Urban and Rural Development | Climate Change Response Rural Development and Urban Renewal | Goal 1. End poverty in all its forms everywhere Goal 6. Ensure availability and sustainable management of water and sanitation for all Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable Goal 12. Ensure sustainable consumption and production patterns Goal 13. Take urgent action to combat climate change and its impacts Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss |

