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ANALYSIS OF THE GLOBAL COMPETITIVENESS REPORT 2011-2012



Acknowledgements

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SUMMARY

The Global Competitiveness Index 2011-2012 ranked Jamaica at 107 out of 142 countries. This ranking moved Jamaica from being in the top 68 per cent over the two previous years (2010-2011, 2009-2010) to the top 75 per cent of the countries surveyed. Three broad categories comprising 12 indicators were weighted to obtain an overall index. The three categories were weighted and ranked as follows:

- **Basic Requirements**, with a weighting of 40.7 per cent, was ranked at 116 reflecting a slippage of 7.6 percentage points;
- **Efficiency Enhancers**, with a weighting of 49.5 per cent, was ranked at 85 reflecting a decline of 2.3 percentage points;
- **Innovation and Sophistication Factors** with a weighting of 9.8 per cent was ranked at 84 improving by 2.7 percentage points.

In an effort to improve competitiveness, the government would need to improve areas of weaknesses as well as continue to build on areas of strength. The report indicated that the areas of greatest weaknesses lie within the Basic Requirements category. These were:

- the Macroeconomic Environment which was ranked last of the 142 countries surveyed and third to last in the 139 countries surveyed in the previous year;
- Health and Primary Education was ranked low at 106 with a decline of 1.2 percentage points.

The best rankings were obtained for:

- Financial Market Development ranked at 52, placing Jamaica in the top 37 per cent; and
- Technological Readiness ranked at 72, placing Jamaica in the top 37 per cent.

Additional information was provided through a survey¹ targeting Jamaican business executives. In this survey respondents were asked to select the five most problematic factors for doing business, from a list of 15. The results were tabulated and weighted according to the ranking assigned by the correspondents. Figure 1 reflects the five most problematic factors.

¹ Information drawn from the 2011 edition of the World Economic Forum's Executive Opinion Survey.

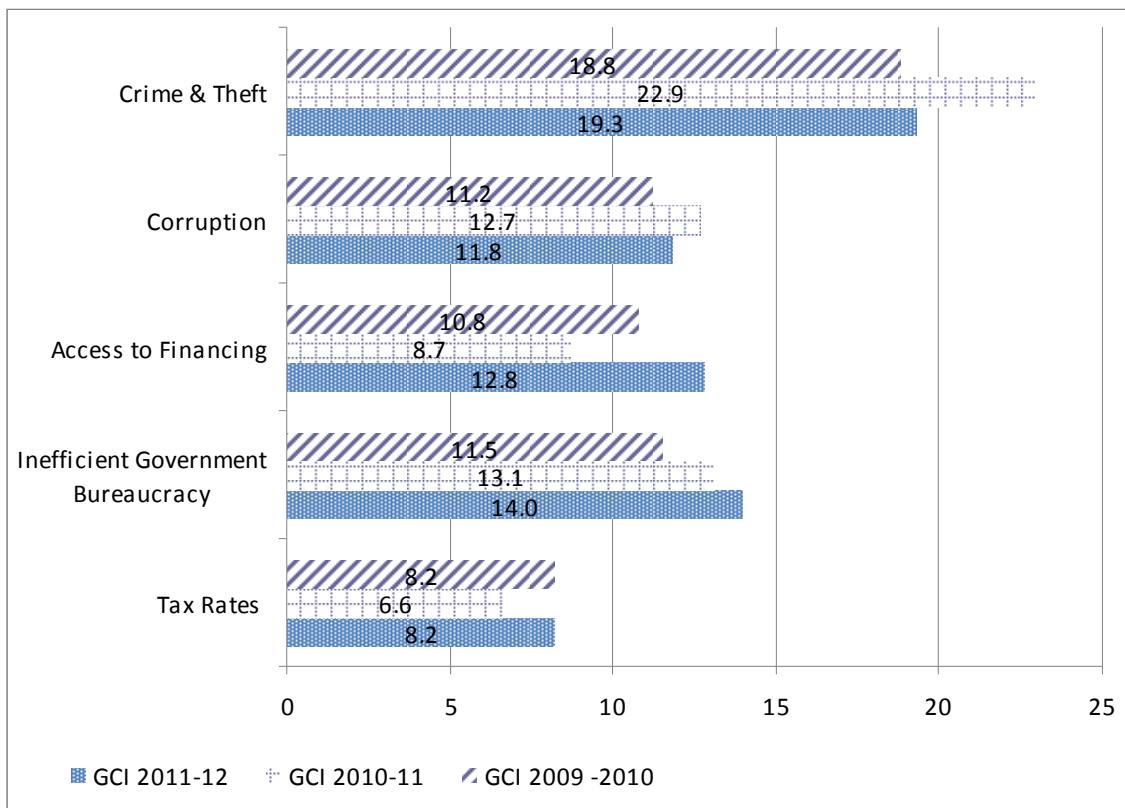


Figure1: Top 5 Problematic Factors for Doing Business in Jamaica

Despite showing signs of improvement, Crime & Theft continued to be perceived as the most problematic factor in 2010. This was followed by Inefficient Government Bureaucracy; Access to Financing; Corruption; and Tax Rates.

HIGHLIGHTS OF THE GLOBAL COMPETITIVENESS REPORT, 2011 -12

The Global Competitiveness Report (GCR) is published annually by the World Economic Forum and ranks countries based on their level of competitiveness. The 2011–2012 report was compiled from data gathered for 2010 or the latest available annual data. These reports define competitiveness as the set of institutions, policies, and factors that determine the level of productivity within a country. The level of productivity determines (a) the level of prosperity within an economy; and (b) the rates of return obtained by investments in an economy. These rates of return are the fundamental drivers of its growth rates. Markets should have a level of competition that provides the right incentives to achieve greater efficiency.

The more competitive countries tend to be able to provide higher levels of income for their citizens and will likely experience a faster rate of growth in the short term. That is, given the same amount of resources the more competitive countries will achieve a higher level of output and income.

The GCR ranking is based on 12 indicators or pillars which are classified into three broad categories (a) Basic Requirements (b) Efficiency Enhancers and (c) Innovation & Sophistication Factors (Table 2).

The three (3) categories are weighted to obtain an overall index. For countries like Jamaica

TABLE 1: THE GLOBAL COMPETITIVENESS INDEX SELECTED RANKINGS
2011–2012 , 2010–2011, 2009–2010

	2011– 2012	2010– 2011	2009– 2010
Country/Economy			
Switzerland	1	1	1
United States	5	4	2
Singapore	2	3	3
Sweden	3	2	4
Denmark	8	9	5
Finland	4	7	6
Germany	6	5	7
Japan	9	6	8
Canada	12	10	9
Netherlands	7	8	1
Hong Kong SAR	11	11	11
Taiwan, China	13	13	12
United Kingdom	10	12	13
Barbados	42	43	44
Costa Rica	61	56	55
Brazil	53		56
Trinidad and Tobago	81	84	86
Jamaica	107	95	91
Dominican Republic	110	101	95
Guyana	109	110	104

Source: Global Competitiveness Reports

which are efficiency driven², Efficiency Enhancers are weighted the heaviest, accounting for 49.5 per cent followed by Basic Requirements weighted at 40.7 per cent and Innovation & Sophistication factors weighted at 9.8 per cent. Of the three main categories, Jamaica earned its lowest score for the Basic Requirements with a ranking of 116 out of the 142 countries assessed in the 2011–2012 report.

The GCR 2011–2012 indicated that Jamaica's competitiveness continued to decline, with an overall ranking of 107 out of 142 countries (Table 2). This ranking moved Jamaica from being in the top 68 per cent to the top 75 per cent of the countries surveyed. The report attributed the lower ranking mainly to the deterioration of security conditions and macroeconomic environment. This ranking placed Jamaica third amongst the CARICOM countries surveyed, behind Barbados and Trinidad (Figure 2).

Table 2: Jamaica's Rank and Percentile - Global Competitiveness Index

	GCI 2011–2012			GCI 2010–2011			GCI 2009–2010		
	Rank (out of 142)	Percentile Rank	Score (1-7)	Rank (out of 139)	Percentile Rank	Score (1-7)	Rank (out of 133)	Percentile Rank	Score (1-7)
Overall Ranking	107	75.4		95	68.3		91	68.4	
Basic Requirements (40.7%)	116	81.7	3.8	103	74.1	3.9	101	75.9	3.7
Institutions	86	60.6	3.6	85	61.2	3.7	82	61.7	3.7
Infrastructure	79	55.6	3.7	65	46.8	3.9	67	50.4	3.8
Macroeconomic Environment	142	100.0	2.6	137	98.6	2.9	131	98.5	2.3
Health and Primary Education	106	74.6	5.1	102	73.4	5.2	88	66.2	5.1
Efficiency Enhancers (49.5%)	85	59.9	3.8	80	57.6	3.9	73	54.9	4.0
Higher Education and Training	85	59.9	3.9	80	57.6	3.9	77	57.9	3.8
Goods Market Efficiency	78	54.9	4.1	80	57.6	4.0	69	51.9	4.2
Labour Market Efficiency	80	56.3	4.2	83	59.7	4.2	72	54.1	4.3
Financial Market Development	52	36.6	4.3	46	33.1	4.5	46	34.6	4.6
Technological Readiness	72	50.7	3.6	60	43.2	3.8	50	37.6	3.9
Market Size	102	71.8	2.8	99	71.2	2.9	100	75.2	2.9
Innovation and Sophistication Factors (9.8%)	84	59.2	3.4	86	61.9	3.3	83	62.4	3.4
Business Sophistication	75	52.8	3.8	81	58.3	3.7	79	59.4	3.8
Innovation	94	66.2	2.9	93	66.9	2.9	82	61.7	3.0

² Efficiency driven countries have a per capita income within a range of US\$3000 – US\$9000 per annum.

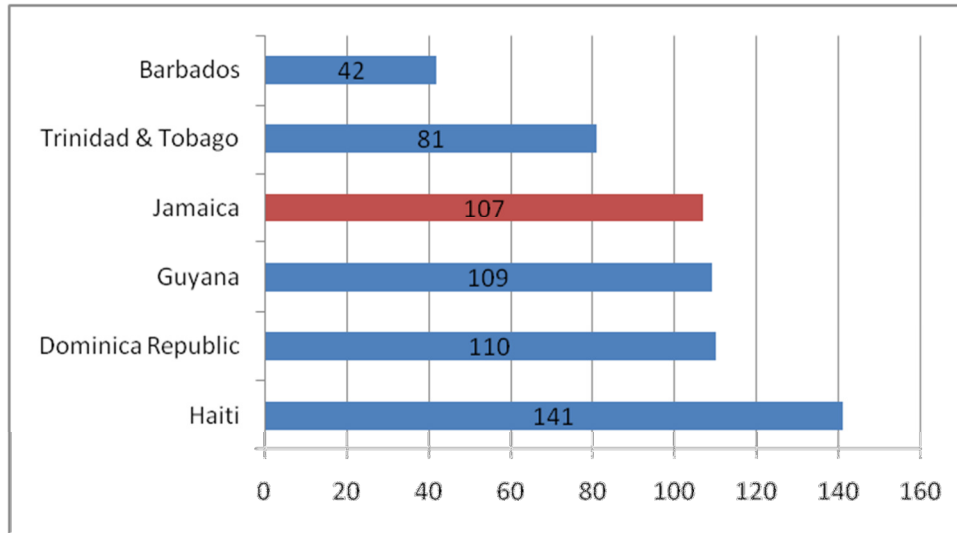


Figure 2: Ranking of the Caricom Countries.

1. BASIC REQUIREMENTS

1.1 Institutions: The institutional environment forms the framework within which firms and government interact to produce goods and services in the economy. Therefore, it influences investment decisions and the organization of production. There are 21 sub-indicators under the Institutions pillar, including Property Rights, Efficiency of legal framework and the Business Cost of Crime & Violence. The indicator Institutions ranked 86 overall of the 142 countries compared with 89 out of 139 countries in the previous year, reflecting an improvement of 3.5 percentage points. Jamaica's worst rating was associated with the sub-indicator *Business Costs of Crime & Violence* (140) followed by *Organized Crime* (135). That is, Jamaica was rated the third worst country as it relates to the former and the eight worst in the case of the latter. In the previous report, they were rated the fourth and sixth worst, respectively.

Similar to the previous year, Jamaica was best ranked in the areas of (a) *Strength of Auditing and Reporting Standard* (37) – down 1.6 percentage points; and (b) *Judicial Independence* (48) – relatively unchanged in ranking. In the 2009 – 2010 GCR the rankings were 34 and 47, respectively.

Of the 21 sub-indicators under Institutions compared with the previous year, the most significant deterioration in rank were recorded for:

- *Business Cost of Terrorism* – moving from 76 to 88 (down 7.3 percentage points)
- *Burden of Government Regulations* – moving from 112 to 123 (down 6.0

- percentage points)
- *Protection of Minority Shareholders' Interest* – moving from 50 to 59 (down 5.6 percentage points).

On the contrary, the best movers were:

- *Efficiency of Corporate Boards* – moving to 72 from 91 (up 14.8 percentage points)
- *Irregular Payments and Bribes* – moving to 69 from 79 (up 8.2 percentage points)
- *Efficiency of Legal Framework in Settling Disputes* – moving to 78 from 85 (up 6.2 percentage points)

1.2 Infrastructure: Within the Basic Requirement category, although slipping 8.9 percentage points, Jamaica received its best ranking of 79 for the Infrastructure indicator. Efficient infrastructure is seen as an important driver of competitiveness and this is supported by the Threshold 21 Jamaica model (T21model) of the Planning Institute of Jamaica (PIOJ) which indicates that increased spending on infrastructure would lead to the highest level of GDP growth. The quality of infrastructure networks impacts economic growth and reduces income inequalities and poverty and reduces the effect of distance on a market. The development of the air and sea ports as well as the ongoing road improvements, have impacted positively on Jamaica's infrastructure ranking. With respect to infrastructure, Jamaica's best ranking was received for the sub-indicator *Quality of Port Infrastructure* (30), an improvement of 1.2 percentage points. This was followed by *Quality of Air Transport Infrastructure* with a ranking of 41, an improvement of 6.4 percentage points. The sub-indicator *Quality of Roads* was ranked at 75, a decline of 1.7 percentage points.

1.3 Macroeconomic Stability: The GCR indicated that Jamaica's macroeconomic stability was the worst rated of the 142 countries. Five of the six sub-indicators reflected deterioration in ranking as follows:

- *Gross National Savings, % GDP* moving to 133 from 75 (down 39.7 percentage points)
- *Inflation, annual % change* moving to 137 from 119 (down 10.9 percentage points)
- *Interest Rate Spread* moving to 127 from 111 (down 9.6 percentage points)
- *General Government Debt, % GDP* moving to 140 from 132 (down 3.6 percentage points)
- *Country Credit Rating* moving to 111 from 89 (down 14.1 percentage points).

Only the *Government Budget Balance (% GDP)* sub-indicator improved moving to 106 from 131 (up 19.6 percentage points).

Despite the ranking of the sub-indicators by the GCR, four of the macroeconomic indicators monitored by the PIOJ recorded an improvement (Table 3). These were:

- GDP Growth moving to -0.6 per cent from -2.5 per cent.
- Inflation moving to 7.8 per cent from 13.3 per cent.
- Fiscal balance/GDP ratio moving to -6.18 per cent from -10.87 per cent
- Debt/GDP ratio moving to 128.3 per cent from 129.3 per cent.

Only interest rate spread deteriorated.

These improvements showed signs of strengthening of the domestic economy. However, the rankings within the GCR reflected not only current domestic economic performance but policy and reforms implemented.

Table 3: Macroeconomic Stability Indicators

	2010	2009	2008
GDP Growth (%) a			
Inflation (%)	11.7	10.2	16.8
Interest Rate Spread (%)	17.48	14.74	11.62
Gross Savings Rate (%)	16.7	14.8	6.1
Fiscal Balance/GDP (%)*	-6.2	-10.9	-7.3
Debt/GDP (%)*	128.3	129.3	116.8

NA- not available

a - GDP Growth rates not included in the macroeconomic pillar of the GCR.

* - Fiscal year data available.

1.4 Health & Primary Education: This indicator was ranked at 106 compared with 102 in the previous year, a worsening of 1.3 percentage points. Of the ten sub-indicators, the lowest rankings were received for:

- *Primary Enrolment* (126), down 3.1 percentage points.
- *HIV Prevalence (% adult population)* (118), down 1.1 percentage points
- *Quality of Primary Education* (108), down 12.0 percentage points

2. EFFICIENCY ENHANCERS

2.1 Higher Education & Training: This indicator measures the secondary and tertiary enrolment rates as well as the quality of education. A competitive economy requires a well-educated labour force that is able to quickly adapt to the frequent changes in this globalised world. Jamaica was ranked 85 for this indicator compared with 80 in the previous year, down 2.3 percentage points. Of the eight sub-indicators, the lowest rankings were received for:

- *Quality of Math and Science Education* (120), down 1.8 percentage points
- *Availability of Research and Training Services* (103), down 1.3 percentage points

The sub-indicator, *Extent of Staff Training* was the best ranked at 48 up 1.8 percentage points.

2.2 Goods Market Efficiency: This indicator looks at the extent to which healthy market competition is encouraged and fostered so as to drive efficiency and productivity in businesses. This indicator was ranked at 78 compared with 80 in the previous year, placing within the top 54 per cent of countries surveyed relative to the top 58 per cent in the previous years. Of the sixteen sub-indicators, the lowest ranking of 121 was recorded for *Extent and Effect of Taxation*. Even though there was an improvement of 1.8 percentage points this sub-indicator was still considered one of the main impediments to efficiency within the goods market. This was followed by the *Degree of Customer Orientation* and *Total Tax Rate, % profits* which was ranked at 114 and 108, respectively (up 3.9 percentage points and down 0.5 percentage point, respectively). The best ranking was received for the sub-indicator *Agricultural Policy Costs* (19), an improvement of 21.2 percentage points.

2.3 Labour Market Efficiency: This category measures the extent to which workers are allocated to their most efficient tasks and are provided with the necessary incentives to give their best effort. Jamaica was ranked at 80 compared with 83 in the previous year, an improvement of 3.4 percentage points. The sub-indicators with the lowest rankings were:

- *Cooperation in Labour-Employer Relations* (122), down 3.2 percentage points
- *Pay and Productivity* (114), up 3.2 percentage points
- *Redundancy Costs* (99), down 1.4 percentage points
- *Brain Drain* (95), up 3.6 percentage points

The best ranking was for the sub-indicator *Rigidity of Employment Index, 0 -100(worst)* with a rank of 8, an improvement of 0.1 percentage point.

2.4 Financial Market Development: This is required to facilitate adequate amounts of capital for private sector investment through a combination of loans, well regulated securities exchanges and venture capital. Jamaica was ranked 52, down 3.5 percentage points. Of the eight sub-indicators, low rankings were received for:

- *Venture Capital Availability* (127), up 0.5 percentage point
- *Ease of Access to Loans* (124), up 5.5 percentage points
- *Affordability of Financial Services* (98), down 0.7 percentage point

The best ranking was recorded for the sub-indicator *Legal Rights Index* (20) which improved by 0.3 percentage point.

2.55 Technological Readiness: This measures the ability of countries to adopt new and existing technologies to enhance productivity of industries and firms. Jamaica was ranked at 72 compared with 60 in the previous year, down 7.5 percentage points. The best ranking was recorded for the sub-indicator *Availability of Latest Technology* (44), an improvement of 6.4 percentage points.

2.5 Market Size: The low ranking for market size (102) was influenced by Jamaica's relatively small domestic and low participation in the global market.

3. INNOVATION & SOPHISTICATION FACTORS

The category Innovation & Sophistication Factors refer to the quality of a country's overall business networks as well as the quality of individual firms operations and strategies.

3.1 Business Sophistication: For this indicator Jamaica was ranked at 75 compared with 81 in the previous year (up 5.5 percentage points). Of the nine sub-indicators, low rankings were received for:

- *Local Supplier Quantity* (99), up 10.1 percentage points
- *Value Chain Breadth* (95), down 7.2 percentage points
- *Control of International Distribution* (91) up 9.3 percentage points

The best ranking was recorded for the sub-indicator *Nature of Competitive Advantage* (35) down 2.3 percentage point

3.2 Innovation: This indicator examines the country's ability to adopt cutting edge technologies to improve efficiency and productivity. Jamaica was ranked at 94 compared with 93 in the previous year, an improvement 0.7 percentage points. Of the seven sub-indicators, low ranking were received for:

- *Gov't Procurement of Advanced Tech Products* (102) up down 5.6 percentage point
- *Company Spending on R&D* (101) down 11.4 percentage points
- *Capacity for Innovation* (97) up 8.7 percentage points

The best ranking was recorded for the sub-indicator *Quality of Scientific Research Institutions* (63) up 3.8 percentage points.

OUTLOOK: STRATEGIES TO ACHIEVE IMPROVED COMPETITIVENESS

Cognizant of Jamaica's weak economic performance and the impact of the global economic and financial crisis, the GOJ has embarked on various ongoing initiatives to improve Jamaica's level of global competitiveness. These activities are aligned to the Vision 2030 Jamaica National Development Plan (Tables 4 and 5) which includes the following priority outcomes:

- A Stable Macro-Economy
- International Competitive Industry Structure
- Strong Economic Infrastructure
- Security and Safety

To achieve these priority outcomes, the following are being implemented:

1. ***Medium-Term Economic and Financial programme FY2009/10 – FY2013/14*** - The overarching objective of this programme is to implement policy reforms aimed at transforming the Jamaican economy and creating the environment that would lead to sustainable economic growth and development. This covers three broad areas, two of which are:
 - A broad debt management strategy (DMS) that will reduce the debt burden. An essential component of the DMS was the Jamaica Debt Exchanged (JDX)³ which was launched on January 14, 2010.
 - A fiscal consolidation strategy aimed at improving public debt sustainability and management. This is to be achieved through streamlining expenditure and reforming the public sector which incorporates the divestment of some non-core public bodies.
2. ***Tax Reform*** - Critical to achieving macroeconomic stability and improving goods market efficiency, is the reform of the tax system. In May 2011, a green paper was tabled in parliament. It is expected that the reform will achieve the objectives of:
 - Simplicity;
 - Equity and broadening of the base;
 - Improved compliance;
 - Growth and competitiveness arising from policy certainty and confidence in the economy⁴.
3. ***Community Renewal Programme (CRP)*** - This programme is aimed at reducing crime & violence which is a major cost to business activity. The CRP seeks to re-establish the legitimate role of the state in targeted communities and restore human security and self agency among its citizens. It will help to address the basic rights of citizens to essential services, such as sanitation, education and increased social inclusion.

³ The JDX was a debt swap between the GOJ and the holders of government bonds which had been issued locally.

⁴ Detailed discussion of the Tax Reform for Jamaica can be found in Green Paper No. 1- 2011.

4. *Jamaica Development Infrastructure Programme (JDIP)* - This represents a major undertaking by the GOJ to improve the country's road network, enhance the quality of life and stimulate economic development. It is anticipated that this program will improve the quality of road infrastructure over the next four to five years.
5. *Fiscal Responsibility Framework* - This includes amendments to the Financial Administration and Audit Act to ensure accountability and prudent fiscal management. Additionally, this includes an amendment to the Public Bodies Management and Accountability Act to increase the transparency and comprehensiveness of data on fiscal management.
6. *Pension Reform* - A Green Paper on Options for Reform of the Public Sector Pension System was tabled in Parliament in 2011. The paper proposes several options for reforming the pension system to meet the objective of fiscal sustainability and affordability, while ensuring that benefits are adequate for the retiree. Given the current fiscal situation and efforts made to achieve fiscal consolidation, the proposed "contributory scheme" is important in achieving a wage to GDP ratio of nine per cent.

The implementation of the Vision 2030 Jamaica National Development Plan through the Medium-Term Framework is expected to play a pivotal role in improving the overall global competitiveness of Jamaica. While programmes are on the way to improve the ranking within the Efficiency Enhancers category more focus is currently being placed on strengthening the indicators within the Basic Requirements category (*institutions, infrastructure, macroeconomic environment and health & primary education*). Consequently, the continued focus on the macroeconomic environment indicator is critical to improving the competitiveness within the short to medium term. Additionally, productivity is expected to be enhanced by the implementation of tax reform and improvements in infrastructure, education and security & safety.

APPENDIX

Tables 4 and 5 highlight strategies undertaken by the GOJ to improve Jamaica's competitiveness.

TABLE 4: PRIORITY NATIONAL OUTCOMES AND STRATEGIES ALIGNED TO ACHIEVING GLOBAL COMPETITIVENESS

PRIORITY NATIONAL OUTCOMES	National Strategies	
SECURITY AND SAFETY	Strengthen the capacity of communities to participate in creating a safe and secure society	
	Reform and modernize the law enforcement system	
	Improve the security of the border and territorial waters	
	Strengthen the anti-crime capability of law enforcement agencies	
	Strengthen the management, rehabilitation and reintegration of clients of correctional services	
A STABLE MACRO-ECONOMY	Ensure fiscal and debt sustainability	
	Develop an efficient and equitable tax system	
	Maintain financial system stability	
	Maintain price stability	
STRONG ECONOMIC INFRASTRUCTURE	Expand and rationalize land transport infrastructure and services	
	Develop a modernized public transport system	
	Expand domestic and international air transport infrastructure and services	
	Expand and diversify maritime infrastructure and services	
	Develop Jamaica as a regional logistics hub with multimodal transport linkages	
	Expand the broadband network islandwide	
	Ensure adequate and safe water supply and sanitation services	
	ENERGY	Diversify the energy supply

TABLE 4: PRIORITY NATIONAL OUTCOMES AND STRATEGIES ALIGNED TO ACHIEVING
GLOBAL COMPETITIVENESS

PRIORITY NATIONAL OUTCOMES	National Strategies
ENERGY SECURITY AND EFFICIENCY	Promote energy efficiency and conservation
WORLD CLASS EDUCATION AND TRAINING	Ensure that children 0–8 years old have access to adequate early childhood education and development programmes
	Accelerate the process of creating and implementing a standards-driven and outcomes based education system
	Develop and establish financing and management mechanisms for schools
	Ensure a physical environment in all schools that is safe and conducive to learning
	Expand mechanisms to provide access to education and training for all including unattached youth
	Establish National Qualification Framework
	Strengthen the mechanisms to align training with demands of the labour market
	Strengthen the process of citizen participation in governance
EFFECTIVE GOVERNANCE	Reform the justice system
	Strengthen public institutions to deliver efficient and effective public goods and services

TABLE 5: SUPPORTING NATIONAL OUTCOMES AND STRATEGIES ALIGNED TO
ACHIEVING GLOBAL COMPETITIVENESS

Supporting National Outcomes	National Strategies
An Enabling Business Environment	Ensure a facilitating policy, regulatory and institutional framework for business development
	Increase access to capital
	Use trade and foreign relations to create an enabling environment for economic growth
	Strengthen investment promotion and trade facilitation
	Develop an efficient labour market
	Improve the labour environment to enhance labour productivity and worker satisfaction
	Develop the capabilities of micro, small and medium-sized enterprises
	Develop company sophistication and productivity
	Develop economic linkages and clusters
	Enhance framework for competition among enterprises
Internationally Competitive Industry Structures	Promote eco-efficiency and the green economy
	AGRICULTURE (Sector Strategies)
	Improve and rationalize road network including farm roads network
	Strengthen agricultural research institutions
	Strengthen efforts to reduce praedial larceny
	Develop a diversified range of agricultural production including higher value added production
	Implement development plans for key agricultural sub-sectors

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Supporting National Outcomes	National Strategies
	Promote national food security Strengthen the capacity of the Government to play a supporting role in the development of the agricultural sector
	MINING AND QUARRYING (Sector Strategies)
	Develop cost-efficient energy solutions for metallic and non-metallic minerals sub-sectors
	Ensure appropriate policy and regulatory framework for long-term development of the minerals industry
	Improve monitoring of rehabilitation of mined-out mineral bearing lands
	Establish a national entity to lead the development of the non-metallic minerals subsector, particularly limestone
	CREATIVE INDUSTRIES (Sector Strategies)
	Develop the policy, legal and institutional framework to facilitate and encourage the development of the creative industries
	Promote media literacy and positive use of media as a change agent and source of empowerment
	Expand and improve the infrastructure for the creative industries and performing arts
	Increase opportunities for products and services in the creative industries
	SPORT (Sector Strategies)
	Develop MSMEs geared at meeting the needs of the "Business of Sport"
	Develop financial support systems to create and sustain elite athletes
	Establish strong research capabilities in sport
	Develop a sport museum as a resource centre and attraction for local and foreign visitors
	Promote Jamaica as a sports tourism destination

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Supporting National Outcomes	National Strategies
Hazard Risk Reduction and Adaptation to Climate Change	ICT (Sector Strategies)
	Create an appropriate policy and regulatory environment conducive to investments in ICT and network development
	Expand ICT-focused business parks for major service providers
	Develop investment and support framework for development of ICT industry
	TOURISM (Sector Strategies)
	Develop new tourism market segments
	Develop diversified geographic source markets
	Develop a variety of accommodations
	Develop and implement flagship heritage, cultural, historical and nature-based attractions projects
	Transform the concept, physical ambience and shopping experience of the craft industry
	Develop a dynamic, flexible demand-driven education and training system for tourism
	Improve partnerships between destination and cruise lines
	Integrate airlift requirements for tourism sector into transport policy, planning and implementation
	Ensure that the implementation of the national security strategy addresses the concerns of the tourism sector
	Develop and apply multi-hazard mitigation measures for tourism
	Strengthen the use of knowledge to increase value of the industry
	Expand and promote entrepreneurial and employment opportunities for communities
	Improve resilience to all forms of hazards
Develop measures to adapt to climate change	

TABLE 5: SUPPORTING NATIONAL OUTCOMES AND STRATEGIES ALIGNED TO
ACHIEVING GLOBAL COMPETITIVENESS

Supporting National Outcomes	National Strategies
Effective Social Protection	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
	Promote greater participation in and viability of social insurance and pension schemes
	Create an enabling environment for persons with disabilities
Authentic and Transformational Culture	Promote core/transformational values
	Integrate Jamaica's Nation Brand into developmental processes
	Strengthen the role of sport in all aspects of national development

DRAFT

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