



PLANNING
INSTITUTE
OF
JAMAICA

ANNUAL REPORT

2010

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Mission Statement

The Planning Institute of Jamaica is committed to leading the process of policy formulation on economic and social issues and external cooperation management to achieve sustainable development for the people of Jamaica.

Vision Statement

*To be proactive in the provision of strategic
and innovative policy and programmatic
responses to emerging issues at the national
and organizational levels in pursuit of
SUSTAINABLE DEVELOPMENT*



MEMBERS OF THE BOARD OF DIRECTORS

Outgoing Board as of October 31, 2010



Dr Gladstone Hutchinson
Director General &
Chairman (July 5, 2010)



Dr Pauline Knight
Director General (Actg)
& Chairman (September
1, 2009 – July 2, 2010)



Mr Christopher Berry



Miss Joy Douglas



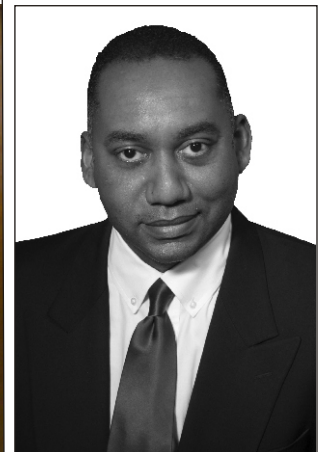
Mrs Sandra Glasgow



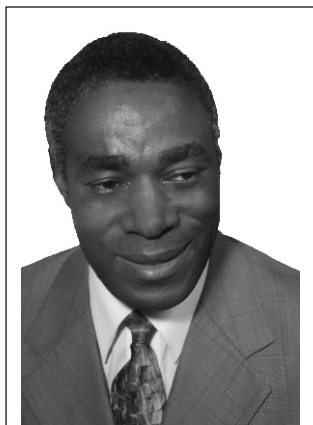
Mr Vindel Kerr



Miss Darlene Morrison



Mr Colin Steele



Professor Alvin Wint



MEMBERS OF THE BOARD OF DIRECTORS



Dr Gladstone Hutchinson
– Chairman



Professor Alvin Wint

New Board as of October 2010



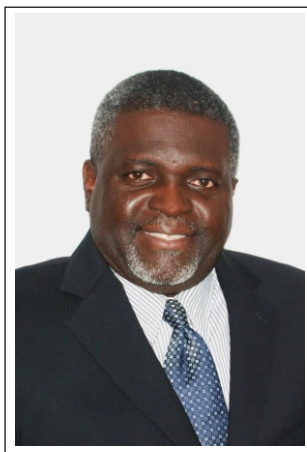
Mrs Sandra Glasgow



Miss Joy Douglas



Mr Colin Steele



Mr Devon Rowe



Mr Robert Wynter



Mr Keith Collister



Mr Rolf Simmonds

Director General's Statement

There is no question that 2010 has been one of the most difficult periods in recent memory. The impact of the global financial crisis and the resulting prolonged global recession were among the factors which led the Government of



Dr Gladstone Hutchinson
Director General
Planning Institute of Jamaica

Jamaica in February 2010 to enter into a Stand-By Arrangement with the International Monetary Fund. Additionally, the negative effects of the security operations in sections of the island in May and the passing of Tropical Depression 16 (which later strengthened into Tropical Storm Nicole) in September served to further dampen the pace of economic activity.

Despite these challenges, Jamaica was able to negotiate successfully in a turbulent and challenging environment. Some notable gains were achieved, including the reduction in interest rates and the stabilizing of the foreign exchange market, despite reduced mineral commodity export earnings and remittance receipts. These gains reflected the government's commitment to a path of prudent macroeconomic management and fiscal consolidation, supported by continuous public-private sector engagement and the public scholarship of civil society. I am also convinced that the significant gains achieved during 2010 were in no small measure due to the innate resilience, commitment and creativity of the Jamaican people.

I believe these characteristics are mirrored in the measured and effective manner in which the PIOJ managed the competing demands of its core functions with the additional tasks that were delegated, within a challenging resource envelope. I applaud my colleagues for their continued dedication and professional ethics. The PIOJ continued to focus on fostering broad-based economic growth and social well-being for the country as it embarks on an exciting journey of

transformation under **Vision 2030 Jamaica**. Specifically, major areas of focus for the organization included: close monitoring, forecasting and reporting on the Jamaican economy; ensuring the successful implementation of the government's commitments associated with the release of funds under official development assistance; advancing the modernization thrust of the civil registration and vital statistics system; and improving national capacity for disaster risk management and climate change adaptation.

MILESTONES AND ACHIEVEMENTS

In this the Annual Report of 2010, I am pleased to highlight some notable achievements arising from the PIOJ's policy accountability and advocacy activities. In addition to reporting on the performance of the economy at the Institute's quarterly press briefings, in 2010 we introduced a quarterly report on the Dashboard of Indicators which showed how the economy was advancing our national development goals as framed under *Vision 2030 Jamaica*. This quarterly tracking of our progress toward these goals is the recognition of them being the end goals of economic development and public policy. The PIOJ believes that increasing national awareness of our progress creates an improved environment for policy making and decision making at the household and business levels. The popular version of the country's first long-term strategic plan, *Vision 2030 Jamaica – National Development Plan*, was completed in July 2010. Over 23 000 copies of the Popular Version were distributed to a wide range of stakeholders following the official launch of the document by the Honourable Prime Minister on October 8, 2010 in Montego Bay. These included the Ministry of Education, Jamaica Independent Schools' Association and the Jamaica Library Service.

The PIOJ was firm in its judgement, on the basis of careful economic analysis, that constraints to growth on both the demand and supply side of the economy had to be addressed if the economy is to achieve higher rates of growth as well as creating jobs when the global economy had fully recovered. As a consequence, the PIOJ was charged with developing a Growth Inducement Strategy for the Government of Jamaica. The PIOJ commissioned the services of Professor Donald Harris of Stanford University, a leading, internationally recognized thinker and practitioner in the field of economic growth and development, to work with an in-house team supervised by the Director General. The main objective of this effort was to develop analytically sound and practical strategies and measures designed to lay the foundation for a deliberate transition of the Jamaican economy to a path of more robust growth over the short to medium term. These strategies emphasized a return of government to the efficient provision of its core functions and services, the removal of key

binding constraints, and the creation of an enabling environment for broad-based and inclusive growth.

A draft of the report was completed and submitted to Cabinet for approval. Cabinet granted its approval of the strategy which will serve as a framework for the recovery and growth of the economy, starting with the budget exercise. The International Monetary Fund also indicated its readiness to dialogue on how to anchor the government's growth strategy within the macroeconomic framework of their Stand-By Arrangement with Jamaica.

One of the main constraints to growth highlighted by the report was the negative impact of crime and social marginalisation on production in the economy. During the year, the PIOJ established a Community Renewal Programme (CRP) Secretariat. The CRP targets the 100 most vulnerable and volatile communities across the island. Currently, these communities account for up to 83.0 per cent of murders, 73.0 per cent of major crimes and 43.0 per cent of squatter communities. The CRP provides a framework to guide the design and implementation of violence reduction and community development projects and will promote interventions aimed at building capacity for self-agency and self-empowerment at the individual and community levels. The CRP will not replace existing initiatives being implemented, but will instead act as a vehicle to promote the harmonised and holistic approach to the implementation of interventions to avoid the inefficient use of human and financial resources.

Another important issue that greatly affects our national development continues to be the impact of natural disasters. In September, the country was affected by the devastating impact of Tropical Storm Nicole, where over \$20.5 billion in damage was done to homes, businesses, roads, farm produce and livestock, and more than a dozen lives were lost. In light of this and other challenges of natural disasters and climate change, the PIOJ continued to emphasize the spearheading of initiatives to enhance the resilience of Jamaica's natural and built environment. In this regard, the PIOJ hosted its 7th annual Dialogue for Development Lecture 2010 with Distinguished Lecturer, Dr Ulric Trotz exploring the issue of Climate Change. The PIOJ was instrumental in the negotiations with the European Union and United Nations Environment Programme (UNEP) for a Climate Change Project for Jamaica. This work continued throughout 2010 and culminated in the establishment of the Climate Change Adaptation and Disaster Risk Reduction Project Management Unit, housed in the PIOJ.

The PIOJ collaborated with its United Nations partners to launch the *Jamaica Survey of Living Conditions* Reports for 2008 and 2009, and the 2010 *Human Development Report*. We are particularly pleased by the Human Development Report which indicated that Jamaica's rank in the Human Development Index (HDI) had advanced to 80 compared with 100 in 2009 out of 169 countries. I have no doubt that this reflects the impact of development assistance which has helped to provide a measure of stability through turbulent times. In December, we held our Labour Market Forum for the third time in collaboration with the Labour Market Information Technical Advisory Committee (LMITAC). The significance of job creation as a critical cause (as opposed to an effect) of sustainable economic development, and solutions and ideas to reduce unemployment and underemployment in a global economic recessionary period were some of the issues examined.

As the key agency responsible for External Cooperation Management, the PIOJ was instrumental in securing new support and assistance amounting to US\$2.9 billion in 2010. The support provided through technical expertise, policy advice, loans and grants will continue to prove invaluable as the country positions itself to face the years ahead. The challenges will be no less. Newly approved ODA to support the government's development objectives was budgetary support, provided mainly by the Inter-American Development Bank, the World Bank and the European Union.

All of these discrete yet inter-related activities have imparted an even greater degree of relevance to the PIOJ's work and have improved the visibility and accessibility of the PIOJ's staff to its various constituencies. We should be justifiably proud of our accomplishments.

Finally, on behalf of the management and staff of the Institute, I would like to extend my deepest appreciation to the Deputy Director General, Dr Pauline Knight, who also acted as Director General during this period. Since I assumed office, Dr Knight has been extremely supportive and an excellent mentor and tutor. Thanks to her there has been a seamless transition of leadership. Dr Knight proceeded on pre-retirement leave at the end of December 2010. We salute her dedicated civic service, her sterling contribution to the Institute, and her efforts to make meaningful improvements to the life of the Jamaican people. We wish her all the best as she moves on to a different phase in her life.

DIRECTORS



Miss Barbara Scott
Director, External
Cooperation



Dr Christine Clarke
Director, Economic
Planning and Research -
September 1, 2009 –
September 13, 2010



Mr James Stewart
Director (Actg.),
Economic Planning and
Research - September 13,
2010 to present



Mr Easton Williams
Director (Actg.), Social
Policy Planning and
Research



Miss Claire Bernard
Director, Sustainable
Development and
Regional Planning



Mr Kirk Philips
Director, Corporate
Services



Mrs Marcia Blake-Hall
Director, Corporate
Affairs, Marketing and
Communication

Director General's Secretariat

The Director General, as the head of the Planning Institute of Jamaica, has the responsibility for the overall strategic, technical and managerial leadership of the organization. In ensuring that the Government of Jamaica's strategic priorities are communicated and aligned to development and technical assistance provided by the International Development Partners (IDPs), the Director General collaborates closely with the IDPs. As Chairman of the Board of Directors, the Director General provides oversight for the organization's governance and operational processes.

During 2010, the Planning Institute of Jamaica, through the Director General's Secretariat (DGS), continued to provide policy advice to the Government of Jamaica (GOJ) on social, economic, environmental and external cooperation management issues. The main achievements of the DGS for the review year may be highlighted under four major areas:

1. Policy and Planning Advice
2. External Management
3. General Management
4. External Marketing and Communication

POLICY AND PLANNING ADVICE

At the national level, the Director General provided policy advice to the GOJ through several high-level committees and Boards, and other stakeholders in order to ensure that decision making was informed by the integrated, sustainable, long-term developmental agenda. These high-level policy fora included: weekly Ministry of Finance & the Public Service (MOFPS) Programme Monitoring; fortnightly HPM Programme Monitoring; the Economic Development Committee (a sub-committee of Cabinet); Partnership for Transformation; and membership of Boards of selected public entities including the Development Bank of Jamaica (DBJ), Bank of Jamaica, and the PetroCaribe Fund. As part of this high-level interaction, the Cabinet was briefed on the economic out-turn for 2010 and the forecast for 2011 for the Cabinet's pre-budget annual retreat held during the first quarter of each year¹. This policy advice is based on the support of the divisions internal to the PIOJ as well as on external data suppliers.

In support of the commitment to maintain adequate information flows to the public, the Director General continued to host quarterly press briefings at which the macroeconomic

and sectoral performance of the economy for the preceding quarter is summarized. The press briefings are held within six weeks of the end of each quarter and the details of economic performance are subsequently published in the PIOJ's quarterly *Economic Update & Outlook*. These press briefings provide an important venue for public interaction and feedback, especially for members of the print and broadcast media. Of note, during 2010, the PIOJ introduced a quarterly reporting on the Dashboard of Indicators that tracks the progress of the economy and society towards achieving national development goals framed under *Vision 2030 Jamaica*. The Dashboard of Indicators provides a broader set of 'well-being' indicators which are nevertheless complementary to the traditional indicators of economic performance.

As part of its policy advocacy, the PIOJ commissioned the services of Professor Donald Harris of Stanford University, who is highly regarded internationally for his expertise in the theory and practice of economic growth and development, to work with an in-house team on the Growth Inducement Strategy, under the supervision of the DGS. The main objectives of this effort were to develop short and medium-term growth inducement strategies for the economy in the context of the government's exiting macroeconomic programme. This work, which extended into the first quarter of 2011, culminated in the development of a Growth Inducement Strategy. This strategy focuses on targeted infrastructure spending to provide a short-term stimulus while attacking specific short-ages of public capital. It also focuses on structural, supply-side policies aimed at removing constraints on business activity and creating a more enabling environment, based on the support of emerging business clusters that can produce globally competitive outputs.

Work on Jamaica's first long-term strategic plan, *Vision 2030 Jamaica – National Development Plan* also continued during the review year. The main focus has been on building the long-term sustainable framework for the implementation, monitoring, evaluation and communication of the Plan. The following results were achieved:

- implementation of a programme of institutionalization of *Vision 2030 Jamaica* in Ministries, Departments and Agencies (MDAs)
- progress towards establishment of a robust performance monitoring and evaluation system

¹ For the period January–June 2010, Dr Pauline Knight, then Deputy Director General of the PIOJ, acted in the capacity of Director General. Dr Gladstone Hutchinson assumed the post of Director General on July 1, 2010.



The Hon Bruce Golding, Prime Minister (centre) converses with Dr Gladstone Hutchinson (left), Director General, PIOJ and Mr Minh Pham, Resident Representative, UNDP, prior to the launch of the *JSLC 2008 and 2009 & HDR Reports* on Tuesday, November 23, 2010, at the Jamaica Conference Centre

- increased communication interventions.

The year 2010 brought with it a number of challenges, ranging from natural disasters which affected Jamaica's built environment, the impact of the global recession on the domestic economy and the May 2010 West Kingston security operations which all impacted Jamaica's development trajectory. However, the Institute was instrumental in devising strategies to enhance Jamaica's development.

EXTERNAL MANAGEMENT

The Director General represented the Institute in negotiations with the International Monetary Fund and attended World Bank meetings and acted as Alternate Governor at the annual Inter-American Development Bank (IADB) Meeting.

The PIOJ collaborated with its United Nations partners to launch the *Jamaica Survey of Living Conditions 2008 and 2009 Reports* and the 2010 *Human Development Report*. The *Human Development Report* indicated that Jamaica's rank in the Human Development Index (HDI) had advanced to 80 compared with 100 in 2009 out of 169 countries.

EXTERNAL MARKETING

The Director General participated and hosted events that involved relevant stakeholders on national development issues. The PIOJ hosted its 7th annual Dialogue for Development Lecture 2010 with Distinguished Lecturer, Dr Ulric Trotz, exploring the issue of Climate Change. This work continued throughout 2010 and culminated in the establishment of the Climate Change Adaptation and Disaster Risk Reduction Project Management Unit housed here at the Institute.

GENERAL MANAGEMENT

Through the monthly Committee of Management meetings, a forum is provided for Directors to address the internal and external operational issues as well as strategic concerns affecting the Institute in order to ensure that the quality of the outputs and impact of the Institute are high and are delivered in a timely and efficient manner.

Policy & Planning

The formulation of policies, plans and programmes to guide the economic, social and sustainable development of Jamaica is one of the main functions of the PIOJ. In addition, the Institute continued to discharge its responsibilities by:

- a) monitoring the social sector through the formulation of national policies and programmes
- b) providing technical advice for the development of sectoral policies and programmes
- c) conducting research
- d) monitoring and evaluating macroeconomic and sectoral performances, and trade related issues
- e) providing timely and appropriate advice to the government.

ECONOMIC AND SECTORAL POLICY PLANNING

During the year, the Institute pursued its mandate of monitoring and evaluating macroeconomic, sectoral performance, trade related negotiations and issues, and providing timely and appropriate policy advice. This came against the background of the challenging global macroeconomic environment in which the economy operated and the subsequent Stand-By Arrangement entered into with the International Monetary Fund. In carrying out this mandate, the organization was cognizant of the relationship between the socio-economic environment that prevailed and the efforts of government through its agencies to be proactive in effectively dealing with the challenges facing the country.

To enhance the effectiveness of the policy and planning advice, weekly updates were provided on the impact of the global economic crisis, particularly on international and domestic price movements to the weekly Post Cabinet Monitoring Committee as well as the preparation of the monthly Inflation report. In addition, the Institute also played a pivotal role in the new IMF arrangement embarked on in February 2010. These roles included: the consultations regarding the performance and projections for the real sectors; the preparation of the Letter of Intent; the aggressive monitoring of the targets; and the preparation for the quarterly review of these targets. This was to assist the government in keeping its finger on the pulse of the economy to ensure targets were met as well as to make recommendations to pre-empt any derailment of these targets. Consequently, constant updates on the performance of the economy and projections for the future were a continuous feature during the year. Against the background of the government's stated commitment to *Vision 2030 Jamaica – National Development Plan*, activities asso-

ciated with the Plan are ongoing.

Several policy briefs and notes were prepared for the government relating to events on the local and international scene that were of interest or would have impacted the country. Chief among these were:

- update and monitoring of the Greek economy with a view to assessing its likely impact
- the decline in commercial bank loans
- competitiveness losses of Jamaica's products in lieu of foreign exchange appreciation
- unit labour cost in Jamaica
- economic planning for CARICOM Brazil Summit
- updates on the International and Domestic Economy
- short-term prospects for the Jamaican economy in light of the global economic crisis on Jamaica
- constraints to growth of the Jamaican economy
- analysis of the country's macroeconomic environment within the context of the Fiscal Consolidation Programme and its impact going forward as well as recommendations on spurring growth in the midst of the Programme.

The Institute, with the help of a lead consultant, initiated work on a Growth Inducement Strategy (GIS), which gained much traction given the environment in which the government operated and is currently operating. The GIS is a complementary document to the *Vision 2030 Jamaica – National Development Plan* and outlines strategies to facilitate growth in the Jamaican economy in the short to medium term. The Institute also played a critical role in the advancement and development of the Community Renewal Programme, one of the six components of the GIS.

Technical advice was provided on several documents during the year, including:

- the World Bank Country Partnership Strategy 2010–2013
- the IDB's Country Programme Evaluation & IDB's Draft Tax Waiver Policy to the Government of Jamaica
- the Blueprint on Tax Reform; Caribbean/European (EU) Partnership Strategy; CARICOM/Canada Trade Negotiations



A cross section of the audience listens intently to the discussion during the Institute's Quarterly Press Briefing on August 25, 2010

- the Debt Dynamics and Growth Strategies prepared by the Office of the Prime Minister
- the Registrar General Department's Proposed Fee Increase
- the Impact of the Financial and Economic Crisis on Energy Investment in the Caribbean.

Among the assessments and reports prepared were:

- The Jamaica Railway Rehabilitation Project Economic Assessment Report, in which the feasibility of the project was assessed
- The ECLAC Report on the Macro-Socio-Economic Effects of events in the West Kingston Area
- The Macro-Socio-Economic and Environmental Assessment of the Damage and Loss caused by Tropical Depression No. 16/ Tropical Storm Nicole
- Jamaica's Competitiveness – Analysis of Doing Business Report 2010 and the Global Competitiveness Report 2011
- Assessment of and Recommendations for the Current Fiscal/Financial Programme.

Inter-sectoral Programme

Development and Coordination

The Institute continued to provide broad-based support to various sectors through its involvement in several sectoral committees and working groups. Support was given to the Ministry of Agriculture in developing an Exclusion List in relation to upcoming trade agreements. Critical support was given to the Small Business Association of Jamaica sector through its Small Business Conference Planning Committee in the preparation and planning for its conference. The organization also assisted in the preparation for and participated

in the National Export Strategy (NES) General Assembly. The Assembly was to facilitate the provision of high level dialogue on the transition from a developmental stage to the implementation of the NES as well as identify the initiatives of the NES that require additional support. The Institute is also represented on the Jamaica Trade & Adjustment Team chaired by the Ministry of Foreign Affairs & Foreign Trade, which coordinates the trade negotiation activities of the country. In 2010, the Institute assisted in the preparation of the economic review of Jamaica in preparation for the World Trade Organization (WTO) review in February 2011.

The organization also collaborated with the:

- Public Sector Monitoring Committee (PSMC) which is charged with overseeing public sector wage negotiations, ensuring consistency with government policies and priorities
- Ministry of Finance and the Public Service regarding the assessment of the "Criteria for Prioritization Tool" which is being developed to prioritize capital projects
- Partnership for Transformation Tax Policy sub-committee to discuss tax models used by agencies to generate tax estimates and projections with a view to improving tax revenue projections
- the HEART Trust/NTA and other stakeholders with regard to the development of an Energy Sector Training Plan

Discussions were also facilitated with a consultant regarding a study to support a Regional Infrastructure Fund for the Caribbean Forum of ACP States (CARIFORUM). The consultant sought to ascertain the opinions of Caribbean stakeholders regarding the establishment of a Regional Infrastructure Fund, similar to that established in Eastern Europe and Africa, in the Caribbean.

SOCIAL POLICY AND PLANNING

The organization continues to provide evidence-based policy and planning advice, which it facilitates through conducting, promoting and disseminating socio-economic research. During the year, the following were accomplished:

Submission of Cabinet Notes on:

- Jamaica's Ranking in the United Nations Human Development Index, 2010
- the progress of the Vital Statistics Commission since the extension of its lifespan
- The Benefit Review Mechanism for the Programme of Advancement Through Health and Education (PATH), which was approved by Cabinet in July 2010

- an Institutional Hub for Poverty Eradication within Government
- Project Proposal for the development of the National Policy and Plan of Action on International Migration and Development for Jamaica for funding to the International Organization for Migration (IOM). The Project was approved by Cabinet and work is scheduled to begin soon.

Establishment of:

- The Civil Registration and Vital Statistics System Programme Management and Implementation Unit with responsibility for all aspects relating to the development, management, implementation, reviewing and evaluation of the programme for the modernization of the civil registration and vital statistics system
- Thematic Working Groups for the monitoring and implementation of the sector plans under *Vision 2030 Jamaica*.

The organization also participated in:

- The Disability Forum with its focus on strengthening knowledge and networks in services to persons with disabilities, organized by the National Advisory Board on Disability
- The Organization of Eastern Caribbean States Seminar in Saint Lucia on the Beneficiary Identification System (BIS), a screening tool for social assistance.

The Institute contributed to the:

- drafting of the National Disability Bill and the overall interpretation of disability in the context of national development planning
- drafting of a Concept Paper on “A Proposed Study Tour to Latin America with focus on Programmes to build the Assets of the Poor and Networking between State and Non-state Initiatives”
- drafting of an Action Plan for the development of a comprehensive social protection strategy and proposals on a core team of stakeholders to guide the process
- IDB Country Strategy on Health
- World Bank HIV/AIDS Prevention and Control Project
- World Bank – Combating Non-Communicable Diseases – The Case for Jamaica
- Renewed Primary Care Strategy for Health
- Understanding of the social effects of the economic crisis
- Impact of the economic crisis on health spending in

Jamaica

- Ministry of Health (MOH) Adolescent Health Policy
- Sustainable Financing and Health Reform
- National AIDS Committee Strategic Plan
- Social Protection Initiative for HIV
- CARICOM Regional Food and Nutrition Security Policy.

Technical advice was provided on:

- draft reports of a study on exploring the use of mobile phones for Electronic Social Welfare Payments
- development of a National Education Strategy Plan 2010–2020
- development of a TVET Policy and an Independent School Policy
- drafting of a National Policy on Homelessness
- the National Youth Policy to the National Centre for Youth Development
- the draft Child Diversion Policy, designed to provide alternative interventions for children who contravene the law
- the development of the National Crime Prevention and Community Safety Strategy; the merger of the Citizen Security and Justice Programme; and the Community Security Initiative
- formulation of the Community Renewal Programme (CRP) – a Post Conflict Response arising out of the security forces operations in Western Kingston in May 2010
- implementation of PATH and Steps-to-Work and Poor Relief Programmes in order to address policy and programme implementation issues
- a project to review the approach to estimating poverty, in use since 1989
- National Council for Senior Citizens’ fielding of three regional seminars on Active Ageing in Kingston, St. Ann and Manchester. Presentations were made on the Demographic Transition, Vision 2030 Jamaica, and Ageing as a business and investment opportunity for the private sector
- strategies to promote work among youth. This discussion took place at the EU-LAC Forum on Social Cohesion held in Lima, Peru in February 2010. The recommendations of this Forum were forwarded to the EU-LAC Forum

held in Madrid, Spain in May 2010.

The Institute also prepared:

- A Post Conflict Response arising out of the security forces operations in Western Kingston in May 2010. The response was prepared based on a request from the Office of the Prime Minister (OPM). This initiative led to the development of the Community Renewal Programme (CRP), designed to improve the quality of life of residents in the 100 most volatile and vulnerable communities across five parishes. Technical oversight to a consultancy for the development of a strategic document to guide the work of the National Transformation Programme was also provided.

Inter-sectoral Programme Development and Co-ordination

The organization, through the provision of technical advice and secretariat services, contributes to programme development and coordination.

Technical advice was provided to the following:

- Boards, Commissions and Committees, including the Dispute Resolution Foundation Board of Directors
- Projects Committee of the Jamaica Social Investment Fund Board, Peace and Sustainable Development Project Board
- Jamaica Country Coordinating Mechanism for the Global Fund
- OPM/Cabinet Office HIV Policy Committee
- National AIDS Committee Executive
- Essential National Health Research Committee
- Steering Committee for the merger of the National Family Planning Board and the National HIV Programme
- National Identification System Steering Committee
- EU–UN Joint Migration and Development Initiative Inter-Agency Committee, Sam Sharpe Teachers' College, EXED Community College, Early Childhood Commission Training and Development Committee
- Youth Development Programme Steering Committee, Independent School Policy Committee, and the Social Development Commission on the framing of a governance structure
- Jamaica Violence Prevention Programme; Poverty Reduction Programme II
- Trafficking in Persons Task Force; the National

Council for Senior Citizens (NCSC) and the NCSC Policy Sub-Committee; the National Advisory Board on Disability and its legislative Sub-Committee

- the Labour Market Information Technical Advisory Committee; the Social Safety Net Reform Programme Implementation Committee which monitors the support given to PATH; and the School Feeding Programme through the IDB and World Bank
- the Department of Local Government in relation to Local Government Reform

the Vital Statistics Commission (VSC), the VSC Project Steering Committee, the VSC Monitoring Committee and the VSC Technical Working Group

- the GOJ/Inter-American Children's Institute and the new Birth Cohort Study emanating from the University Hospital of the West Indies.

The organization also participated in various International Development Partners Missions Reviews:

- IDB – Human Capital Protection Project, of which component four is being implemented by the PIOJ, and the Development of a Country Programme for Post-Secondary Education and Youth Development
- World Bank – three Missions to review the Social Protection Project Policy-Based Loan for Education

SUSTAINABLE DEVELOPMENT & REGIONAL PLANNING

The strategic foci during 2010 were in the areas of climate change adaptation and disaster risk reduction; improving the development planning process; and expanding the use of science and technology towards achieving *Vision 2030 Jamaica*. The organization played a leading role in the development of a number of climate change related projects: i) being accredited as a National Implementing Agency (NIE) to the Adaptation Fund; and ii) in the conduct of research to improve climate resilient planning. In the area of disaster management, the organization also coordinated the completion of two macro-socio-economic impact assessments and collaborated with first responders to conduct one Initial Damage Assessment in St. Elizabeth after Tropical Storm Nicole.

Technical support and advice was delivered to stakeholder Ministries, Departments and Agencies with respect to six policies and strategies and 14 projects and programmes related to energy management, land management, and urban and regional planning.

Contributions were made towards:

1. the formulation of five sub-policies to support the National Energy Policy 2009–2030. These policies are focused on Energy from waste, Energy effi-

ciency and conservation, Biofuels, Renewable energy, and Trading of carbon credits

2. approval of the European Union (EU) funded Climate Change Adaptation and Disaster Risk Reduction Project to rehabilitate select watersheds and coastal ecosystems and build capacity for climate change adaptation
3. the securing of accreditation for Planning Institute of Jamaica as a National Implementing Entity under the Adaptation Fund. This allows direct access to funds for projects/programmes geared towards climate change adaptation
4. approval of a financing proposal for the development of the Strategic Programme for Climate Resilience under the Pilot Program for Climate Resilience (PPCR) funded by the Climate Investment Fund.

Policy reviews were undertaken and technical comments provided on 15 policy/project documents, Cabinet Submissions, reports and studies which included the following:

- Adverse Event Management: Operations Order for Western Caribbean Donor Group
- OAS Draft Concept Note on “Securing Access to Sustainable Energy Services in Off-Grid Communities in the Caribbean”
- National Spatial Data Infrastructure Strategy document
- Globally Harmonized System of Classification and Labelling of Chemicals
- Proposal for financing a Water Sector Policy Review and Rural Water Master Plan.

Technical support was also provided for the following:

- i) National Spatial Plan including the collection and conversion of geospatial data for the development of a GIS web-based application
- ii) Technical Geographic Information Systems (GIS) services to both internal and external clients leading to the preparation of:
 - digital poverty maps for Saint Lucia
 - two zone maps as a part of the Postal Zones Re-engineering Project
 - seven digital maps showing Caribbean School Education Certificate passes among traditional, upgraded and technical secondary schools relative to poverty status.

The delivery of GIS products and services earned over \$64 000.00 for the PIOJ.

Project Coordination

Annual Report, 2010

The PIOJ was responsible for coordinating two major projects during the course of the year. These were:

1. Coastal Multi-hazard Mapping and Vulnerability Assessments Project in three communities — Manchioneal, Portland; Morant Bay, St. Thomas; and Portland Cottage, Clarendon
2. Risk and Vulnerability Assessment Methodology Development Project. The project produced a report detailing the vulnerability of Negril (particularly with the onset of climate change) and possible adaptation options.

VISION 2030 JAMAICA – NATIONAL DEVELOPMENT PLAN

During the year, work continued on the implementation of the country’s first long-term strategic plan, *Vision 2030 Jamaica – National Development Plan* and the *Medium Term Socio-Economic Policy Framework (MTF) 2009–2012*. *Vision 2030 Jamaica – National Development Plan* provides a comprehensive planning framework in which the economic, social, environmental and governance aspects of national development are integrated. The Plan is expected to put Jamaica in a position to achieve developed country status by 2030 and is based on the vision: “*Jamaica, the place of choice to live, work, raise families, and do business.*” During 2010, the focus was on building the long-term sustainable framework for the implementation, monitoring, evaluation and communication of the Plan.

This period represented the second year since the completion and subsequent tabling in Parliament, in May 2009, of the *Vision 2030 Jamaica – National Development Plan* and the *Medium Term Socio-Economic Policy Framework (MTF) 2009–2012*. The period also marked the second year of the 21-year implementation period. Over the period, several results have been achieved including:

- implementation of a programme of institutionalization of *Vision 2030 Jamaica* in Ministries, Departments and Agencies (MDAs)
- progress toward establishment of a robust performance monitoring and evaluation system
- increased communication interventions
- preparation of progress reports
- completion of Sector Plans
- completion, launching and distribution of *Vision 2030 Jamaica, Popular Version*
- development of a cadre of persons at the community level to disseminate the *Vision 2030 Jamaica* message.



Prime Minister Golding receives a copy of Vision 2030 Jamaica, Popular Version from Deputy Director General of the PIOJ, Dr. Pauline Knight, during the launch held at the Civic Centre, Montego Bay, on October 8, 2010

Institutionalization of Vision 2030 Jamaica

The Plan Development Unit (PDU) advanced the process of institutionalization internally within the PIOJ and externally with key MDAs to embed ownership of and engender commitment towards implementation of *Vision 2030 Jamaica*. The PDU continued the process of mainstreaming the Plan within PIOJ by integrating *Vision 2030 Jamaica* in the corporate planning, policy development, and communication functions of the Institute.

In keeping with Cabinet Decision 20/09 which directed all MDAs to align their corporate and operational plans with *Vision 2030 Jamaica* and the MTF, the PIOJ as the **National Focal Point** for *Vision 2030 Jamaica* also carried out ongoing meetings with MDAs to facilitate:

- alignment of the corporate and operational plans of MDAs with *Vision 2030 Jamaica* and the MTF
- alignment of key national policies and strategies with *Vision 2030 Jamaica*, including the National Energy Policy and the National Export Strategy
- the revision and finalisation of performance indicators and targets for key MDAs including the Ministries of National Security, Justice, Education, Energy and Mining, Health, and Labour and Social Security
- preliminary assessment of the capacity to provide information and data/statistics for monitoring of implementation progress and tracking of indicators
- progress towards agreement on coordination and reporting requirements.

- key advances in the institutionalization of *Vision 2030 Jamaica* have been achieved to date. These include the following:
- introduction of new Strategic Business Plan templates by the Cabinet Office in FY 2011/2012 for eight pilot ministries under the phased establishment of the Performance Monitoring and Evaluation System (PMES) in the public sector, which require the explicit alignment of the three-year plans and budgets for each ministry with the goals and outcomes of *Vision 2030 Jamaica* (see also below)
- the PIOJ worked closely with the Public Sector Transformation Unit (PSTU) and the Cabinet Office in developing frameworks for the alignment with *Vision 2030 Jamaica* of the plans and budgets of 12 public sector agencies slated for devolution in FY 2011/2012. These alignment frameworks also will serve as templates for future devolutions of public sector agencies.
- the PDU will continue efforts in finalizing indicators and targets and aligning corporate and operational plans of MDAs with *Vision 2030 Jamaica* during the current fiscal year.

Establishment of a Robust Performance Monitoring and Evaluation System

At the end of 2010, the PDU facilitated the establishment of seven Thematic Working Groups (TWGs) — Education and Training, National Security and Justice, Strong Economic Infrastructure, Effective Social Protection, Energy and Minerals Development, Environment and Natural Resources Management, Hazard Risk Reduction and Adaptation to Climate Change.

Consultations Towards an Integrated Monitoring and Evaluation Framework

The PIOJ continued to participate in high-level meetings among key agencies including the Office of the Prime Minister (OPM), the Cabinet Office and the Ministry of Finance and the Public Service (MFPS) to ensure the integration of *Vision 2030 Jamaica* with proposed and existing national and sectoral processes and mechanisms for planning, budgeting, monitoring and evaluation in the public sector. These included:

- introduction of the Performance Monitoring and Evaluation System (PMES) in the public sector including the proposed development of a Whole of Government Business Plan
- the new Medium Term Expenditure Framework (MTEF) being introduced in six pilot ministries in FY 2011/2012 to provide a rolling three-year budget for the public sector

- the Jamaica Public Investment Prioritization System
- the Partnership for Transformation initiatives.

The Plan Development Unit (PDU) coordinated and facilitated two study tours — one from the Trinidad and Tobago Vision 2020 Office in April 2010 and the other by the Institute of Applied Economic Research (IPEA) from Brazil in June 2010. The tours focused primarily on sharing relevant experiences, challenges and best practices as well as exploring opportunities for further collaboration between Jamaica and these countries.

Preparation of MTF Quarterly Progress Reports (Performance Reporting)

Two additional Quarterly Progress Reports on implementation of the Medium Term Socio-Economic Policy Framework (2009–2012) were finalised by the Unit in March and June, respectively. Significant liaison was done with technical staff within the PIOJ and MDAs to get updates on implementation progress for key strategies and actions for the January–March and April–June quarters.

A National Dashboard of Indicators has been developed and introduced to track progress towards achievement of the national goals of *Vision 2030 Jamaica* as a holistic and integrated measure of national development and social well-being, using the following eight areas of measurement:

1. Health Status
2. Education Status

3. Labour Force Quality
4. Security Status
5. Justice Status
6. Economic Growth
7. Employment
8. Environmental Stewardship Status

These indicators are now reported on by the PIOJ on a quarterly basis as an integral part of its Quarterly Press Briefings on the economic performance.

Review/Completion of Sector Plans

The PDU also continued the process of completion of the Sector Plans which represented the main outputs from the Task Forces. This included updating of data, review of indicators and targets, revisions to ensure consistency with the National Development Plan and MTF. During 2010, a total of five sector plans were completed, bringing the total number of completed sector plans to 27 out of 29. The total number of Sector Plans was reduced to 29 from 31 based on the merger of the Sector Plans for National Security and Correctional Services; and for Environmental and Natural Resources Management and Hazard Risk Reduction and Climate Change, respectively. The two outstanding sector plans for Macroeconomy and Trade and for Governance will be completed by their respective Thematic Working Groups once these are established.

Programme/Project Development, Coordination & Monitoring

During 2010, the Institute continued to pursue its mandate to promote the efficient allocation and utilization of Official Development Assistance (ODA) in accordance with the national socio-economic objectives outlined in the *Medium Term Socio-Economic Policy Framework (MTF) 2009–2012*. Special emphasis was placed on the critical areas of maintaining macroeconomic stability, the promotion of social well-being, and fostering an enabling environment for private sector development.

EXTERNAL COOPERATION MANAGEMENT

The organization managed a combined portfolio of approximately US\$2.9 billion comprising loans, grants, technical assistance and counterpart resources. Newly approved ODA to support the government's development objectives amounted to US\$1.1 billion, 76.0 per cent of which was budget support, mainly provided by the Inter-American Development Bank, the World Bank and the European Union. The development of the Community Renewal Programme was also coordinated, as well as the identification of resources from the International Development Partners (IDPs) to support the Programme implementation.

The accomplishments of the organization in this regard were facilitated by four units —Multilateral Financial, Bilateral Cooperation, Multilateral Technical Cooperation and the European Union.

BILATERAL COOPERATION

In 2010, as in previous years, the PIOJ facilitated not only the provision of grants, loans and technical assistance on a government to government (bilateral) basis, but also coordinated and monitored assistance to Caribbean Regional Programmes from which Jamaica benefited.

The programming of official ODA to the Caribbean by bilateral entities is increasingly being channelled through regional multi-country mechanisms. Consequently, the organization engaged in consultations with the relevant entities to ensure that national perspectives and issues were taken into account in the programming of regional projects.

Assistance under bilateral programmes of cooperation supported government's priority projects and programmes in areas such as public sector reform, directly productive, as

well as social and economic infrastructure. The portfolio of projects and programmes managed amounted to approximately US\$974.0 million. Of this amount, new ODA accounted for US\$218.1 million.

Activities during the year included:

- Negotiations with the Government of Brazil for grant assistance of US\$4.4 million to HEART/Trust NTA for the establishment of a Centre for Professional Training. Consultations for proposed assistance to the PIOJ and the Ministries of Health and Agriculture are ongoing
- Loan negotiations with the People's Republic of China for support of US\$71.2 million to the housing sector and a US\$3.0 million grant to establish a Chinese Garden at Hope Gardens
- Preparatory meetings with government officials for the visit of the Head of China-EXIM Bank in December, during which discussions focused on ongoing assistance
- Jamaica/ **Canada** Consultations on security cooperation and the management of development assistance
- Participation in the inception meeting of the implementation phase of the C\$18.5 million Canadian International Development Agency (CIDA) funded Justice Undertakings for Social Transformation (JUST) programme
- Management of the C\$18.2 million Canadian Cooperation Fund (CCF) which supports Phase II of the Institutional Strengthening of the PIOJ. During its second and final year, the CCF financed training sessions for officials of the PIOJ and staff of other government agencies in areas such as multi hazard risk assessment, negotiations skills, statistical analysis, and coastal adaptation to climate change. The CCF also supported the consultancy for the Public Investment Prioritization System, the Dialogue for Development Series and the printing of 35 000 copies of the popular version of the *Vision 2030 Jamaica – National Development Plan*
- Consultations with a CCF Monitoring mission to discuss project progress and status of expenditure
- Participation in the Third Meeting of the CARICOM

Committee on CARICOM/Canada Technical Assistance in Guyana where programme strategy and implementation mechanisms were discussed

- Preliminary discussions with Canadian officials for two regional projects at the planning stage — University of the West Indies Open Campus University project aimed at developing human capital and providing a platform for sustainable social and economic growth by improving the capability of the UWI to provide post-secondary education through the open campus modality; and a C\$5.0 million Research for Development project aimed at enhancing the capacity of the UWI to conduct applied research in the area of public policy
- Briefing meeting with the Jamaican Ambassadors Designate to Canada and the United Kingdom
- Jamaica–**Cuba** Joint Commission meetings where the status of implementation and programme/project constraints were discussed
- Facilitation of negotiations with **Germany** for a grant of US\$0.75 million, under its regional programme, to assist with the implementation of the National Energy Policy. Support will focus on the development of Jamaica’s renewable energy resources
- Negotiations with the Government of **Japan** for a Cultural Grant of US\$288 298.00 for the UWI, Mona to procure equipment for its Japanese language laboratory
- Participation in the evaluation of the Japan-funded National Water Commission’s Capacity Building Project scheduled to end in 2011
- The 20th anniversary celebration of the dispatch of the first group of volunteers to Jamaica under the Japan Overseas Cooperation Volunteers programme
- Acting as focal point for the Japan Overseas Cooperation Volunteers and Dispatch of Experts Programmes. During the year, five Japanese nationals were assigned to the areas of special education, transportation, and industry and commerce
- Spearheading the preparation of the **United Kingdom’s (UK)** Commonwealth Debt Initiative Report, which highlights the Government’s efforts to meet specified targets and is the basis for granting debt relief to Jamaica. Consequently, debt relief of £2.5 million was granted
- Planning meetings for the merger of the DFID funded Community Security Initiative with the Citizen Security and Justice project financed by the

Inter-American Development Bank

- Participation in the portfolio review of the **United States** Agency for International Development (USAID) programmes under the new Country Assistance Strategy (2010–2014) which will focus on education, health, agriculture, peace and security, as well as the promotion of economic prosperity and sustainable development
- Soliciting assistance, amounting to \$18.1 million, for the recovery efforts following the passage of Tropical Storm Nicole.

The preparation of programme briefs, position papers, and review of project documents/proposals submitted for project funding were regular elements of the work of the organization. The coordination of review missions continued and the organization participated in site visits, ad hoc meetings, as well as project steering committee meetings to monitor project status and resolve bottlenecks affecting the pace of project implementation.

EUROPEAN UNION

The responsibility for execution of the GOJ–European Union (EU) Cooperation Programme rests with the Office of the National Authorising Officer (NAO), which is located at the PIOJ. The Honourable Prime Minister is the NAO for Jamaica. In 2010, the cooperation portfolio consisted of 17 programmes and projects which totalled €320.6 million (\$37.2 billion) in grant resources. These programmes and projects are financed from the European Development Fund (EDF) and the General Budget of the EU.

During the period of review, the Institute facilitated the signing of five agreements totalling €39.9 million (\$4.6 billion) for the following:

- The **Debt Reduction and Growth Enhancement Programme (DRGEP)**, which is a budget support programme. There were two agreements namely: Addendum No. 1 to the existing Financing Agreement to incorporate additional funds from the Fluctuations in Export Earnings (FLEX) facility in the amount of €17.0 million (\$2.0 billion); and a new Financing Agreement for €8.3 million (\$962.0 million) from the Accompanying Measures for Sugar Protocol Countries 2009 allocation to Jamaica². This brought the total allocation for the DRGEP to €83.4 million (\$9.7 billion). The DRGEP aims to contribute to the welfare of the Jamaican people by reducing public debt, strengthening public finance and debt management, and divesting the state of debt creating entities.
- The **Budget Support to the Sugar Cane Sector** in the amount of €8.5 million (\$985.2 million) from the

2 The total allocation to Jamaica from the Accompanying Measures for Sugar Protocol Countries 2009 was €16.8 million (\$1.9 billion), which was then provided through two Financing Agreements, one for the DRGEP and one for the Budget Support to the Sugar Cane Sector.

Accompanying Measures for Sugar Protocol Countries 2009 allocation to Jamaica. This brings the total allocation for the Sugar Programme to €48.5 million (\$5.6 billion). The programme aims to encourage the development of a sustainable private sector led sugar cane industry through investments in industry modernization as well as strengthening the economic diversification, social resilience, and environmental sustainability of sugar dependent areas.

- The **Climate Change Adaptation and Disaster Risk Reduction Project** in the amount of €4.1 million (\$475.2 million), executed by the United Nations Environment Programme (UNEP) in collaboration with the Sustainable Development and Regional Planning Division of the PIOJ. The programme aims to increase resilience and reduce risks associated with natural hazards, thereby contributing to sustainable development, particularly in vulnerable communities.
- The **Tropical Storm Gustav Emergency Recovery Grant** in the amount of €2.0 million (\$231.8 million) to be executed by the World Bank in collaboration with the Jamaica Social Investment Fund. The project is geared towards restoring levels of services for selected community infrastructure, specifically early childhood, primary and all-age schools as well as community health clinics, at a minimum, to pre-tropical storm levels in communities located in the parishes most affected by Tropical Storm Gustav.

Briefs were prepared for the Honourable Prime Minister, the Minister of Finance and the Public Service, and the Director General who participated in the Sugar Industry Enquiry. Upgrading of the PIOJ data storage system was facilitated through the Institutional Strengthening of the PIOJ Project.

The organization processed payment orders and disbursements files for budget support programmes amounting to €81.0 million. In response to the May 22 to June 7, 2010 Events in Western Kingston, the organization in consultation with stakeholders prepared a rider to the Poverty Reduction Programme II in the amount of €2.0 million, which was submitted to the EU. Negotiation of conditions for the 2nd phase of the DRGEP for €20.0 million commenced. The organization, in collaboration with the Delegation of the European Union, commenced the preparation of proposals for the:

- Economic Partnership Agreement Capacity Building Programme – €2.5 million
- Support to the Sugar Cane Sector Programme - Accompanying Measures for Sugar Protocol (AMSP) Countries 2010 – €20.8 million
- Poverty Reduction Programme III – €9.5 million
- Institutional Strengthening for the Deputy National Authorizing Office, €1.0 million.

The overall management of the cooperation programme

continued to be executed through daily interactions with the EU Delegation and Government Ministries and Agencies; preparation of tender dossiers (bid documents); evaluation of offers; regular project steering committee meetings; site visits, as well as GOJ–EU Review Meetings.

MULTILATERAL TECHNICAL COOPERATION

The organization coordinated the technical cooperation programme funded by the following multilateral agencies: United Nations Development Programme (UNDP), the United Nations Children’s Fund (UNICEF), the United Nations Population Fund (UNFPA), UNAIDS, the Food and Agriculture Organization (FAO), Pan American Health Organization (PAHO), the International Atomic Energy Agency (IAEA), the Commonwealth Fund for Technical Cooperation (CFTC) and the Organization of American States (OAS). The organizations combined provided new ODA of US\$12.2 million (\$1.1 billion), an increase of 53.8 per cent compared with 2009.

Support was provided to improve the rationalization and to make optimal use of resources provided by external partners, as well as the coordination of the programmes and projects benefiting from external support. As part of the thrust towards the achievement of more effective coordination, the PIOJ initiated and participated in a number of review meetings which sought to align achievements to targets and identify corrective action for the areas of weakness that retarded the achievement of objectives. Two of the most significant reviews were the Assessment of Development Results undertaken by the UNDP to evaluate the impact of UNDP’s interventions in Jamaica over the period 2002–2011 and the Country Portfolio Study on Jamaica by the Global Environment Facility.

A major focus of coordination for the period was the alignment of programmes and projects with the *Vision 2030 Jamaica – National Development Plan*. This was reflected in the preparation of the Country Programme Framework for the IAEA programme of cooperation with Jamaica 2012–2016 as well as its participation in the process for the development of the United Nations Development Assistance Framework for 2012–2016. The multilateral partner support was also aligned to several key development outcomes under *Vision 2030 Jamaica*:

- To build a **healthy natural environment** – The Institute monitored and facilitated reviews of a number of projects supported by UNEP, UNDP, OAS in the areas of climate change adaptation, disaster preparedness, management and assessment, the development of various energy policies as well as the investigation of alternate energy sources.
- Capacity building of public sector, private sector and NGO personnel was facilitated by the Unit through

the selection of eligible candidates for training programmes funded by the IAEA, CFTC and OAS. The skills acquired were critical to the building of a cadre of persons with **'world class' education levels**.

A total of 48 persons benefited from various programmes — eight received scholarships to pursue doctoral programmes; six for master's programmes; and one to undertake a first degree; while 33 benefited from professional development courses.

- Mobilization of resources from the UNDP was facilitated for the preparation of a project document to guide the implementation of the National Transformation Programme, a vital pillar for the building of a **'transformational culture'**. The project document can now be used to further mobilize resources to implement specific programmes. This national outcome was additionally supported by UNESCO through its various projects in the area of culture.
- The Institute monitored and reviewed projects supported by multilateral agencies such as the UNDP and UNICEF which recognized the need for improved coordination through more functional and **effective governance frameworks**. Of note was the project implemented by the Centre for Leadership and Governance, *Building Civil Society Capacity to Support Good Governance by Local Authority*, which contributed to increased capacity in civil society and public institutions to provide oversight to public expenditure at the local level. *Strengthening Community Safety through Local Government Capacity Building* assessed the context and environment for community safety in two communities with the aim of establishing Community Safety Committees within Parish Councils.
- The Institute supervised a consultancy aimed at assessing the numerous interventions that have been undertaken at the community level to enhance welfare, security and safety.
- The national outcome for **sustainable urban and rural development** was facilitated through the targeting of unattached and At-Risk youth for skills training and job creation programmes. Under this theme, guidance was provided through steering committees to two projects managed by the Scientific Research Council: *The Rural Youth Employment Project* was initiated in 2009 with financial support from the UNDP and USAID. The project targeted 40 youth groups comprising school leaving and unattached youth in three parishes for entrepreneurial development, including training in business development. The participants will be supported by agencies which will ensure that they are given the support needed to develop and market high quality products that utilize available technologies. The second project, the *Rural Youth Capacity Building Project*, funded by the OAS which also targeted At-Risk

Youth, is aimed at assisting with developing businesses by providing the value added elements to local resources.

The Institute continued in its role as implementing agency for the UNDP funded Millennium Development Goals project and the DFID and UNDP supported Flexible Funding Facility. While the former supported the advocacy programme for the National Development Plan, the latter primarily assisted the government to meet the conditionalities of various policy-based loans from multilateral financial institutions.

The PIOJ continued to perform the task of National Liaison Official for the OAS technical cooperation programme, Principal Point of Contact for the GOJ/CFTC programme and National Liaison Office for the GOJ/IAEA programme.

Representation on the boards of the National Commission for UNESCO, the Global Environment Facility Small Grants programme and the various UNDP projects ensured that the perspective of the PIOJ was maintained in all deliberations.

MULTILATERAL FINANCING UNIT

The Multilateral financial activities for the year continued to focus on identification, design, negotiation and coordination of projects and programmes financed by the Inter-American Development Bank, the Caribbean Development Bank (CDB), and the World Bank. These interventions were in support of government's key strategic medium-term development objectives as reflected in *Vision 2030 Jamaica – National Development Plan*. To this end, the Institute engaged in the design and negotiation of new programmes funded by loans and grants totalling US\$903.0 million. This comprised loans of US\$850.0 million and grants of US\$53.0 million which were aimed at supporting the government's ongoing reform initiatives to improve public sector governance, fiscal and debt management, among others.

An important function carried out by the organization was the coordination and management of activities required for Jamaica to meet conditions of policy based and development policy loans, and ensure disbursements in a timely manner. As a result, budget financing through six loans totalling US\$600.0 million was negotiated and disbursed by the IDB. In addition, a development policy loan of US\$200.0 million for budget support was negotiated with the World Bank and disbursements made. The World Bank's disbursement triggered an additional US\$33.3 million from the CDB in budget support financing.

The organization collaborated with the IDB on the design of two new projects which were expected to be financed by loans from the IDB totalling US\$218.0 million. Of this amount, a total of US\$133.0 million represented a government guaranteed loan to the National Water Commission to support activities under the new Jamaica Water Improvement



Dr Pauline Knight, Director General (Actg.) symbolically holds the shovel at the ground-breaking ceremony for the Lucea Court House on March 2, 2010. Sharing in the moment (front row, left to right) are: Ambassador Marco Mazzocchi Alemanni, Head, EC Delegation; Senator the Hon. Dorothy Lightbourne, Minister of Justice and Attorney General; and Mr Robert Rainford, Permanent Secretary, Ministry of Justice

Project. Work began on a US\$75.0 million project to support government's debt and fiscal reform activities. The main objective of this loan financing is the strengthening of tax administration, customs operations, debt management, public enterprises management and cash management. Collaboration also took place on a US\$20.0 million project to support financing of government's energy efficiency and conservation programme.

The Institute was also involved in several activities pertaining to climate change risk reduction. The World Bank approved grant financing of US\$2.6 million to support community-based landslide risk management in several vulnerable parishes. The IDB also approved US\$0.5 million to support the Pilot Programme for Climate Resilience and approved grant financing for the development of an Action Plan for disaster risk management.

MFI financing was mobilized for road rehabilitation works necessitated by flood rains associated with Depression No. 16 and Tropical Storm Nicole which affected the island in September. Accordingly, the reformulation of two existing programmes within the CDB portfolio was facilitated, namely, the Tropical Storm Gustav Rehabilitation Programme and the Hurricane Dean Rehabilitation Programme, which resulted in the reallocation of US\$29.0 million to finance the rehabilitation of vulnerable sections of the Sandy Gully drainage network.

Based on technical reviews and analysis, six project proposals were endorsed and submitted to the IDB by the private sector. The organization also provided clearance for and coordinated the work of 64 missions from MFIs to work with

government on project design and development, as well as project supervision. Policy and technical advice were provided to Ministries Departments and Agencies (MDAs) through some 75 Steering Committees and other meetings. Four Portfolio Reviews were planned and executed with MFIs and MDAs to review the status of project implementation and to resolve issues negatively impacting the pace of implementation. Management of the procurement process was highlighted as among the critical issues impacting negatively on the implementation of the projects/programmes.

Technical advice and logistics management support was provided during the sector dialogue on the IDB's 2011–2015 Country Strategy with the MDAs, which was held in October.

Technical advice and project implementation status through policy notes and briefs were provided to senior government officials to facilitate participation in overseas conferences, annual reviews and other deliberations.

SOCIAL POLICY PLANNING AND RESEARCH

In the area of social projects and programmes, financial assistance/support was provided by several International Development Partners as follows:

- UNICEF – support for:
 - pretesting of public education material
 - review of all forms used by the Registrar General's Department (RGD)
 - revision and publication of a comprehensive manual on the **“Registration of Foetal Deaths and Deaths in Jamaica”** – 1 500 copies of the manual have been printed
- IDB – support for:
 - The development of a Technical Cooperation agreement for the Implementation of the project: **“Support to Improving the Lives of Persons with Disabilities”**. The Project will be implemented in 2011 and will include a comprehensive registration of persons with disabilities; public education, strengthening the Early Stimulation Programme for children with disabilities, strengthening the capacity of the Jamaica Council for Persons with Disabilities (JCPD), and improving the targeting of persons with Disabilities under PATH
 - GOJ/IDB Start-up Workshop of the Modernization Programme of the Civil Registration and Vital Statistics System held February 2010
 - Signing and institutionalization of inter agency agreements between: (i) the Statistical Institute

- of Jamaica (STATIN) and RGD; (ii) RGD and Jamaica Constabulary Force, and Coroner’s Court
- GOJ/IDB Identity Management Workshop to identify and analyse the administrative, technical and cultural aspects that need to be considered for the development and implementation of the Jamaican National Identification System (NIDS)
 - UNFPA – funding for:
 - Vital Statistics Commission (VSC) Secretariat to attend the OAS/UNICEF/UNFPA Caribbean Regional Meeting **“Best Practices of Civil Registration: Promoting Social Inclusion”**. Title of presentation *“The Role of Civil Registration and Vital Statistics as Tools for Development”*
 - the standardization of definitions of vital events
 - the establishment of clear guidelines for the collection, production and dissemination of vital data and vital statistics
 - the production of a comprehensive manual on “Standard Definitions of Vital Statistics and Vital Events and Standards for Calculations of Vital Statistics” – 1 000 copies of manual and 500 compact discs
 - UNFPA/UN – 43rd Session of United Nations Commission on Population and Development, April 2010. Acting Director represented Jamaica at the session and was elected as Vice Chair for the Latin American and Caribbean Region on the Bureau for the 44th Session
 - EU/UN – Joint Migration and Development Initiative (JMIDI) – component of a global programme targeting civil society organization in the area of migration and development – outcomes from these projects to be included in Jamaica’s Policy and Plan of Action on International Migration and Development
 - EU/LAC – Structured and Comprehensive Dialogue on Migration. High Level meetings held in Madrid, Spain, February and March 2010 — aimed at identifying common challenges and areas for mutual cooperation and building stronger evidence base for EU/LAC migration to better understand its realities based on the principle of shared responsibility
 - IOM – financial and technical support for the development of a National Policy and Plan of Action on International Migration and Development for Jamaica
 - UNDP (i) supported participation in the regional consultation on the Monitoring of Poverty and the Millennium Development Goals, Barbados, September 2010 (ii) supported the launch of the ***Jamaica Survey of Living Conditions 2008 and 2009***
 - USAID – The Basic Education Project supporting Education Transformation; and Community of Practice
 - ECLAC – partnered with the PIOJ in the execution of the Project titled **“Ageing and Development: National Transfer Accounts (NTA) – Latin America and the Caribbean, Phase II.”** The project is global, with Jamaica currently being the only Caribbean country involved.

Research & Information Services

The use of evidenced-based research to inform policy is critical to the work of the PIOJ. This year was no less active as the Institute was proactive in researching and providing information to guide the government in dealing with the harsh economic climate facing the country. The Institute, through its Threshold 21 Jamaica (T21J) and other economic models, was actively engaged in analysing and forecasting the impact of various policy options on the social, environmental and economic sectors. Publications, including the *Economic and Social Survey Jamaica 2009 (ESSJ)*, the *Jamaica Survey of Living Conditions (JSLC)* and the *Economic Update & Outlook (EU&O)*, which provide socio-economic data to a wide cross section of the Institute's stakeholders were also produced.

MODEL DEVELOPMENT & ANALYSIS

Work continued during the year on building and enhancing the capabilities of the tools and models utilized in undertaking the organization's mandate. This involved the updating, development and creation of the various models, indicators and indices that facilitated work and analyses in a number of areas as outlined below:

CGE Model – Work was advanced on the refinement of the **CGE Model** to include the revision of some scenarios, updating the Business Nature Codes as well as the entering of additional tax data into the model to enable the running of different scenarios. The model is a taxation model developed to facilitate macroeconomic analysis of the impact of tax changes on the economy.

Threshold 21 (T21) – In addition to the continued development of the model, efforts to improve exposure of the T21 Model continued with a presentation at the University of the West Indies Sustainability Impact Assessment Trade Training Course as well as to the Canadian Cooperation Fund (CCF) Mission and the Trinidad and Tobago Vision 2020 Programme Management Office Team. The presentations highlighted and explained the features of the T21 model and how it assisted in the formulation of the *Vision 2030 Jamaica – National Development Plan*. The model, which was developed to underpin the National Development Plan, was used during the year to analyse various scenarios including: the implications of global economic developments for the domestic economy; an assessment of the FY2010/2011 budget in general as well as the cuts in the budgetary allocation and its implications; and the implementation of the Electricity

Tax on both residential and commercial users.

Pension Reform Options Simulation Toolkit (PROST) – The model, designed to promote informed policy making pension-related analysis, was used to formulate a notional contribution scheme for the Civil Service. Work also involved the presentation of simulations for pension reform to be included in the Green Paper on Pension Reform.

Input/ Output (I/O) Model – The model was recast to use revised values for 2000 Supply and Use tables. During the year, the model which is generally used to analyse backward and forward sectoral impacts was used to:

- calculate conversion factors for some sectors of the economy, which will then be utilized to estimate shadow prices
- produce multipliers for the Film & ICT industries for the Jamaica Trade & Invest, using the 2000 I/O Model
- do economic impact assessment of the fall-out in bauxite production in 2009
- assess the economic impact of the building of the Falmouth Pier

Debt Dynamic Model (Version 2) – The model and interface was updated and international trade data (imports) and a government employment sector module was added. The model is used to analyse the debt to GDP ratio, given projected fiscal policy and macroeconomic outcomes over the medium term. This model, along with the T21 and I/O models, was used to assess the impact on the Jamaican economy of the achievement of the target of a balanced budget by 2016.

Microsimulation – The model which can be used to estimate the impact of policy interventions by estimating the cost and efficiency of the intervention was presented at the UWI Inter-Faculty Seminar. It assesses the resultant reduction in poverty and inequality for every dollar used for the intervention. During the year, two scenarios were tested – the universal application of an increase in the cash transfer programme and the implications of an increase in the VAT to cover the cost of the cash transfer.

Other model-related activities were the development and utilization of various **Econometric Models**, including three Poverty Forecasting Models, the economic model for the Financial Sector; the Education Projection Model; and the Em-



Mr Steven Kerr (right), Human and Community Development Manager, PIOJ poses a question during the launch of the *Jamaica Survey of Living Conditions 2008 and 2009* reports and the *Human Development Report 2010*, while other members of staff listen attentively

ployment Forecasting Model. In order to deepen the macroeconomic analysis, databases, indicators and indices were created for several areas — external trade, government and finance, finance and monetary, and the real sectors — as well as the conducting of research on lag, coincidence and lead indicators. These can also be used to inform further research and some indicators have the potential to be infused in current PIOJ publications, thereby enhancing analysis of the economy.

Also, driven by its continued quest to improve its analytical capacity, the organization attempted to boost the suite of analytical tools at its disposal through participation in a Statistical Analytical Systems (SAS) training aimed at enhancing the knowledge and use of *JSLC* data as well as an Econometrics Course at UWI, Mona. In addition, the organization participated in demonstrations by the World Bank on a simple method to update the Input/Output model and in the Ministry of Energy's Database and Modelling Symposium and activities related to the development of the MESSAGE Model.

In an attempt to enhance the UWI/PIOJ collaboration, the organization also imparted its knowledge of the I/O model through a presentation of the model at the UWI, followed by a series of guest lectures on the topic. Further work in this area was preceded by the preparation of a submission to the Faculty of Social Sciences of a joint systems dynamics Course entitled "Introduction and Applied System Dynamics Methodology".

PUBLICATIONS

One of the Institute's main avenues for disseminating information to the wider public is through its publications. In addition to its flagship publication the *Economic and Social*

Survey Jamaica, which provides information on the performance of the economy for the calendar year, the *Jamaica Survey of Living Conditions (JSLC)*, the quarterly *Economic Update and Outlook (EU&O)*, the biannual *Labour Market Information Newsletter (LMIN)*, and the *JA PEOPLE* magazine were produced.

The Institute's publications are available from its Bookshop located at the PIOJ's Office; Sangsters Book Store; the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) Book Shop, UWI, Mona; and the Northern Caribbean University's bookstore. Publications are also displayed and sold at book launches, business seminars, conferences, and other public fora.

SPECIAL STUDIES/SPECIAL PAPERS

In addition to its socio-economic publications, the PIOJ also conducts research which is used for the production of various special papers/studies. During the year, the following studies/papers/reports were undertaken:

- "Beyond Cash Transfers" given by the Director General at a World Bank Conference in Brazil
- "Prostate Cancer in Jamaica: the Contribution of Diet and Lifestyle Factors"
- Position Paper on: "One Authority: Jamaica's Response to the HIV/AIDS Epidemic"
- Terms of Reference for a study on: "The Impact of the Global Economic Crisis on the Delivery of Health Services for HIV/AIDS"
- Terms of Reference on: Cost Requirements for Achieving Millennium Development Goals 4 and 5
- Report on: "OAS/UNICEF/UNFPA Caribbean Regional Summit on Best Practices of Civil Registration: Promoting Social Inclusion"
- Draft Report on: "The Labour Market Inclusion of People with Disabilities"
- "A Concept Paper on "A Proposed Study Tour to Latin America with focus on Programmes that build the Assets of the Poor, and Networking between State and Non-state Initiatives"
- Draft Action Plan towards: The Development of a Comprehensive Social Protection Strategy
- T21 Jamaica: A Tool for Long-Term Sustainable Development" slated to be published in International Journal for Sustainable Development, Volume 6 No. 2 May/June
- Draft paper on: "Relationship/Determinants of Savings and Investment in Jamaica"

- Concept Paper on: "The Laffer Curve: Jamaica's Experience"
 - Growth Diagnostic Study
 - "The Socio-Economic and Environmental Impact Assessments of the May 22 to June 7, 2010 Events in Western Kingston using the Damage and Loss Assessment (DALA) Methodology." The report, which was the first of its kind focusing on a 'man-made' disaster, was prepared in collaboration with UNECLAC
 - "A Macro-Socio-Economic and Environmental Assessment of the Damage and Loss caused by Tropical Depression No. 16 -Tropical Storm Nicole"
 - "Integrated Waste Management Strategy and Action Plan." The strategy is aimed at providing a framework for the effective and efficient management of waste.
- Other research papers prepared included:
- "The Role of Science and Technology in Disaster Risk Reduction." Finalized and presented at the Technologies for Development Conference in Lausanne, Switzerland
 - Literature reviews were also completed for the paper on "Structural Development in Jamaica's Economy using the Input/Output Analysis". Work is ongoing for a paper on "Real Exchange Rates."

LIBRARY SERVICES/INFORMATION MANAGEMENT

The highlight of the year was in the area of Records Management. The inventory of records was completed. Improvements were also made in the area of mail management.

ACQUISITION & DATABASE MANAGEMENT

A total of 1 707 documents were acquired as against 2 017 in 2009. Publications were acquired through purchases and as gifts from public and private sector entities, local and international. Sources included the Houses of Parliament, the Statistical Institute of Jamaica, the Ministry of Finance and the Public Service, the Bank of Jamaica, UNECLAC, International Labour Office, UNESCO, IDB and the World Bank.

The bibliographic database now contains 14 597 records. Efforts to facilitate access to electronic documents continued with a trial run of EBSCO Host's Caribbean Database and the addition of 879 documents to the digital collection. An

in-house database of newspaper articles has also been created. This facilitated the timely delivery of documents needed for the preparation of the Institute's annual publications.

EXHIBITIONS

The Wesley Hughes Documentation Centre continued to partner with other divisions and units, particularly the Plan Development Unit and the Corporate Affairs Marketing and Communication Division, in promoting the organization and its activities. A total of 45 exhibitions and displays were mounted compared with 41 in 2009.

ACCESS TO INFORMATION & REFERENCE QUERIES

Sixty access to information requests were satisfied compared with 86 in 2009; additionally, 609 reference queries were processed and recorded. The number of loans recorded increased significantly to 5 491 from 3 724.

SOCIO-ECONOMIC INFORMATION NETWORK

The Wesley Hughes Documentation Centre is the focal point of approximately 70 library/information centres in the socio-economic field. One of its mandates is to coordinate the establishment of a database consisting of the records of the databases of these information centres, that is, the SECIN database or union catalogue. The number of libraries which have contributed to the union catalogue increased to 22 in 2010 from 19 in 2009. The libraries which have had their catalogue included in the union catalogue are the Ministry of Energy and Mining; the Ministry of Industry, Investment and Commerce; and the Jamaica Military Museum and Library.

In June 2010, a cataloguing workshop was held in which 28 Information Specialists participated. The Resource Description and Access workshop was held in September with 50 participants. The main objective of both workshops was to improve the competence of SECIN's librarians in the area of cataloguing so that they would become better equipped to participate in building the SECIN database, which is earmarked to become part of the Jamaica union catalogue.

Four issues of SECIN News were published for the dual purpose of keeping librarians informed about network business and having a vehicle for informing them about progress in the implementation of Vision 2030 Jamaica - National Development Plan. In addition, the newsletter is used by the focal point to promote new publications of the Institute.

External Communication & Marketing

Activities related to this area were curtailed during the year due to budgetary constraints. Success was, however, made in improving the visibility of the organization and promoting its work through the provision of socio-economic information to its stakeholders, the media and the public through the staging of events, presentations, interviews and the marketing and distribution of its publications. Partnerships with external agencies/organizations in a number of events provided an avenue for increasing public awareness especially of Vision 2030 Jamaica.

QUARTERLY PRESS BRIEFINGS

As a means of engaging the media and providing information to the general public on the performance of the economy, the Institute continued its quarterly press briefings. This year, a summary of the Vision 2030 Jamaica Social, Governance and Environment Indicators was incorporated into the press briefings. The summary gives an indication of the country's improvements in the indicators of well-being and progress that track Jamaica's achievements towards Vision 2030 Jamaica. A publication, the Economic Update and Outlook, is produced with the findings presented at the press briefing.

DIALOGUE FOR DEVELOPMENT LECTURE SERIES

The Dialogue for Development Lecture is an annual event that the PIOJ uses as a means of sharing views, initiating debate, raising consciousness and obtaining feedback on an area of national interest. The Dialogue for Development Lecture 2010 examined the issue of Climate Change under the theme Building Climate Resilient Economies and Societies: The Way Forward. The Lecture was held on November 16, 2010 and delivered by Distinguished Lecturer, Dr Ulric Trotz, Senior Advisor, Caribbean Community Climate Change Centre, from Belize. The Lecture addressed, among other areas, the development challenges being faced within Jamaica and the Caribbean as a result of the impact of natural hazards. The PIOJ through the government's Public Relations Agency - the Jamaica Information Service - staged a panel discussion prior to the Lecture on Climate Change as a means of discussing funding, the need for awareness and significance of climate change within the region. The panellists were: Head of the Department of Physics and the Climate Studies Group at the UWI, Mona, Dr Michael Taylor; Senior Advisor, Caribbean Community Climate Change Centre, Dr

Ulric Trotz; and Director, Sustainable Development and Regional Planning Division, Ms Claire Bernard.

LAUNCH OF JAMAICA SURVEY OF LIVING CONDITIONS 2008/2009 & HUMAN DEVELOPMENT REPORTS

Through its Social Policy Planning and Research Division, the PIOJ released the findings from the Jamaica Survey of Living Conditions 2008 and 2009 and the Human Development Reports on Tuesday, November 23, 2010 at the Jamaica Conference Centre. The event, which was launched by the Prime Minister, the Hon. Bruce Golding was staged in collaboration with the UNDP and STATIN. The 2008 JSLC was based on a large sample, which is done periodically, the



Director General, Planning Institute of Jamaica (PIOJ), Dr Gladstone Hutchinson (left) warmly greets distinguished Lecturer Dr Ulric Trotz, Senior Advisor, Caribbean Community Climate

last being in 2002. It consists of the standard six modules - Demographic Characteristics, Household Consumption, Health, Education, Housing, and Social Welfare. The 2008 publication also included two special modules, Early Childhood Development and Adult Literacy. Its counterpart, the 2009 JSLC is comprised of six modules similar to the 2008 edition with one special module, Coping Strategies. The HDR 2010 examines Jamaica's ranking in terms of the Human Development Index (HDI) in relation to other countries and looks at three measures - The Inequality Adjusted HDI, the Gender Inequality Index, and the Multi-dimensional Poverty Index.



Ms Yvonne Smith (left), Marketing Officer, Corporate Affairs Marketing & Communication Division assists students with information at one of the PIOJ's displays

OTHER EVENTS

The PIOJ continued to collaborate with its partners and participated in several events during the year, geared at generating visibility and raising awareness of the Institute. Among the events held were the PIOJ/Inter-American Development Bank's (IDB) two-day National Workshop on Disaster Risk Evaluation on August 23 and 24; World Population Day held in partnership with the United Nations Population Fund (UNFPA) on July 13, under the theme Everyone Counts-You, Me, All A Wi; and the Labour Market Forum held for the third time in conjunction with the Labour Market Information Technical Advisory Committee's (LMITAC) under the theme Jobs for Growth: The Contribution of the Labour Market in Economic Expansion on December 2, 2010. The forum examined, among other areas: i) The Global Jobs Pact: Regional and International Perspective; ii) The PIOJ Perspective: The Role of the Jamaican Labour Market in a Contracting Fiscal Environment; iii) Jobs for Growth: The Role of the Private Sector and The Trade Union Perspective; and iv) Labour Productivity in Jamaica: How to Improve Productivity in Businesses.

For the fifth year, the PIOJ collaborated with the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES), UWI; the UWI; UNICEF; the Environmental Foundation of Jamaica; the Caribbean Child Development Centre; and the Office of the Children's Advocate, among other entities, to stage the Caribbean Child Research Conference held on October 20 and 21 at the Jamaica Conference Centre. This year's focus was on the Millennium Development Goals under the theme: Five Years Before 2015: The MDGs and Child Rights in the Caribbean. The conference reviewed the progress made in fulfilment of these international goals and targets and other international targets set for the improvement of conditions of children in Jamaica and throughout the Caribbean.

WORKSHOPS

The PIOJ also participated in a number of workshops/seminars including:

- A joint UWI/PIOJ seminar on "The Jamaican Economy: Implications of the IMF Agreement". This seminar, in addition to being timely and informative, was part of a thrust to improve collaboration between the Department of Economics at the UWI and the Institute
- A workshop to review the Energy Sector's three-year Action Plan Document. This document, the first of the seven three-year plans developed to ensure successful implementation, outlines the major initiatives, programmes and projects to be undertaken
- Public Sector Review Workshop on "The five supporting sub-policies linked to Jamaica's Energy Policy 2009-2030"
- A Workshop to highlight Energy Saving Opportunities within the Public Sector
- A Symposia series on "Creating a Policy Framework for the MSME Sector" Among the topics examined were "Two Key Burdens affecting MSME's: Financing and Tax administration"; and "Key Issues for the Future: Internationalization, Innovation and Intellectual Property Rights"
- Seminar examining funding of higher education in Jamaica
- Workshop on "Constraints to Growth in Jamaica and the Performance of the Jamaican Economy"
- Two-day workshop to develop Central Management Conceptual Design
- Workshops on "Household Food Expenditure Behaviour in Jamaica, 1992-2008: An Economic Analysis" and "Draft Regional Policy for Food and Nutrition Security"
- The GOJ/IDB Workshop on Disaster Risk Evaluation
- Two community workshops and one national consultation for the RiVamp project
- Stakeholder consultation on the Integrated Waste Management Strategy and Action Plan.

PRESENTATIONS

In response to requests from clients a number of presentations were made during the year on the following areas:

- PIOJ's publications
- "Demographic Transition, Vision 2030, and Popula-

tion Ageing and Implications for Development"

- "Effects of Migration on Children"
- "Estimating Indexes of Composite Indicators for Barbados"
- "Preliminary Results of GIS Growth Evaluation Survey (2009)." The survey is canvassed as a part of the ESSJ process. It collects data from members of the Land Information Council of Jamaica and private sector agencies that use the technology.

Presentations were also made to a variety of institutions and groups including:

- Career Development Services Conference
- UWI Career Expo
- Eltham and Holy Childhood High Schools
- HEART Trust/NTA Labour Market Sensitization Seminar
- Jamaica Teaching Council
- National Council on Education/St. Elizabeth Homecoming Education Financing Seminar
- Parent's Place workshop
- YUTE X Conference

WEBSITE

In January, the website was upgraded to a more user friendly, secure and visually appealing site. The upgrade includes a photo gallery, audio/visual capability and links to two other websites, the Vision 2030 Jamaica and JamStats. Information is readily and easily accessible and members of the public can view the PIOJ's events, feature stories and publications which are highlighted on the home page. Through its e-commerce capabilities, publications are made available for sale. In addition, the public can access social, economic and sustainable development data/information. The PIOJ's press releases, speeches, job vacancies, tender documents and events are also posted.

PROMOTIONAL ACTIVITIES

This year, budgetary constraints impacted the promotional activities of the Institute as the visits to schools and other educational institutions were curtailed. The Institute continued to market its publications through presentations and arrangements with various tertiary institutions for its publications to be sold on a consignment basis. Arrangements have been put in place in this regard with SALISES, UWI; Kingston Bookstore; the UWI Bookstore; and Northern Caribbean University.

Direct marketing of the publications also entailed the mounting of exhibitions which highlights both the work of the PIOJ, creates awareness, and generates sales of the organization's publications. The organization continued to identify opportunities with various entities where the publications can be showcased. This year over 24 displays were mounted at seminars/workshops/conferences and schools across the island.

One of the main activities of the year was the creation of the Popular Version of Vision 2030 Jamaica - a simplified, reader-friendly version of the Plan targeted to schools, community-based organizations, youth groups, civil society organizations and the 'man in the street'. Completed in July, the Popular Version was launched by the Prime Minister on October 8 at the Civic Centre, Montego Bay. A total of 37 000 copies were printed for distribution to a wide cross section of stakeholders throughout Jamaica and overseas to broaden their awareness of the National Development Plan and mobilize their involvement in its implementation. At the end of year, approximately 2 430 copies of the Popular Version had been distributed to stakeholders.

The PIOJ also collaborated with the Social Development Commission (SDC) to develop a series of islandwide Trainer of Trainer Workshops, eight of which were held during November-December. The objective was to train SDC staff and community leaders on how to use the Popular Version to apply Vision 2030 Jamaica to development planning at the parish and community levels.

By the end of December 2010, approximately 2 032 copies of the Plan, 976 copies of the MTF 2009-2012, 1 033 compact discs containing the Plan and MTF, and Sector Plans were distributed to a wide cross section of stakeholders including: the Governor General and immediate past Governor General; the Prime Minister; parliamentarians; Opposition Leader and members of the Shadow Cabinet; two former Prime Ministers; Ministries, Departments and Agencies; private sector entities; schools; libraries; and civil society groups.

In-depth discussions were held with the Jamaica Cultural Development Commission to incorporate Vision 2030 Jamaica into the activities of Jamaica Festival 2011 and 2012. A proposal was made by the PIOJ to present trophies and cash awards for the presentations that best exemplify Vision 2030 Jamaica in the various categories of the performing arts at the parish and national levels.

Other activities completed during the period to support the communications programme for Vision 2030 Jamaica included:

- the uploading of relevant information on an ongoing basis to the Vision 2030 Jamaica website: www.vision2030.gov.jm which was launched in 2009, and which features news and activities, re-

sources and publications related to the Plan

- forging of agreements with the Jamaica Information Service to improve the visibility of the Plan in the media
- several special presentations and consultations conducted islandwide to sensitize a wider cross section of the population about the Plan
- discussions, interviews, press releases, news stories and features on the Plan in the print and electronic media
- preparation of promotional documents including production and distribution of 6 000 brochures to various target groups across the island
- production and electronic distribution, to various target groups including the Diaspora, of the quarterly newsletter - Vision 2030 Jamaica Update.

CUSTOMER SERVICE

As a means of improving customer service standards throughout the public sector, the Standards and Monitoring Unit, Office of the Prime Minister, implemented the Customer Service Monitoring and Evaluation (CSME) Framework this year. The CSME enables the PIOJ to measure and analyse its service delivery and assess the needs and satisfaction level of its customers, using an evidence-based methodology. Towards this goal, the PIOJ completed the Raid Chart, Value Chain Resource Allocation Chart, Service Density Map and Service Access Cycle Map. The organization will submit its first Customer Service Monitoring and Evaluation ScoreCard to the OPM in FY 2010/2011. The ScoreCard represents a standardized approach which is being utilized in the public sector to report on service delivery. The PIOJ's Citizen's Charter is currently being revised and will be completed in 2011.

Governance & Management

The most significant challenge continued to be the balancing of an inadequate budget and the capacity to deliver the standard of services expected within the context of corporate governance. This challenge was exacerbated by the introduction of a system of central treasury management by the Ministry of Finance & the Public Service. Another matter that required astute management was that of keeping the staff highly motivated and informed about the implementation of the widely publicized Public Sector Transformation Project. The Institute provided guidance in the implementation of the project and remains one of the lead agencies in the activation of an Interdisciplinary Transformation Team (IDTT), which was designed in response to the management of the transformation process.

The PIOJ was appointed the National Implementing Entity for the Adaptation Fund. This earned Jamaica the distinction of being one of three countries to receive this accreditation. This appointment, in addition to an increase in the number of projects being managed by the Institute, has and is expected to result in increased demands in the areas of human resource management, financial responsibility associated with the management of these project funds and corporate governance. Despite the rising demands being made on the Institute, there was an intensification of cost containment measures which, in addition to those previously introduced, have borne significant savings.

Additional measures were implemented during the year in creating a greener office. This included the production of a documentary on paper conservation entitled Paper Trail. The documentary was prepared in collaboration with the Energy and Resource Management Committee and sought to sensitize staff to "Reduce, Reuse, Recycle" practices in the office.

The Institute embarked on the implementation of new systems to increase productivity and efficiency as well as the maintenance of the network infrastructure, communication systems, power supply, access control and surveillance systems; the upgrading of the IT infrastructure for increased productivity; and the continued support to public sector ICT implementation and coordination. Emphasis was placed on the implementation of systems for improved data management and efficiency gains as well as the management of the data, technical and applications architecture. Among the specific initiatives undertaken were i) the development and implementation of a mail management system; ii) the upgrading and maintenance of an External Management System to manage the information on loans, grants and technical assistance provided to the government; iii) the upgrading of the Fixed Assets Register to improve the inventory management of

fixed assets; iv) the provision of technical advice to JamStats and the Vital Statistics Secretariat and other capital projects under management; and v) to work with other GOJ entities on pre-design activities for government-wide systems.

Procurement compliance is important to the Institute. As a result, the Institute's internal procurement policy was revised in light of the recent changes and ultimate revision of the GOJ Procurement Guidelines. During the year, the PIOJ was recognised by the Office of the Contractor-General as being 100.0 per cent compliant.

STAFFING AND SENIOR MANAGEMENT APPOINTMENTS

Dr Gladstone Hutchinson assumed duties as Director General in July 2010. Prior to his assignment, he served the Government of Jamaica as a Resident Economic Advisor and Economic consultant in the Ministry of Finance and Planning (1996-2001) where he spearheaded the GOJ's formal introduction into the international capital markets. The findings and recommendations of his research also formed part of a new policy for the management of public enterprises in Jamaica.

Mr James Stewart was assigned Acting Director of the Economic Planning and Research Division with responsibility for monitoring important development trends in the local and international economy, with respect to the actual or potential impact on Jamaica, as Dr Christine Clarke resigned.



PIOJ staff, Omar Rainford (left) and Natalie Leiba, stand ready to assist visitors and to provide information on the work of the PIOJ during a three-day Yute X Conference held at the Knutsford Court Hotel, November 24-26

CORPORATE SOCIAL RESPONSIBILITY

Despite the severe financial constraints, the Institute continued to support the library internship programmes of the Excelsior Community College and the UWI and the summer employment programme in fulfilment of the national development goals. Additionally, as part of its corporate social responsibility, the PIOJ participated in various sporting activities with the boys at the Jamaica Christian Boys' Home.

TRAINING AND DEVELOPMENT

In an effort to develop organizational capacity and to ensure that employees were equipped with the requisite knowledge and skills to perform their jobs, the Institute provided local and overseas training opportunities to its staff. Some of these programmes were: CISCO, CCNA; Data Warehousing; Electronic Digitization; Myers Briggs Type Indicator Certification; Medium Term Expenditure Framework, Design and Implementation; Monitoring and Evaluation; Multi-Hazard Risk Assessment; Project Analysis; Project Management; Strategic Negotiations and Leadership.

The Institute took the decision to broaden the training opportunities and hence invited staff from other ministries and agencies to participate in the courses. Those officers in attendance were from the Office of Disaster Preparedness and Emergency Management, Ministry of Agriculture and Fisheries, Ministry of Finance and the Public Service, Ministry of Foreign Affairs and Foreign Trade, and the Jamaica Tourist Board.

In addition, staff also participated in the following training courses:

- Labour Market Inclusion of People with Disabilities at the ILO Training Centre in Turin, Italy
- Project Management Principles
- Strengthening the Leadership Ethos in the PIOJ
- Administrative Management
- Project Management and the Preparation of Terms of Reference (TOR) and Requests for Proposals (RFP)
- Initial Damage Assessment (IDA), Office of Disaster Preparedness and Emergency Management
- Multi-Hazard Risk Assessment, University of Twente in the Netherlands
- Coastal Adaptation to Climate Change, University of Rhode Island's Coastal Resource Centre
- Ecosystems, Livelihoods and Disaster Risk Reduction Workshop, Bonn, Germany (organized by the Partnership for Environment and Disaster Risk Re-

duction (PEDRR), an alliance of UN and other agencies).

PENSION ADMINISTRATION

Pursuant to Regulation 12(1) of the Pensions (Superannuation Funds and Retirement Schemes) the PIOJ fund as at December 2010 was in compliance with the Financial Services Commission (FSC) requirements. The management of the Pension Fund is performed jointly by:

- Trustees
- Planning Institute of Jamaica
- The Administrator, Employee Benefits Administrator Limited
- The Investment Manager, Sagicor Life Jamaica Limited.

In keeping with new pension regulations as established by the FSC, contributions to the fund were kept within the seven-day deadline. As at December 2010, the fund stood at \$485 986 995.00

HEALTH AND WELLNESS & OCCUPATIONAL SAFETY

The Health and Wellness & Occupational Safety programme focused on health and safety activities. Several initiatives were undertaken.

- i) Nest-Egg Planning forum tagged "Celebrate Life" - This event had an emphasis on retirement planning and presented a health seminar and fair which involved external stakeholders. There were presentations on lifestyle practices and the Heart Foundation of Jamaica provided counselling, cholesterol, blood pressure, blood sugar and ECG checks
- ii) Air Quality Testing - Air quality tests were conducted and although no volatile organic compounds were found, areas for improvement on the air flow in the building were highlighted
- iii) Emergency Planning - Consultations with the building security contractor, Office of Disaster Preparedness & Emergency Management (ODPEM) and the Jamaica Fire Brigade were conducted to create an updated PIOJ Building Emergency Manual. Emergency Evacuation Plans were mounted on all floors to strengthen the emergency response planning for the building. In addition, a workshop was hosted by the ODPEM to re-sensitize floor wardens and emergency personnel of the correct responses to an earthquake.

Other safety issues handled related to electrical installations and were done through collaboration with legal and other professional advisors affiliated with the Institute.

STAFF RECOGNITION

Approximately 65.0 per cent of the staff with tenured appointments was awarded incremental payments resulting from performance targets achieved with an overall score of 75.0 per cent. A comprehensive database was developed to better track the measurement of results and feedback. An analysis of the data showed 85.0 per cent compliance in the conducting of performance evaluations.

INTERNAL COMMUNICATIONS

Staff is kept aware and informed of activities through the use of the Intranet, Inter-Collaboration Divisional meetings, the Learning Hour and the PIOJ Highlights (an in-house newsletter).

An inter-divisional committee, the Communications Committee, addresses concerns and provides feedback for staff and external customers. The committee provides support for the Inter-Collaboration Divisional Meetings and the Learning Hour (formerly the Lunch Hour Forum), which are interactive sessions where various topics are discussed or information imparted.

Three inter-collaboration divisional meetings were held during the year. Topics for discussion ranged from examining issues on the Proposal of a Ministry of Social Community Development; the Global Economy and a special inter-collaboration meeting on The Work Ethic & Productivity.



PIOJ's Director General, Dr Gladstone Hutchinson (centre) participating along with staff and boys from the Jamaica Christian Boy's home during the Institute's Emancipation activities

Learning Hour presentations are made by Technical Officers or by representatives from various ministries and organizations. Five Learning Hour sessions were conducted during the year on: Energy Conservation; National Transformation Programme; How Climate Change has Contributed to the Problems of Food Security in Small Island Developing States; and Lost Boys of Jamaica: Prescriptions and Solutions.

SENIOR EXECUTIVE COMPENSATION

Position of Senior Executive	Year	Salary (\$)	Gratuity (\$)	Travelling Allowance or Value of Assignment of Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Director General (Contract)	2010	4 750 000	-	140 000	-	-	65 000	4 955 000
Deputy Director General	2010	5 159 771	-	796 500	-	-	-	5 956 271
Director, Corporate Services	2010	3 556 810	889 202	796 500	-	-	-	5 242 512
Director, External Cooperative Mgt.	2010	3 443 892	-	796 500	-	-	-	4 240 392
Director, Sustainable Development & Regional Planning	2010	3 556 810	-	796 500	-	-	-	4 353 310
Director, Economic Planning & Research	2010	2 242 888	-	553 125	-	-	-	2 796 013
Director, Economic Planning & Research (incumbent acting since Sept 2010)	2010	862 395	-	265 500	-	-	-	1 127 895
Director, Corporate Affairs, Marketing & Communications Division (incumbent acting effective Sept 2007, appointed May 2010)	2010	3 142 778	-	796 500	-	-	-	3 939 278
Director, Social Policy, Planning & Research (Incumbent reassigned effective September 2009)	2010	2 992 221	-	796 500	-	-	-	3 788 721
Total	2010	29 707 565	889 202	5 737 625	-	-	65 000	36 399 392

Notes

1. All contracts are in Jamaican currency.
2. Director General's security
3. Where a non-cash benefit is received (e.g. government housing), the value of that benefit shall be quantified and stated in the appropriate column above.

BOARD OF DIRECTORS COMPENSATION

JANUARY – DECEMBER 2010

Board	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honorarium (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Dr. Gladstone Hutchinson	Nil	-	Nil	-	Nil
Darlene Morrison	7500	-	-	-	22 500
Colin Steele	7500	-	-	-	37 500
Sandra Glasgow	6 500	-	-	-	26 000
Professor Alvin Wint	6 500	-	-	-	39 000
Dr. Vindel Kerr	6 500	-	-	-	26 000
Total	34 500	-	-	-	151 000

Notes

1. Where a non-cash benefit is received (e.g. government housing), the value of that benefit shall be quantified and stated in the appropriate column above.

2010 Year in Review



Students from Cornwall College perform at the launch of the Popular Version *Vision 2030 Jamaica – National Development Plan* held at the Montego Bay Civic Centre, Sam Sharpe Square, Montego Bay, Friday, October 8, 2010

Staff from the PIOJ pose as they model the *Vision 2030 Jamaica* sunglasses at the launch of the Popular Version of *Vision 2030 Jamaica – National Development Plan* held at the Montego Bay Civic Centre, Sam Sharpe Square, Montego Bay, Friday, October 8, 2010



Dr Gladstone Hutchinson, Director General, PIOJ (right) warmly greets Mrs Glynne Manley (left) at the Dialogue for Development Lecture, Jamaica Pegasus Hotel, November 16, 2010. Sharing in the moment are Indian High Commissioner, Mohinder Singh Grover (centre) and Dr Pauline Knight (second right) Deputy Director General, PIOJ

2010 Year in Review



Dean, Faculty of Social Sciences, UWI, Professor Mark Figueroa (at the podium) addresses the audience during the Caribbean Child Research Conference. Seated at the head table are (left to right) Professor Brian Meeks, Director, SALISES, UWI; Mr Robert Fuderich, Representative, UNICEF Jamaica; and Mr Bernt Aasen, Regional Director, UNICEF, Latin America and the Caribbean Regional Office. The event was held on October 20–21, 2010 at the Jamaica Conference Centre

Deputy Director General, Dr Pauline Knight, PIOJ (right) smiles warmly as she greets the Hon. Parnell Charles (left) Minister of Labour & Social Security and Professor Neville Ying, Executive Director, Jamaica Diaspora Institute, Mona School of Business at the Labour Market Forum on December 2, 2010 at the PIOJ's offices



Representatives from the PIOJ assist members of the public at the registration desk during World Population Day, held under the theme: *Everyone Counts, You, Me, All A Wi*, Tuesday, July 13, 2010 on the Devon House grounds

AUDITED

FINANCIAL

STATEMENTS

YEAR ENDED DECEMBER 31, 2010