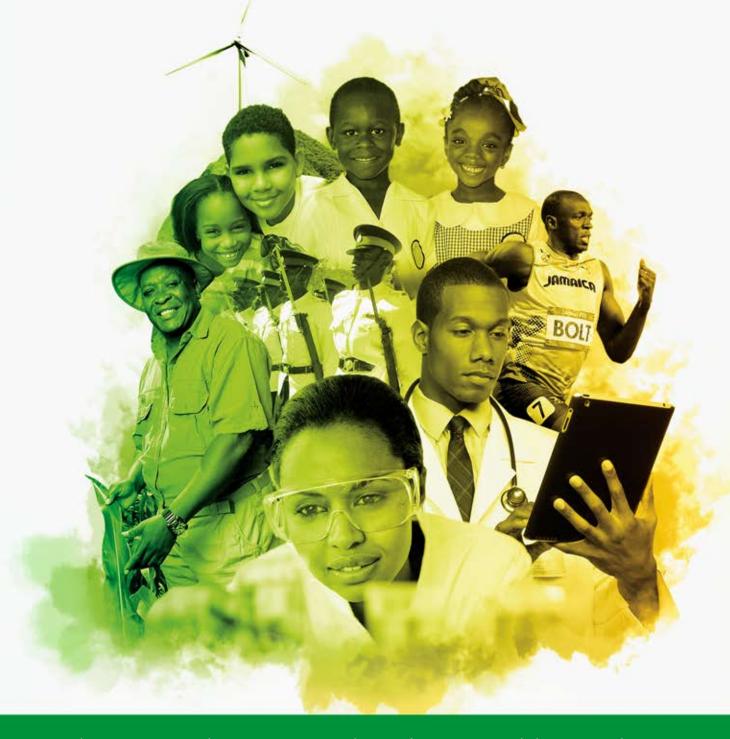




# **MEDIUM TERM**

SOCIO-ECONOMIC POLICY FRAMEWORK 2015-2018



Achieving Inclusive Growth and Sustainable Development



National Development Plan

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

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

p.:ill.; cm. ISBN 978-976-8103-63-5 (pbk)

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

338.97292 dc 23

Cover and book design by peartreeXpress Printed in Jamaica by peartreeXpress



VISION 2030 JAMAICA

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### **Foreword**

### **Acknowledgements**

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

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

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

### **Abbreviations and Acronyms**

AAJ Airports Authority of Jamaica

ABM Automated Banking Machine

ACB Agricultural Credit Board

ACIJ African Caribbean Institute of Jamaica

ACP Agricultural Competitiveness Programme

ADRA Adventist Development Relief Agency

ADSC Anti-Dumping and Subsidies Commission

AFI Approved Financial Institution

AGC Attorney General's Chambers

AGD Accountant General's Department

AIC Agro-Investment Corporation

AIDS Acquired Immune Deficiency Syndrome

AJAL Association of Jamaica Attractions Limited

ALMD Agriculture Land Management Division

AMANDA Application Management and Data Automation Software

AMS Accompanying Measures for Sugar Protocol Countries

APFIS Automated Palm and Fingerprint Identification System

ARB Architects Registration Board

ARV Anti-retroviral

ASYCUDA Automated System for Custom Data

ATO Accredited Training Organization

AVL Automatic Vehicle Location

B&B Bed and Breakfast

BFHS Bath Fountain Hotel and Spa

BGLC Betting, Gaming and Lotteries Commission

BILD Beckwith International Leadership Development

BOJ Bank of Jamaica

BPO Business Process Outsourcing

BSJ Bureau of Standards Jamaica

BTU British Thermal Unit

BWA Bureau of Women's/Gender Affairs

CAC Consumer Affairs Commission

CAD Computer-Aided Dispatch

CADS Communication Automated Data Systems

CAP Career Advancement Programme

CAP Community Access Point

CARICAD Caribbean Centre for Development Administration

CARICOM Caribbean Community

CARIFESTA Caribbean Festival of Arts

CARILED Caribbean Local Economic Development Project

CARTFund Caribbean Aid for Trade and Regional Integration Trust Fund

CBD Convention on Biological Diversity

CBO Community-Based Organization

CCB Caribbean Council for the Blind

CCADRRP Climate Change Adaptation and Disaster Risk Reduction Project

CCI Cultural and Creative Industries

CCTV Closed Circuit Television

CD Communicable Disease

CDA Child Development Agency

CDB Caribbean Development Bank

CDC Community Development Committee

CDP Capital Development Programme

CEO Chief Executive Officer

CFCU Communication Forensics and Cybercrime Unit

CFTC Commodity Futures Trading Commission

CGF Caribbean Growth Forum

Chik V Chikungunya Virus

CHEC China Harbour Engineering Company

CIB Central Investigations Bureau

CIC Construction Industry Council

CIP Construction Industry Policy

CIS Collective Investment Scheme

CISOCA Centre for the Investigation of Sexual Offences and Child Abuse

CITO Central Information Technology Office

CIU Coordination and Implementation Unit

CMI Caribbean Maritime Institute

CMS Court Management System

CNCD Chronic Non-Communicable Disease

CO2 Carbon Dioxide

COJ Companies Office of Jamaica

COMET II Community Empowerment and Transformation Project

COP 21 21st Conference of the Parties (to the UNFCCC)

CPC Chief Parliamentary Council

CPI Consumer Price Index

CPTC Creative Production and Training Centre Limited

CRP Community Renewal Programme

CRPD Convention on the Rights of Persons with Disabilities

CRDC Construction Resource and Development Centre

CSEC Caribbean Secondary Education Certificate

CSJP Citizen Security and Justice Programme

CSME CARICOM Single Market and Economy

CSO Civil Society Organization

CTMS Central Treasury Management System

CVSS Council of Voluntary Social Services

DAC Development Area Committee

DB Doing Business (World Bank)

DBJ Development Bank of Jamaica

DCS Department of Correctional Services

DFAFT Department of Foreign Affairs and Foreign Trade (Canada)

DFID Department for International Development (United Kingdom)

DPP Director of Public Prosecutions

DRGEP Debt Reduction and Growth Enhancement Project

DRM Disaster Risk Management

DTI Deposit-Taking Institution

e-Gov Electronic Government

e-LJam e-Learning Jamaica Company Ltd.

EC Early Childhood

ECC Early Childhood Commission

ECI Early Childhood Institution

ECD Early Childhood Development

ECP Early Childhood Practitioner

ECSAT Eye Care Service Assessment Tool

EEZ Exclusive Economic Zone

EFA Education for All

EFF Extended Fund Facility

eGovJamaica Limited

EIA Environmental Impact Assessment

Ell Energy Intensity Index

ELE Electronic Labour Exchange

EMIS Education Management Information System

EMS Environmental Management System

EOJ Electoral Office of Jamaica

EPA Economic Partnership Agreement

EPI Environmental Performance Index

EPIP Effective Parenting Intervention Programme

EPOC Economic Programme Oversight Committee

ERP Economic Reform Programme

ESCO Energy Services Company

ESSJ Economic and Social Survey Jamaica

EU European Union

EXIM Export Import Bank

FAA Financial Administration and Audit

FAD Fiscal Affairs Department

FAMP Fiscal Administration Modernization Programme

FAMPLAN Jamaica Family Planning Association

FAO Food and Agriculture Organization of the United Nations

FBO Faith-Based Organization

FCJ Factories Corporation of Jamaica

FDI Foreign Direct Investment

FFIT Full-fledged Inflation Targeting

FFP Food for the Poor

FID Financial Investigation Division

FINA Fédération Internationale de Natation (International Swimming Federation)

FLA Firearm Licensing Authority

FSC Financial Services Commission

FSMA Food Safety Modernization Act

FTC Fair Trading Commission

FY Fiscal Year

GAP Good Agricultural Practices

GASC Growth Agenda Subcommittee

GCI Global Competitiveness Index

GCT General Consumption Tax

GDP Gross Domestic Product

GEF Global Environmental Facility

GEF SGP Global Environmental Facility Small Grants Programme

GER Government Electricity Regulator

GFP Gender Focal Point

GFR General Fertility Rate

GGHE General Government Health Expenditure

GHG Greenhouse Gas

GIS Geographical Information System(s)

GLHI Global Logistics Hub Initiative

GMP Good Manufacturing Practices

GOJ Government of Jamaica

GSAT Grade Six Achievement Test

HACCP Hazard Analysis and Critical Control Points

HAJ Housing Agency of Jamaica

HCMES Human Capital Management Enterprise System

HDI Human Development Index

HEART Trust/NTA Human Employment and Resource Training Trust/National Training Agency

HFLE Health and Family Life Education

HIV Human Immunodeficiency Virus

HLSTUEI Hugh Lawson Shearer Trade Union Education Institute

HQI Housing Quality Index

HR Human Resources

HRMIS Human Resource Management Information System

HSDE High School Diploma Equivalency

HSSIIP High School Sport Infrastructure Improvement Project

IAEA International Atomic Energy Agency

IAPIS Interactive Advanced Passenger Information System

IBRD International Bank for Reconstruction and Development (World Bank)

ICPD International Conference on Population and Development

ICT Information and Communications Technology

ICVIS Integrated Crime and Violence Information System

IDB Inter-American Development Bank

IDP International Development Partner

IEC International Electrotechnical Commission

IFC International Finance Corporation

IFSLM Institute of Forensic Sciences and Legal Medicine

IGDS Institute of Gender and Development Studies

IGNITE Innovation Grant from New Ideas to Entrepreneurship

IICA Inter-American Institute for Cooperation on Agriculture

ILO International Labour Organization

IMAJ Incorporated Masterbuilders Association of Jamaica

IMF International Monetary Fund

INSPORTS Institute of Sports

INVOCAB Improving Innovation Capacities in the Caribbean

IOJ Institute of Jamaica

IOM International Organization of Migration

IP Intellectual Property

IP Investment Project

IPL Independence Park Limited

ISO International Standards Organization

ISSA Inter-Secondary Schools Sports Association

ITA Island Traffic Authority

IUU Illegal, Unreported and Unregulated (Fishing)

J-TEC Jamaica Tertiary Education Commission

Ja REEACH Jamaica Rural Economy and Ecosystems Adapting to Climate Change

JAAA Jamaica Athletics Administrative Association

JACRA Jamaica Agricultural Commodities Regulatory Authority

JADCo Jamaica Anti-Doping Commission

JADEP Jamaica Drug for the Elderly Programme

JAMALCO Jamaica Alumina Company

JAMPRO Jamaica Promotions Corporation

JAMSTATS Jamaica Statistics

JAMVAC Jamaica Vacations Limited

JANAAC Jamaica National Agency for Accreditation

JAS Jamaica Agricultural Society

JAVA Jamaica Association of Villas and Apartments

JBA Jamaica Bankers' Association

JBDC Jamaica Business Development Corporation

JBI Jamaica Bauxite Institute

JCA Jamaica Cricket Association

JCA Jamaica Customs Agency

JCC Jamaica Chamber of Commerce

JCDC Jamaica Cultural Development Commission

JCF Jamaica Constabulary Force

JCO Jamaica Crime Observatory

JCPD Jamaica Council for Persons with Disabilities

JCSA Jamaica Customer Service Association

JCSI Jamaica Coalition of Service Industries

JCTU Jamaica Confederation of Trade Unions

JDDB Jamaica Dairy Development Board

JDF Jamaica Defence Force

JDI Jamaica Diaspora Institute

JDIC Jamaica Deposit Insurance Company

JEA Jamaica Exporters' Association

JEEP Jamaica Emergency Employment Programme

JEFA Jamaica Egg Farmers Association

JFF Jamaica Football Federation

JFLL Jamaica Foundation for Lifelong Learning

JGGA Jamaica Greenhouse Growers Association

JIFSA Jamaica International Financial Services Authority

JLS Jamaica Library Service

JHTA Jamaica Hotel and Tourist Association

JIPO Jamaica Intellectual Property Office

JIS Jamaica Information Service

JMA Jamaica Manufacturers' Association Limited

JMB Jamaica Mortgage Bank

JNA Jamaica Netball Association

JNHT Jamaica National Heritage Trust

JNRWP Jamaica Network of Rural Women Producers

JNSHC Jamaica North South Highway Company Limited

JOA Jamaica Olympic Association

JOAM Jamaica Organic Agriculture Movement

JPC Jamaica Productivity Centre

JPSCo Jamaica Public Service Company Limited

JPU Justice Protection Unit

JSAT Justice Security Accountability and Transparency

JSE Jamaica Stock Exchange

JSEA Jamaica Solar Energy Association

JSIF Jamaica Social Investment Fund

JSLC Jamaica Survey of Living Conditions

JTAT Jamaica Trade Adjustment Team

JTB Jamaica Tourist Board

JTC Jamaica Teaching Council

JUGC Jamaica Umbrella Group of Churches

JUST Justice Undertakings for Social Transformation

JUTC Jamaica Urban Transit Company Limited

KCT Kingston Container Terminal

KMA Kingston Metropolitan Area

KMRB Kingston Metropolitan Resort Board

KMTR Kingston Metropolitan Transport Region

KPO Knowledge Process Outsourcing

KSA Kingston and St. Andrew

KSAC Kingston and St. Andrew Corporation

KWH Kilowatt Hour

LA Local Authority

LAC Latin America and the Caribbean

LAMP Land Administration and Management Programme

LCEP Least Cost Expansion Plan

LE Life Expectancy

LFMC Local Forestry Management Committee

LMRC Labour Market Reform Commission

LNG Liquefied Natural Gas

LPI Logistics Performance Index

LSD Local Sustainable Development

LSDP Local Sustainable Development Planning

LTA Land Transport Authority

M&E Monitoring and Evaluation

MAJ Maritime Authority of Jamaica

MCM Monetary and Capital Market Division

MDAs Ministries, Departments and Agencies

MDG Millennium Development Goal

MDP Master Drainage Plan

MEFP Memorandum of Economic and Fiscal Policies

Met Service Meteorological Service, Jamaica

MIC Middle-Income Country

MIDA Micro Investment Development Agency

MIDP Major Infrastructure Development Programme

MIIC Ministry of Industry, Investment and Commerce

MIND Management Institute for National Development

MLGCD Ministry of Local Government and Community Development

MLSS Ministry of Labour and Social Security

MFAFT Ministry of Foreign Affairs and Foreign Trade

MFI Micro Financial Institution

MGD Mines and Geology Division

MIDP Major Infrastructure Development Programme

MNS Ministry of National Security

MOAF Ministry of Agriculture and Fisheries

MOCA Major Organized Crime and Anti-Corruption Agency

MOE Ministry of Education

MOFP Ministry of Finance and Planning

MOH Ministry of Health

MOJ Ministry of Justice

MOU Memorandum of Understanding

MPO Modernization Programme Office

MQAJ Mining and Quarrying Association of Jamaica

MSM Men who have Sex with Men

MSME Micro, Small and Medium-sized Enterprise

MSTEM Ministry of Science, Technology, Energy and Mining

MTAP Medium Term Action Plan

MTCT Mother-to-Child Transmission

MTE Ministry of Tourism and Entertainment

MTEF Medium Term Expenditure Framework

MTEP Medium Term Economic Programme

MTF Medium Term Socio-Economic Policy Framework

MTRBB Medium Term Results Based Budgeting

MTWH Ministry of Transport, Works and Housing

MW Megawatt

MWLECC Ministry of Water, Land, Environment and Climate Change

MYC Ministry of Youth and Culture

NAITS National Animal Identification and Traceability System

NAO National Authorizing Officer

NASSCOM National Association of Software and Services Companies

NBSAP National Biodiversity Strategy and Action Plan

NCB National Commercial Bank

NCBJ National Certification Body of Jamaica

NCC National Competitiveness Council

NCC National Contracts Commission

NCCIC National Cultural and Creative Industries Commission

NCD Non-Communicable Disease

NCEL National College for Educational Leadership

NCP National Compliance Plan

NCPCSS National Crime Prevention and Community Safety Strategy

NCSC National Council for Senior Citizens

NCST National Commission on Science and Technology

NCU Northern Caribbean University

NCYD National Centre for Youth Development

NDP National Development Plan

NEI National Education Inspectorate

NEPA National Environment and Planning Agency

NET National Education Trust

NFPB National Family Planning Board

NGJ National Gallery of Jamaica

NGO Non-Governmental Organization

NHF National Health Fund
NHT National Housing Trust

NIB National Intelligence Bureau

NIC National Irrigation Commission

NIDS National Identification System

NIF National Insurance Fund

NIN National Identification Number

NIP National Irrigation Programme

NIR Net International Reserves

NIS National Insurance Scheme

NLA National Land Agency

NLJ National Library of Jamaica

NMIA Norman Manley International Airport

NPSC National Parenting Support Commission

NRA National Registration Agency

NRC National Registration Commission

NROCC National Road Operating and Construction Company

NRV Natural Resource Valuation

NRW Non-Revenue Water

NSC National Standard Curriculum

NSC National Sports Council

NSIPP National Security Interest in Personal Property Registry of Jamaica

NSP National Security Policy

NSPC National Social Protection Committee

NSS National Statistics System

NSWMA National Solid Waste Management Authority

NWA National Works Agency

NWC National Water Commission

NYS National Youth Service

OAG Office of the Accountant General

OAS Organization of American States
OCA Office of the Children's Advocate

OCR Office of the Children's Registry

ODPEM Office of Disaster Preparedness and Emergency Management

OIE World Organisation for Animal Health

OPC Office of the Parliamentary Counsel

OPM Office of the Prime Minister

ORC Office of the Registrar of Companies

OSHA Occupational Safety and Health Act

OUR Office of Utilities Regulation

PA Protected Area

PAHO Pan American Health Organization

PAJ Port Authority of Jamaica

PATH Programme of Advancement through Health and Education

PBCJ Public Broadcasting Commission of Jamaica

PBMA Public Bodies Management and Accountability

PBMA Performance-Based Management Accounting

PCJ Petroleum Corporation of Jamaica

PCOA Police Civilian Oversight Authority

PCS Port Community System

PDC Parish Development Committee

PE Public Enterprise

PEP Primary Exit Profile

PEPA Portland Environment Protection Association

PERB Professional Engineers Registration Board

PESP Primary Education Support Project

PETCOM Petroleum Company

PFM Public Financial Management

PFMRAP Public Financial Management Reform Action Plan

PFT Partnership for Transformation

PGRFA Plant Genetic Resources for Food and Agriculture Programme

PHU Population and Health Unit

PICA Passport, Immigration and Citizenship Agency

PIMS Public Investment Management System

PIOJ Planning Institute of Jamaica

PLHIV Persons Living with HIV

PMAS Performance Management and Appraisal System

PMES Performance Monitoring and Evaluation System

PMEU Performance Monitoring and Evaluation Unit

PMI Peace Management Initiative

PNR Passenger Name Record

PRCU Poverty Reduction Coordinating Unit

PROPEL Promotion of Regional Opportunities for Produce through Enterprises

and Linkages

PPCR Pilot Programme for Climate Resilience

PPP Public-Private Partnership

PSIP Public Sector Investment Programme

PSMD Public Sector Modernization Programme

PSMEU Public Sector Monitoring and Evaluation Unit

PSOJ Private Sector Organization of Jamaica

PSRA Private Security Regulation Authority

PSTU Public Sector Transformation Unit

PTA Parent Teacher Association

PV Photovoltaic

PWD Persons with Disabilities

QEC Quality Education Circle

R&D Research and Development

RAD Revenue Appeals Division

RADA Rural Agricultural Development Authority

RBM Results-Based Management

RDI Research, Development and Innovation

RE Renewable Energy

REDD Reducing Emissions from Deforestation and forest Degradation

REB Real Estate Board of Jamaica

REDI Rural Economic Development Initiative

REER Real Effective Exchange Rate

RGD Registrar General's Department

RHA Regional Health Authority

RSU Road Safety Unit

RWSL Rural Water Supply Limited

SBA Stand-By Arrangement

SBAJ Small Business Association of Jamaica

SBDC Small Business Development Centre

SCHIP Southern Coastal Highway Improvement Project

SDC Social Development Commission

SDF Sports Development Foundation

SDG Sustainable Development Goal

SEZ Special Economic Zone

SIDS Small Island Developing States

SIPPA Security Interests in Personal Property Act

SLTOP School Leavers Training Opportunity Programme

SMA Spectrum Management Authority

SME Small and Medium Enterprise

SMEA Small and Medium Enterprise Alliance

SPS Social Protection Strategy

SRC Scientific Research Council

SRIP Shovel-Ready Investment Project

SRHA Southern Regional Health Authority

SSF Self Start Fund

STATIN Statistical Institute of Jamaica

STD Sexually Transmitted Disease

STEAM Science, Technology, Engineering, Arts and Mathematics

STEAM Sport Tourism Economic Assessment Model

STEM Science, Technology, Engineering and Mathematics

STEW Single Trade Electronic Window

STI Science, Technology and Innovation

STI Sexually Transmitted Infection

STU Sugar Transformation Unit

SWOP Strengths, Weaknesses, Opportunities, Threats

SWPBIS School-Wide Positive Behaviour Intervention and Supports

TAJ Tax Administration Jamaica

TEAM Trade Enforcement Advisory Mechanism

TEF Tourism Enhancement Fund

THE Total Health Expenditure

TIS Tablets in Schools
TJ Things Jamaican

TMC Technical Monitoring Committee

TNOC Trans-National Organized Crime

TPDCo Tourism Product Development Company

TSA Treasury Single Account

TTI Teacher Training Institution

TTIS Traffic Ticket Issuing System

TTMS Traffic Ticket Management System

TTS Traffic Ticket System

TVET Technical Vocational Education and Training

TWG Thematic Working Group

UAF Universal Access Fund

UCJ University Council of Jamaica

UDC Urban Development Corporation of Jamaica

UFC Unite for Change
UH Universal Health

UHC Universal Health Coverage

UHWI University Hospital of the West Indies

UN United Nations

UNAIDS Joint United Nations Programme on HIV and AIDS

UNCTAD United Nations Conference on Trade and Development

UNDP United Nations Development Programme

UNEP United Nations Environment Programme

UNFCCC United Nations Framework Convention on Climate Change

UNESCO United Nations Education, Scientific and Cultural Organization

UNFCCC United Nations Framework Convention on Climate Change

UNICEF United Nations Children Fund

USA United States of America

USAID United States Agency for International Development

USDA United States Department of Agriculture

USF Universal Access Fund

USFSMA United States Food Safety Modernization Act

UTech University of Technology

UWI University of the West Indies

VC Venture Capital

VSD Veterinary Services Division

WB World Bank

WEF World Economic Forum

WHO World Health Organization

WIPO World Intellectual Property Organization

WoG Whole-of-Government

WRA Water Resources Authority

WTO World Trade Organization

YEP Youth Entrepreneurship Programme

# **Executive Summary**

### **Introduction and Background**

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

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

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

### **Country Context, Challenges and Opportunities**

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

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

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

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

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

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

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

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

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

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

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

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

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

#### MTF 2015-2018 - National Priorities

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

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

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

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

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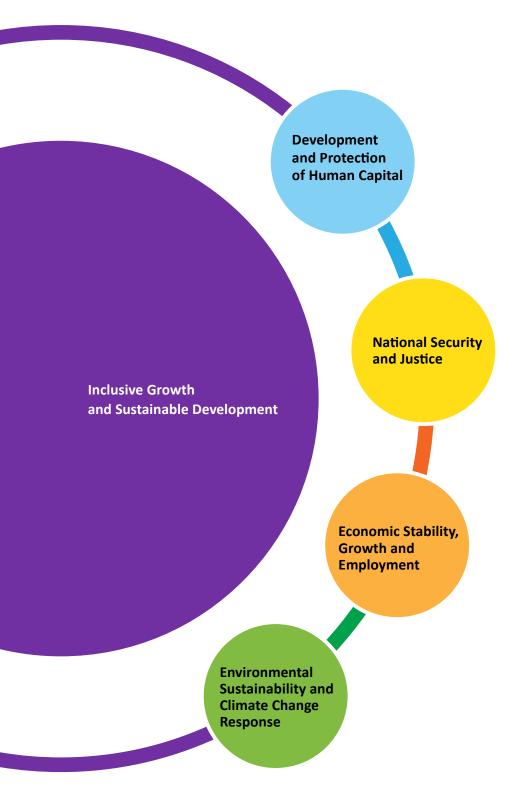


Figure 1: Medium Term Themes under MTF 2015-2018

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

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

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

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

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

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

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

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

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

### MTF 2015-2018 – Indicative Programme Cost

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

#### Implementation, Monitoring and Evaluation

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

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



# CHAPTER

**INTRODUCTION AND BACKGROUND** 

### Introduction

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

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

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

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

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

### Achieving Inclusive Growth and Sustainable Development













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

### Summary of Progress - MTF 2012-2015

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

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

	Four Medium Term Themes:	Eight Priority National Outcomes:
1.	Development and Protection of Human Capital	<ul><li>A Healthy and Stable Population</li><li>World-Class Education and Training</li></ul>
2.	National Security and Justice	Effective Social Protection
3.	Economic Stability, Competitiveness and Employment	Security and Safety
4.	Environmental Sustainability and Climate Change Response	<ul><li>Effective Governance</li><li>A Stable Macroeconomy</li></ul>
		An Enabling Business Environment
		Hazard Risk Reduction and Adaptation to Climate Change

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

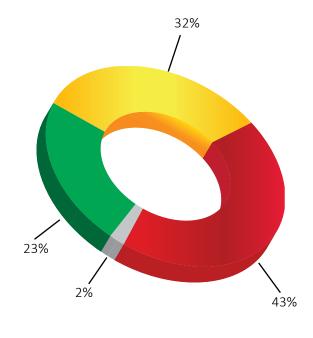
A summary of the progress made under MTF 2012-2015 as measured by the framework of national indicators and targets for Vision 2030 Jamaica – National Development

Plan is presented in Appendix 1.

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

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

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



Note: Measurement is against 2015 target for indicators with 2013, 2014 or 2015 data, and against 2012 target for indicators with per-2013 data

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

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

#### **Lessons Learned**

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

- Jamaica is dependent on the institutionalization and mainstreaming of processes to align the MTF with the strategic and operational plans and budgets of MDAs. Progress was made in the alignment of MDA plans and budgets with Vision 2030 Jamaica under MTF 2009-2012 and MTF 2012-2015 under the phased establishment of the PMES in the public sector and development of the Whole-of-Government Business Plan 2015-2018 by the Cabinet Office. This process should be strengthened under MTF 2015-2018, including through the full establishment of the Public Investment Management System (PIMS) and Medium Term Results Based Budgeting (MTRBB) in the public sector.
- **II.** Regular and timely reporting of performance is an integral element to notify stakeholders on the country's progress, and to engender accountability, trust and commitment by stakeholders. The reporting of performance under MTF 2012-2015 included the preparation of a 3-Year Progress Report on the implementation of MTF 2009-2012 and a draft 2-Year Progress Report on the implementation of MTF 2012-2015, quarterly reporting on a National Dashboard of Indicators for Vision 2030 Jamaica, and introduction of an online interactive e-Dashboard of Indicators. Under MTF 2015-2018 performance reporting must be strengthened to ensure timely preparation of annual progress reports, upgrading and updating of the e-Dashboard of Indicators, along with deepening of communication and stakeholder participation processes.
- III. A fully operational governance framework is required to oversee the implementation of Vision 2030 Jamaica and coordinate the monitoring and evaluation of implementation progress. The institutional arrangement to monitor and evaluate the implementation of the MTF is not fully in place. While a technical secretariat (the Vision 2030 Jamaica National Secretariat) is in place at the PIOJ

- and 13 of the proposed 18 Thematic Working Groups have been established, the Technical Monitoring Committee to provide overall oversight has not yet been established. The establishment of the Vision 2030 Jamaica governance framework must be completed under MTF 2015-2018.
- IV. Vision 2030 Jamaica and the MTF are underpinned by a results-based management (RBM) system. However, the national culture of and capacity for RBM and monitoring and evaluation, particularly within the public sector, is insufficient. Capacity in RBM and M&E in the public sector must be further strengthened for sustainability under MTF 2015-2018, including in alignment with the establishment of the PIMS and MTRBB frameworks and the broader processes of strategic transformation and modernization in the public sector.

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

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

#### Structure of the Document

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

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

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

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



## CHAPTER

COUNTRY CONTEXT, CHALLENGES AND OPPORTUNITIES

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

#### **Policy Context**

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

### Vision 2030 Jamaica – National Development Plan

Vision 2030 Jamaica, the country's first longterm strategic development plan, provides the overarching policy framework for MTF 2015-2018.

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

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



**Table 3: Vision 2030 Jamaica - National Goalsand Outcomes** 

NATIONAL GOALS	NATIONAL OUTCOMES		
<ol> <li>Jamaicans are empowered to achieve their fullest potential</li> <li>The Jamaican society is secure, cohesive and just</li> </ol>	1. A Healthy and Stable Population 2. World-Class Education and Training 3. Effective Social Protection 4. Authentic and Transformational Culture 5. Security and Safety 6. Effective Governance 7. A Stable Macroeconomy 8. An Enabling Business Environment		
3. Jamaica's economy is prosperous	·		
4. Jamaica has a healthy natural environment	13. Sustainable Management and Use of Environmental and Natural Resources  14. Hazard Risk Reduction and Adaptation to Climate Change  15. Sustainable Urban and Rural Development		

#### **Medium Term Economic Programme**

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

The second phase to be superimposed on the platform of the first phase of microeconomic and market reforms involves the facilitation of key strategic investments including: infrastructure and logistics investments to establish Jamaica as

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

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

#### **Growth Agenda**

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



**Table 4: Summary of Growth Agenda** 

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

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

#### **International Context**

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

The global economy is projected to grow by 3.5 per cent

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

#### Jamaica and the IMF

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

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



#### Jamaica and the Millennium Development Goals

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

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

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

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



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

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

## Transforming Our World: Agenda 2030 for Sustainable Development (Sustainable Development Goals)

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

#### **New International Climate Change Agreement**

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

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

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

#### **Economic Development**

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

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

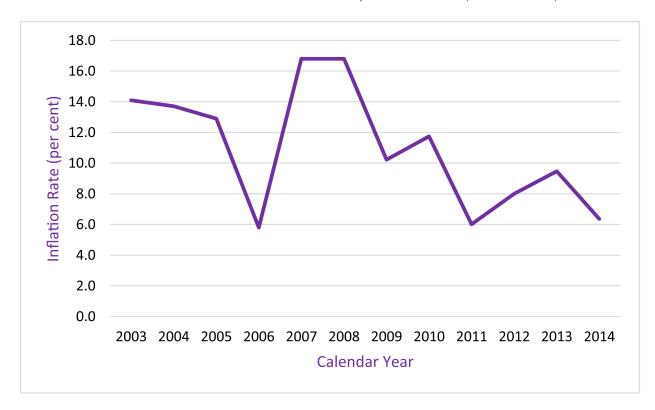


Figure 2: Annual Inflation Rate – Jamaica, 2003-2014

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

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



#### **Social Development and Governance**

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

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

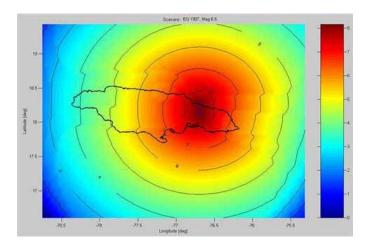
Jamaica continues to rank high among developing countries with respect to the health status of the population. In 2014, average life expectancy at birth was 74.15 years. The main causes of mortality and morbidity in Jamaica are now chronic non-communicable diseases (NCDs) such as hypertension, cardio-vascular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

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

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

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

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



#### **Environmental Management and Climate Change**

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

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

#### **Development Challenges and Opportunities**

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

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

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

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

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

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

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



# CHAPTER MTF 2015-2018 NATIONAL PRIORITIES

#### MTF 2015-2018 - National Priorities

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

#### **National and Sectoral Prioritization**

The medium-term priorities for MTF 2015-2018 are identified at two levels: i) national and ii) sectoral. The priorities at the national level represent the most important areas for the country to focus its efforts and resources over the medium term from 2015 to 2018 to address the greatest challenges to national development at this stage. The priorities at the sectoral level represent the most important strategies and actions to be implemented within each sector over the medium term, based on the key issues and challenges identified for each sector. It should be clearly understood that the national priorities represent a sub-set of the priorities at the sector level, being those strategies and actions that have been identified as having the greatest impact on national development and the greatest contribution towards achievement of the national goals and outcomes. The two levels of prioritization for MTF 2015-2018 also correspond to the two levels at which resource allocation takes place, within the annual government budgeting process. Firstly, the budgetary resources are allocated among ministries, reflecting the prioritization at the national level to address the greatest challenges to national development. Then, within the budgetary envelopes allocated to each ministry, further prioritization is undertaken to achieve the most important results for each sector. The structure of MTF 2015-2018 therefore deliberately reflects these two levels of prioritization and resource allocation.

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

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

#### **Methodology for Prioritization**

- The development of MTF 2015-2018 involved a process of prioritization at both the national and sectoral levels. The methodology of prioritization for MTF 2015-2018 involved the following main steps:
  - The main issues and challenges facing Jamaica under each national outcome were identified by the PIOJ based on a review of the current available documentation and information on the status of Jamaica's national development, within the regional and international context (see Appendix 5).
- 2. The main issues and challenges identified were used as the basis for the selection of priority national issues and challenges by national stakeholders and the Jamaican Diaspora. The selection of priority national issues and challenges by national stakeholders was undertaken at the Vision 2030 Jamaica Country Assessment and National Prioritization Workshop held on June 11, 2015. The selection of priority national issues and challenges by the Jamaican Diaspora was undertaken through survey questionnaires administered at the 6th Biennial Diaspora Conference held June 14-17, 2015, which broadly confirmed the results of the National Prioritization Workshop. Based on these prioritization processes seven priority areas for national development were identified (see box above.
- 3. In addition to these national prioritization exercises, a total of 21 sector planning workshops were staged from May to July 2015, to identify the priority issues affecting each sector and priority actions to be taken over 2015-2018 to address these priority issues. Each sector planning workshop was chaired by a Permanent Secretary or head of a government agency with responsibility for the sector or a senior official of a government entity, and was attended by relevant stakeholders from the public sector, private sector, civil society and international development partners (see Appendix 3 for the list of sector planning workshops held to support the preparation of MTF 2015-2018). The total number of participants at these workshops exceeded 650.

- 4. The results of the sector planning workshops were used to develop the draft sector level priorities for 2015-2018, for inclusion in the draft MTF 2015-2018 to obtain feedback by the respective ministries, agencies and other stakeholders prior to the completion of the final MTF 2015-2018.
- 5. The draft national priorities were identified based on the results of the national prioritization exercises, which used the following criteria: i) Which issues are currently having the greatest negative impact on the country's development? ii) Which issues, when addressed, will have the greatest positive impact on the country's development in the medium term? iii) Which issues, if addressed, will have the greatest long-term transformational impact?
- 6. The draft national priorities were further cross-referenced with other key national planning documents and prioritization exercises to ensure consistency and convergence of national priorities over the medium term 2015-2018, including the following: i) Jamaica Medium Term Economic Programme FY2015/16 FY2017/18; ii) Cabinet Retreats in 2014 and 2015; iii) Growth Agenda Policy Paper FY2015/16; iv) Whole-of-Government Business Plan 2015-2018.

#### **Medium Term Themes and Priority National Outcomes**

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

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

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

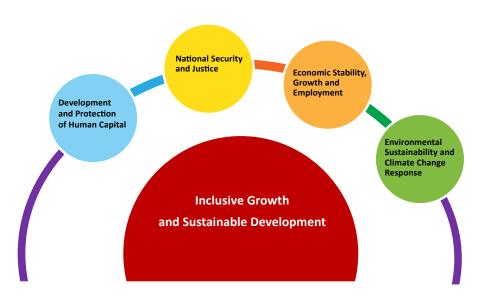


Figure 3: Medium Term Themes under MTF 2015-2018



#### 1. <u>Development and Protection of Human Capital</u>

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

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



#### 2. National Security and Justice

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



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

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



## 4. <u>Environmental Sustainability and Climate Change</u> <u>Response</u>

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

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

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

 Hazard Risk Reduction and Adaptation to Climate Change

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

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

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

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

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

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

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

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

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

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

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

Table 6: MTF 2015-2018 National Priorities Matrix

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

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

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

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

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

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



# CHAPTER

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



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

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

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

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

## NATIONAL OUTCOME #1 A HEALTHY AND STABLE POPULATION



#### Introduction

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

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

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

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

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

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

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

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

#### **Population**

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

"A population which meets the sustainable development needs of the country" 5

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

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

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

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

<sup>&</sup>lt;sup>5</sup> Population Sector Plan, 2009

#### Vision 2030 Jamaica -

#### **Population Development Goals**

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

(Source: Population Sector Plan, 2009)

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

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

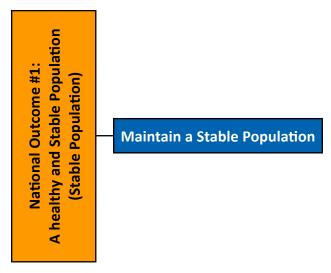


Figure 4: National Strategies – A Healthy and Stable Population (Stable Population) – 2015-2018

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

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

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

Important actions in developing the data and statistics systems to support evidence-based approaches to policy and programmes in the area of population and development have been completed since commencement of the implementation of Vision 2030 Jamaica in 2009. There have been increased gains in improving the civil registration and vital statistics systems, and the Vital Statistics Commission has continued its efforts to build human and institutional capacity for improved quality data and data management systems. STATIN has been engaged in developing a coordinated National Statistics System (NSS), which includes revision of the Statistics Act (1949) and the identification of statistical capacity building needs to inform programmes for improved data quality. A National Identification System (NIDS) is being implemented through a secretariat housed in the Office of the Prime Minister through support from the Inter-American Development Bank (IDB). The introduction of the NIDS has recognized implications for improved evidence-based decision making in all sectors, particularly in the areas of planning for the development needs of the citizenry. These initiatives are intended to support efforts for greater coordination in the operation of state institutions that is being promoted under initiatives such as the Performance Monitoring and Evaluation System (PMES), including the development of a Whole-of-Government (WoG) Monitoring and Evaluation Framework, Strategic Business Plan and Performance Report. Quality official demographic statistics will also be of significance in the development of the Public Investment Management System (PIMS), which should result in improved coordination, efficiency and effectiveness in the allocation of state resources aligned with state priorities and commitments.

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

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

#### Health

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

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

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

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

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

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

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

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

Demographic Statistics 2013. Statistical Institute of Jamaica. 2014.

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

<sup>&</sup>lt;sup>3</sup> Gibson TN, Hanchard B, Waugh N, McNaughton D. Age-Specific Incidence of Cancer in Kingston and St. Andrew , Jamaica, 2003-2007. West Indian Med J. 2010; 59(5): 456-464.

Global Status Report on Non-Communicable Diseases 2010. World Health Organization 2011

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

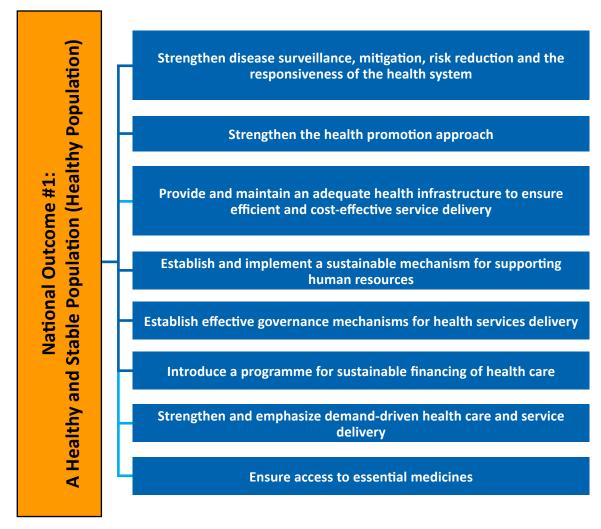


Figure 5: National Strategies - A Healthy and Stable Population (Healthy Population) - 2015-2018

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

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

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

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

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

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

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

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

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

<sup>&</sup>lt;sup>14</sup> This is the more recent available data

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

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

National Outcome #1 — A Healthy and Stable Population			
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies	
17. Strengthen the Diaspora Mapping Project	2015/2016 - 2017/2018	IOM, MFAFT	
18. Formulate a diaspora policy	2015/2016	MFAFT	
Sector Strategy: Improve national statistics and data systems for population development System	nt, including the Civil Registra	tion and Vital Statistics	
19. Develop the National Statistics System (NSS)	2015/2016 - 2017/2018	STATIN	
20. Implement e-registration of births	2015/2016 - 2017/2018	RGD, MOH	
21. Formalize and operationalize the MOU between the Registrar General's Department (RGD) and Ministry of Health (MOH) to facilitate improved data collection and reconciliation of neo-natal, maternal and foetal deaths	2015/2016 - 2017/2018	RGD, MOH	
22. Establish and operationalize a reconciliation system between RGD, Jamaica Constabulary Force (JCF) and Ministry of Justice (MOJ)	2015/2016 - 2017/2018	RGD, JCF, MOJ	
23. Mobilize resources for a birth validation study	2015/2016 - 2016/2017	STATIN, PIOJ	
24. Amend the Registration (Births and Deaths) Act and the Marriage Act	2015/2016 - 2016/2017	RGD	
25. Complete the strategic review of the Registrar General's Office	2015/2016 - 2016/2017	RGD, NIDS	
26. Digitize vital records prior to 1992 to facilitate linking events and implementation of National Identification System (NIDS)	2015/2016 - 2016/2017	RGD, OPM	
27. Build the capacity of Jamaica Constabulary Force (JCF) officers to improve collection of civil and vital data	2015/2016 - 2017/2018	JCF	
<ul> <li>28. Commence the assignment of National Identification Numbers (NINs) to the population:         <ul> <li>Assign NINs to newborns</li> <li>Commence phased registration of students under 6 years (2017/2018)</li> </ul> </li> </ul>	2015/2016 - 2017/2018	NIDS, MOH, RGD	
29. Launch and implement a targeted communication and behaviour change programme to support implementation of the NIDS and to promote citizen participation	2016/2017 - 2017/2018	NIDS	
30. Establish the National Registration Commission (NRC) and the National Registration Agency (NRA) to govern and manage the NIDS and NIN	2017/2018	NIDS, OPM	
Sector Strategy: Strengthen policies, plans and programmes for integrating population into development planning			
31. Calculate/finalize population projections up to 2050	2015/2016 - 2017/2018	PIOJ, STATIN	
32. Complete the population situational analysis	2015/2016	PIOJ	
33. Revise the National Population Policy	2016/2017	PIOJ	

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

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

National Outcome #1 — A Healthy and Stable Population			
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies	
60. Develop and operationalize a Migration Policy for Health Personnel (staff retention)	2016/2017 - 2017/2018	MOH, RHAs and Agencies	
61. Enhance the HR Management Information System  • Implement HRMIS training and use	2017/2018	MOH, RHAs and Agencies	
62. Develop and operationalize a Staff Welfare Policy	2016/2017 - 2017/2018	MOH, RHAs and Agencies	
63. Establish a human resource observatory for health	2016/2017	MOH, RHAs and Agencies	
$64. \  $ Strengthen the mechanisms to recruit staff through use of recruitment standards	2015/2016 - 2017/2018	МОН	
National Strategy 1-7: Establish effective governance mechanisms for health services de	livery		
Sector Strategy: Strengthen the leadership in the health system with regard to governal	nce matters		
65. Review and consolidate existing governance arrangements (Head of Agency meetings, inter alia)	2015/2016 - 2017/2018	МОН	
66. Establish and operationalize a risk management framework for the MOH and its departments and agencies	2015/2016 - 2017/2018	МОН	
Sector Strategy: Strengthen integration and coherence in the health care delivery system	n		
67. Develop and operationalize a 10-year strategic plan and a 3-year operational plan for health	2016/2017 - 2017/2018	MOH, IDB	
68. Develop and pilot a model for integrated people-centered health service delivery, commencing in the Southern Region	2015/2016 - 2016/2017	MOH, SRHA	
69. Develop and operationalize the Universal Access to Health and Universal Health Coverage Roadmap	2015/2016 - 2017/2018	MOH, NHF	
Sector Strategy: Develop quality assurance mechanisms for both public and private prov	iders of health services		
70. Develop and operationalize a National Quality Assurance Framework for Health	2016/2017 - 2017/2018	МОН	
71. Promote a "Health in All Policies" approach within the national development programme	2015/2016 - 2017/2018	МОН	
Sector Strategy: Strengthen the partnership framework with private health providers, civil society and NGOs			
72. Develop a regulatory framework for engagement and partnerships between stakeholders in health	2015/2016 - 2017/2018	МОН	
73. Establish a coordinated reporting system for private care providers	2015/2016 - 2017/2018	МОН	
National Strategy 1-8: Introduce a programme for sustainable financing of health care			
Sector Strategy: Develop and strengthen mechanisms for sustainable health financing			

National Outcome #1 — A Healthy and Stable Population			
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies	
74. Develop a comprehensive regulatory and health investment framework	2015/2016 - 2017/2018	МОН	
75. Integrate health care programmes offered by the Jamaican Diaspora into the National Health System	2015/2016 - 2017/2018	МОН	
76. Streamline financing flows for maximum protection of clients	2015/2016 - 2017/2018	МОН	
77. Begin transition of the National Health Fund (NHF) into the National Health Insurance Programme (NHIP) to facilitate universal health coverage (UHC)	2015/2016 -2017/2018	МОН	
Sector Strategy: Improve asset management			
78. Develop an asset management database (bio-medical)	2015/2016 - 2016/2017	МОН	
National Strategy 1-11: Strengthen and emphasize demand-driven health care and serv	rice delivery		
Sector Strategy: Broaden primary health care services to improve accessibility, targeting	and convenience		
<ul> <li>79. Continue the implementation of primary health care renewal:         <ul> <li>Finalize implementation of activities to fully operationalize the first four centres of excellence</li> </ul> </li> <li>Continue the process for the re-establishment of the District Health Management Team</li> <li>Conduct at least one clinical audit per parish for primary health care</li> </ul>	2015/2016 - 2017/2018	мон	
facilities each year  80. Commence the pilot of the diabetic retinopathy screening programme in primary care in the Southern and Southeast regions	2015/2016 - 2017/2018	MOH, International NGOs — HelpAge International, CCB (Caribbean Council for the Blind), Cuba Eye-Care Pro- gramme	
Sector Strategy: Strengthen and rationalize the primary and secondary health care syste	ems		
81. Review the proposal on "Redesigning the Health System in Jamaica" regarding secondary care:  • Align with current epidemiological and demographic changes	2015/2016	МОН	
82. Develop a programme of action for secondary care renewal	2016/2017 - 2017/2018	МОН	
83. Update the plan for strengthening accident and emergency services	2015/2016 - 2017/2018	МОН	
84. Continue the programme to strengthen accident and emergency services in the main secondary and tertiary care hospitals	2015/2016 - 2017/2018	МОН	
85. Conduct at least one clinical audit per secondary care facility each year	2015/2016 - 2017/2018	МОН	
86. Develop the National Strategic Plan for Eye Care	2015/2016	МОН	

National Outcome #1 — A Healthy and Stable Population				
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies		
87. Assess national eye care services using the WHO Eye Care Service Assessment Tool (ECSAT)	2015/2016	МОН		
Sector Strategy: Build adequate support services and mechanisms to ensure seamless try to tertiary	ransition throughout the care p	pathway — from prima-		
88. Finalize and implement the Patient Referral Policy and Procedural Manual	2015/2016 - 2017/2018	МОН		
89. Implement the referral system related to centres of excellence	2015/2016 - 2017/2018	МОН		
Sector Strategy: Improve access to health facilities and services by the vulnerable				
<ul> <li>90. Sensitize health personnel to the needs of disabled and aged clientele</li> <li>Develop and implement a training programme for staff in sign language (level one)</li> <li>Improve access to health facilities for the physically challenged</li> </ul>	2015/2016 - 2017/2018	мон		
91. Improve access to health facilities for the physically challenged – retrofit buildings etc.	2015/2016 - 2017/2018	МОН		
Sector Strategy: Strengthen the systems for the diagnosis, treatment and care of non-co	ommunicable diseases			
92. Re-establish and make operational the Nuclear Medicine Unit at UHWI for cancer treatment, in partnership with the International Atomic Energy Agency	2015/2016 - 2017/2018	МОН		
93. Establish two Linear Accelerator Radiation Treatment Centres	2015/2016 -2017/2018	MOH, NHF, Chase Fund		
National Strategy 1-12: Ensure access to essential medicines				
Sector Strategy: Improve access to and quality of pharmacy services				
94. Complete the transfer of pharmacy services to the National Health Fund (NHF)	2015/2016 - 2017/2018	МОН		
95. Continue implementation of the GOJ Health Card	2015/2016 - 2017/2018	МОН		
96. Obtain Quality Management System certification for the public warehouse to improve warehouse management	2015/2016 - 2017/2018	NHF		

# NATIONAL OUTCOME #1 A HEALTHY AND STABLE POPULATION – CHILDREN AND YOUTH



#### Introduction

It is widely argued that children are the future of a nation and that one can readily identify prospects for national growth and development in the performance of children and youth in the education system and labour market as employees and entrepreneurs. Over the last half century, there have been monumental shifts in global attitudes towards the rights of children and youth and the responsibilities that the family and state should bear in ensuring that youth are adequately equipped to access sustainable and meaningful employment and contribute to national development. While there have been changes in family and community relationships, culminating in more isolated and smaller family units, there have been corresponding changes in the establishment of policies and legislation to promote the care and protection of children and youth by the community and society as a whole. There have also been shifts in the economic and cultural capital allocated to individuals based on gender with the rhetoric on gender relations and capital in Jamaica reflecting increased concerns for males who have been labelled by some members of academia and the policy directorate as "marginalized". Males are underrepresented in the student population of Jamaica's leading tertiary educational institutions and generally perform lower than females<sup>15</sup> with exceptions being primarily in technical and science-oriented areas. A 2013 International Labour Organization (ILO) Study showed that Jamaica had 59.3 per cent female managers – the highest proportion of female managers in 108 countries studied<sup>16</sup>.

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

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

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

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

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

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

needs of different groups of children and youth.

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

"All young people in Jamaica to achieve holistic development and optimal potential, empowered to innovate and compete globally, being respectful of diversity and the rights of self and others while contributing to the National Development and Growth." However, despite the progress made, there are critical factors that threaten the development and survivability of Jamaican children and youth. While state responses have been bolstered to address challenges of physical and sexual abuse through improved reporting and investigative mechanisms, there are deep-rooted socio-cultural factors which support abuse and inappropriate relationships between children and adults as functional responses to harsh realities. The Youth Policy identified some key factors affecting youth, and these findings were supported in the consultations to identify youth development priorities for inclusion in MTF 2015-2018. Key issues identified were: high unemployment, inadequate education outcomes despite increased enrolment in education and training programmes past the secondary level; poverty; crime and violence; health; lack of access to essential services and inadequate social protection; and inadequate access to necessary health care and services.18 Youth unemployment was 34.2 per cent in 201419 and for poor youth, this is compounded by issues of stigmatization based on area of residence and lower access to both social and economic capital.

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

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

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

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

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

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

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

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

Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies	
National Strategy 1-1: Maintain a stable population (Children)			
Sector Strategy: Develop and strengthen policies, legislation, plans, systems and sp protection of children	oaces for the holistic de	evelopment, care and	
1. Review relevant laws and other legislation that impact children and their rights	2015/2016 - 2017/2018	OCA	
2. Revise the National Children Policy	2015/2016 - 2017/2018	MYC	
3. Amend the Child Care and Protection Act	2015/2016 - 2017/2018	MYC	
4. Amend the Children (Adoption of) Act	2015/2016 - 2017/2018	MYC	
5. Establish Child Protection Committees (CPCs) and Children's Councils	2015/2016	MYC	
6. Develop the National Plan of Action Against Violence Towards Children	2015/2016 - 2017/2018	MYC, CDA	
7. Establish and fully operationalize the Child Care Management System	2015/2016 - 2017/2018	CDA, MYC	
8. Establish one model Place of Safety	2016/2017	Maxfield Park Manage- ment Board, MYC	
9. Create and operationalize four child spaces in police stations	2015/2016	MYC	
10. Implement social and infrastructure projects based on partnerships between the Child Development Agency (CDA), Office of the Children's Registry (OCR), UNICEF and selected NGOs to address child development needs	2015/2016 - 2016/2017	JSIF (Basic Needs Trust Fund)	
11. Increase the number of children in the care of the CDA living in families through reintegration and foster care	2015/2016 - 2017/2018	CDA, MYC	
<ul> <li>12. Establish and implement a Vision 2030 Jamaica Child Ambassador Programme through partnership with the Ministry of Youth and Culture and its agencies. The programme will include:         <ul> <li>Engaging CDA and OCR Child Ambassadors</li> <li>Training children to promote buy-in to the National Development Plan in their communities</li> <li>Training children to promote the Vision 2030 Jamaica core and transformational values</li> </ul> </li> </ul>	2015/2016 - 2017/2018	Vision 2030 Jamaica Na tional Secretariat, MYC, CDA, OCR, other relevar agencies	

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Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
13. Continue consultations to complete the expansion of the Child Diversion Programme	2015/2016	OCA, MOJ, CISOCA
14. Continue research and intervention in juvenile correctional facilities	2015/2016 -2017/2018	OCA, DCS
Sector Strategy: Strengthen and improve health services and care provided to childre	en and adolescents	
15. Continue training of key medical and support staff on how to treat with children when they come to government health care facilities based on the Child Justice Guidelines Manual	2015/2016 - 2017/2018	OCA, MYC
<ul> <li>16. Revise existing standards and related criteria for adolescent health</li> <li>Pilot test standards and criteria in health facilities</li> <li>Commence implementation of standards in health facilities by March 2016</li> </ul>	2015/2016 - 2017/2018	MOH and agencies, UHW
17. Conduct research on pre- and post-natal health care provided to young mothers at the Victoria Jubilee Hospital	2017/2018	OCA, MYC
Sector Strategy: Develop and strengthen state systems and responses to the abuse o with disabilities (PWDs)	f children, including t	he vulnerable and persons
18. Implement a public education campaign through print, television and social media to promote reduction of child abuse incidents	2015/2016	OCA, MYC
19. Create new collateral material for distribution in schools about abuse and how children can protect themselves	2017/2018	OCA, MYC
20. Decrease the timeline of response to new and emergency cases which come to the OCA	2015/2016 - 2016/2017	OCA, MYC
21. Improve the capacity of government agencies to respond to issues of child and teen abuse through the provision of financial and educational resources	2015/2016 - 2017/2018	JSIF (Basic Needs Trust Fund)
22. Launch a pilot study on susceptibility to abuse of children with disabilities	2017/2018	OCA, MYC
Sector Strategy: Strengthen and improve community-based educational provisions f	or children	
23. Expand and rehabilitate rural and urban primary and early childhood institutions with the provision of classrooms, sanitation facilities, fencing and equipment	2015/2016 - 2017/2018	JSIF (Basic Needs Trust Fund, Poverty Reduction Programme, Integrated Community Develop- ment Project), MOE
<ul> <li>24. Improve the educational performance of students with learning challenges and disabilities by bolstering the capacity of the MOE through:         <ul> <li>Literacy and numeracy initiatives where select institutions will receive equipment and capacity training for teachers</li> <li>Special Education Needs Coordinators training where educators will be trained to assess PWDs and coordinate efforts to facilitate them being mainstreamed into the educational system</li> <li>Support for Alternative Secondary Transitional Education Programme (A-STEP) centres with materials and teaching aids</li> </ul> </li> </ul>	2015/2016 - 2017/2018	JSIF ( Basic Needs Trust Fund, Integrated Com- munity Development Project), MOE

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

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

National Outcome #1 — A Healthy and Stable Population							
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies					
43. Empower youth through training and mentorship activities to hold leadership positions at the community and institutional/committee level	2015/2016 - 2017/2018	MYC, SDC					
<ul> <li>44. Develop and operationalize a Vision 2030 Jamaica Youth Ambassador Programme, to include:         <ul> <li>Engaging the JCDC Festival Queen as the Vision 2030 Jamaica National Youth Ambassador</li> <li>Training youth leaders to promote buy-in to the National Development Plan in their communities</li> </ul> </li> </ul>	2015/2016 - 2017/2018	Vision 2030 Jamaica Na- tional Secretariat, MYC, JCDC, Youth Leaders					
Sector Strategy: Strengthen capacity and partnership in the youth sector							
45. Strengthen capacity in the Ministry of Youth and Culture to support the monitoring and evaluation of national youth-centred policy and programme implementation	2016/2017 -2017/2018	MYC, PMEU, MOFP					

## NATIONAL OUTCOME #2 WORLD-CLASS EDUCATION AND TRAINING



#### Introduction

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

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

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

(Bob Marley, Redemption Song)

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

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

#### These efforts are evident in:

- Greater focus on ensuring a seamless transition from early childhood to primary education with integration of the curricula of early childhood education with at least the first three grades of primary education
- Revisions of the system of assessment within the context of a student-centred approach to learning

   aligning education and training delivery modalities to identified student learning needs. This alignment includes:
  - the introduction of an Age Four Assessment, which will be used to guide appropriate interventions and educational delivery at age five in preparing students for Grade One
  - the introduction of a Grade Two diagnostic to further guide intervention based on the determined need of students
  - the revision of the Grade Six Achievement Test to assess the skills and competencies of students exiting the primary level to better equip schools to prepare students with the critical thinking and application skills required at the secondary level of education

- The planned introduction of the National Standard Curriculum (NSC) at Grades 1-9, which will align curricula across grade levels to Grade Nine
- Offering inclusive education and training at the secondary level to address the needs of all learners, which includes initiatives to increase the proportion of students gaining passes at grades I-III in the Caribbean Secondary Education Certification (CSEC) examinations and providing alternate routes to achieve skills and certification, through such programmes as the Career Advancement Programme (CAP)
- Improving the institutional and governance arrangements of the tertiary education sector for better service delivery, including alignment of programme offerings with market demand, ensuring that institutions meet accreditation standards, and providing clients of the system (students) with accreditation information
- Greater levels of integration of education and training as part of a knowledge and skill toolkit through Technical Vocational Education and Training (TVET) integration in schools
- The focus on ensuring Science, Technology,
   Engineering and Mathematics (STEM) integration
   in schools and emerging dialogues on transitioning
   to a focus on Science, Technology, Engineering,
   Arts and Mathematics (STEAM) subjects to
   effectively capitalize on the contributions of
   Arts, including culture and creativity, in promoting
   a knowledge-based society
- Integration of ICT, improving teacher quality, increased access to quality TVET and tertiary education

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

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

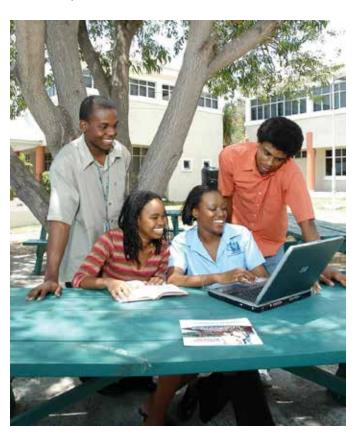
The Early Childhood Commission (ECC) was established by an Act of Parliament in 2003 to improve the governance and operations of the early childhood development sector. The



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

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

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



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

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

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



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

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

National Outcome #2 is aligned to SDG Goal 4:

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

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

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

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

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

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

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

National Outcome #2 - World-Class Education and Training		
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
32. Utilize various fora and media to sensitize students to opportunities for post-secondary and tertiary education and/or employment and empower them for access	2015/2016 - 2017/2018	MOE, HEART Trust/NTA, Tertiary Institutions including Teachers' Colleges and Communi- ty Colleges
33. Implement programmes and activities to improve awareness of available labour market information	2015/2016 - 2017/2018	MOE, HEART Trust/NTA
34. Implement a campaign to improve awareness of the value of TVET	2015/2016 - 2017/2018	HEART Trust/NTA, MOE
35. Increase access to Community College programmes through alternate pathways		CCCI
Sector Strategy: Widen curricula to expose all students to a liberal arts curriculum t and physical education	hat includes STEAM a	
<b>36.</b> Develop appropriate systems and implement integrated TVET programmes at the secondary level	2015/2016 - 2017/2018	MOE, HEART Trust/NTA, Independent Schools
37. Increase the number of facilitators to deliver TVET programmes across the educational system	2015/2016 - 2017/2018	HEART Trust/NTA
38. Facilitate and conduct expos, seminars and workshops targeting TVET and Science, Technology, Engineering, Arts and Mathematics (STEAM) with a focus on male students	2015/2016 - 2017/2018	CCCJ, HEART Trust/NTA, MOE
39. Develop STEAM-based curricula	2015/2016 - 2017/2018	MOE, CCCJ, Independent Schools
Sector Strategy: Integrate new and emerging technologies and ideas to improve th	e teaching and learn	ing process
<ul> <li>40. Increase the use of technology to enable quality in-service support for educators and trainers:         <ul> <li>Provide applications to build out or fully develop the Education Management Information System (EMIS)</li> </ul> </li> </ul>	2015/2016 - 2017/2018	MOE, MSTEM
41. Procure and install computers and other technologies in all 128 libraries island-wide	2015/2016 - 2017/2018	JLS, MOE
<ul> <li>42. Develop an ICT competency framework for teachers</li> <li>Provide training of teachers within the framework</li> </ul>	2015/2016 - 2017/2018	MOE
43. Develop and strengthen the necessary infrastructure and systems to facilitate distance programmes in all institutions	2015/2016 - 2017/2018	HEART Trust/NTA, CCCJ, Universities and Colleges
44. Utilize technological tools, including tablets, to support the delivery of education and training in schools	2015/2016 - 2017/2018	MOE, MSTEM
45. Enable three Mobile Skills Training Labs and two Mobile Career Services Units	2015/2016 -2016/2017	Heart Trust/NTA
Sector Strategy: Strengthen the school-wide positive behaviour and intervention s	trategies	
46. Continue implementation of the School-Wide Positive Behaviour Intervention and Support (SWPBIS) in schools	2015/2016 - 2017/2018	MOE

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

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Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies					
National Strategy 2-7: Ensure that adequate and high-quality tertiary education is provided with emphasis on the interface with work and school							
Sector Strategy: Strengthen the systems, institutional arrangements and mechanis tion of the post-secondary and tertiary education sectors	sms for quality assura	nce, governance and regula					
62. Establish and monitor institutional quality standards used in the registration of tertiary institutions	2016/2017 - 2017/2018	J-TEC, MOE					
63. Ensure that Jamaica complies with internal standards and regulations in quality assurance for the tertiary education sector	2016/2017 - 2017/2018	J-TEC, MOE					
64. Register tertiary institutions	2015/2016 - 2017/2018	JTEC, MOE					
65. Develop a tertiary education policy	2017/2018	J-TEC, MOE					
66. Develop a database of tertiary offerings across the country and by institution	2016/2017 - 2017/2018	J-TEC, MOE					
67. Develop and utilize quality assurance manuals on examination procedures and practices, and matriculation requirements	2015/2016 - 2017/2018	CCCJ, Universities and Colleges, J-TEC, MOE					
68. Develop 53 new qualification plans; revise 60 existing qualification plans	2015/2016 - 2017/2018	HEART Trust/NTA					
69. Strengthen collaboration among training institutions to ensure coverage of training needs	2015/2016 - 2017/2018	HEART Trust/NTA, JFLL, CAP, NYS, MYC					
70. Support/facilitate the establishment of Accredited Training Organizations (ATOs)	2015/2016 -	HEART Trust/NTA, MOE					
and Approved Centres in keeping with the relevant quality assurance mechanism	2017/2018	Training Institutions					
Sector Strategy: Ensure that post-secondary and tertiary education and training ar	e aligned to labour m	arket demands					
71. Implement a campaign to improve awareness of the value of TVET	2015/2016 - 2017/2018	HEART Trust/NTA, MOE					
<ul> <li>72. Deliver labour market demand driven programmes:         <ul> <li>Conduct labour market studies/activities to inform programme development</li> <li>Develop and implement 80 labour market demand-driven programmes</li> </ul> </li> </ul>	2015/2016 - 2017/2018	HEART Trust/NTA, MOE, MLSS					
73. Expand the Apprenticeship Programme to include at least 30 new firms	2015/2016 - 2017/2018	HEART Trust/NTA, Pri- vate Sector, Apprentice ship Board					
74. Establish strategic partnerships to support national development initiatives for training	2015/2016 - 2017/2018	HEART Trust/NTA, JAMPRO					
Sector Strategy: Implement mechanisms to provide labour market information to i	nform educational ar	nd training programmes					
75. Conduct labour market studies/activities to inform programme development	2015/2016 - 2017/2018	HEART Trust/NTA, MLS:					
76. Strengthen and maintain the labour market portal operated by the HEART Trust/	2015/2016 - 2017/2018	HEART Trust/NTA					

Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies					
National Strategy 2-8: Expand mechanisms to provide access to education and traini	ng for all including ι	unattached youth					
Sector Strategy: Improve access to training and increase the range of training programmes for underserved youth and persons with disabilities (PWDs)							
77. Implement the Special Education Policy	2015/2016 - 2017/2018	MOE					
78. Support improvement in special education services including Child Find, school-to-work transitioning, and the roll-out of special programmes	2015/2016 - 2017/2018	MOE					
79. Establish/manage new/existing programmes providing greater focus on underserved youth	2015/2016 - 2017/2018	HEART Trust/NTA, NGO					
National Strategy 2-9: Promote a culture of lifelong learning among the general pop	oulace						
Sector Strategy: Promote broad-based education with a holistic approach to training	that includes life, t	echnical and cognitive skills					
80. Develop and implement the Career Development and Lifelong Learning Policy	2015/2016 - 2017/2018	HEART Trust/NTA, JFLL					
81. Expand access to the High School Diploma Equivalency (HSDE) programme	JFLL						
82. Develop and implement mechanisms to facilitate access to training, learner recruitment and retention, and certification 2017/2018		JFLL					
83. Implement and maintain a robust quality assurance and management system across the JFLL learning networks	2015/2016 - 2017/2018	JFLL					
84. Develop, approve and implement a capacity building framework that consistently improves the JFLL's capacity to deliver the HSDE programme effectively	2015/2016 - 2017/2018	JFLL					
85. Make adequate provisions for physical and technological resources across JFLL learning networks to support training initiatives	2015/2016 - 2017/2018	JFLL					
86. Establish strategic partnerships with local and international entities to secure the mobilization of needed resources for JFLL to achieve its mandate 2017/2018		JFLL					
National Strategy 2-13: Strengthen school/home/community relationships and pare	ntal involvement in	education					
Sector Strategy: Strengthen school/home/community relationships							
87. Establish 30 Parents' Places in Regions 2, 3 and 5	2015/2016	NSPC					
88. Develop the Parenting Education and Programme Standard	2016/2017 - 2017/2018	NPSC					
39. Map existing functioning Parents' Places against Quality Education Circles (QECs) and aim to establish at least 4 Parents' Places in each QEC 2017/2018		NPSC, MOE					
90. Empower parents by connecting them to resources and support systems and building family capacity	2015/2016 - 2017/2018	NPSC					
Sector Strategy: Strengthen parental involvement in education							
91. Implement structured programme for training of parents including utilizing Parent Teacher Association (PTA) meetings	2015/2016 - 2017/2018	NPSC					
92. Develop and disseminate a parenting manual for selected schools	2015/2015	NSPC					

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

### **NATIONAL OUTCOME #3 EFFECTIVE SOCIAL PROTECTION**



#### Introduction

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

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

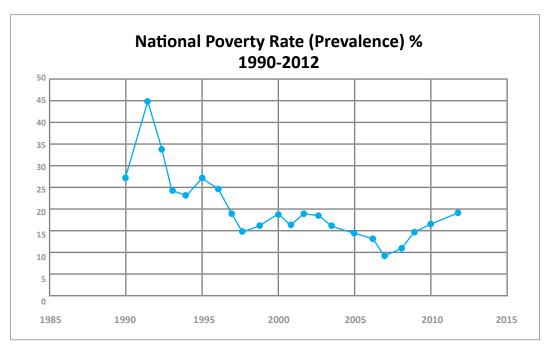


Figure 7: National Poverty Rate (Prevalence) 1990-2012

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

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

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

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

<sup>&</sup>lt;sup>21</sup> Jamaica Survey of Living Conditions

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

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

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

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

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

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



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

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

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

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

Table 12: Indicators and Targets – Effective Social Protection

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

- (1) The Jamaica Survey of Living Conditions (JSLC) 2013 and 2014 are being prepared. The targets for the national poverty rate for 2015 and 2018 will be finalized once these reports are completed.
- (2) Targets for these indicators are provisional.
- (3) No data for these indicators are currently available for years after 2012.

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

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

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

National Outcome #3 — Effective Social P	rotection		
Proposed Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies	
17. Increase public education and sensitization on the rights of senior citizens	2015/2016 -2017/2018	MLSS, NCSC	
18. Undertake ongoing review and assessment of social safety net provisions	NSPC, PIOJ		
19. Continue promotion and implementation of case management for households on welfare	2015/2016 - 2017/2018	MLSS	
20. Improve and expand the School Feeding Programme to adequately provide for the nutritional needs of children in schools	MOE, MLSS, Private Sector		
21. Improve the strategies employed to prepare wards of the state (children) for independent living	2015/2016 - 2017/2018	MYC, CDA	
National Strategy 3-4: Promote greater participation in and viability of social in	surance and pension	schemes	
Sector Strategy: Enable and facilitate appropriate pension policies, regulations and pension coverage, including private pensions	and provisions to exp	and social insurance	
22. Advance pension reform through legislative, administrative and institutional changes	2015/2016 - 2017/2018	MLSS, NIS, FSC, MOFP, Private Fi- nancial Institutions, LMRC	
23. Undertake a detailed assessment of the NIS contribution rate required for the sustainability of the National Insurance Fund (NIF)	2015/2016 - 2016/2017	MLSS, MOFP	
24. Strengthen the viability of the National Insurance Fund (NIF) through appropriate financing options	2015/2016 - 2017/2018	MLSS, NIF, LMRC	
Sector Strategy: Improve efficiency and access in the delivery of pension benefi	ts under the NIS		
25. Reengineer business processes and operationalize them for NIS delivery	2015/2016 - 2017/2018	MLSS, NIS, NIF	
26. Implement a web-based NIS system	2015/2016 - 2017/2018	MLSS, MOFP	
Sector Strategy: Increase knowledge and awareness of social security provision:	5		
<ul> <li>27. Strengthen the public education programme on social security programmes and provisions, including the NIS:</li> <li>Conduct an island-wide public education campaign to promote an increase in contributions to the NIS, including compliance from employers</li> <li>Enhance the public education programme on social security provisions, and include youths in schools and colleges</li> </ul>	2015/2016 - 2017/2018	MLSS, NIS, MOFP	

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

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

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

# NATIONAL OUTCOME #4 AUTHENTIC AND TRANSFORMATIONAL CULTURE



#### Introduction

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

(I Saw my Land in the Morning by M.G. Smith)

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

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



#### **Culture**

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

Challenges to establishing a discrete domain for cultural

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

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



**Figure 9: Core and Transformational Values** 

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

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

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

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

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

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

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

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

<sup>&</sup>lt;sup>23</sup> Source: http://www.udcja.com/s%C3%ADmon-bol%C3%ADvar-cultural-centre. Accessed September 11, 2015.

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

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

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

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

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



tangible and intangible culture; and improving nation branding.

#### Sport

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

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

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

#### Issues

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

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



# Progress under MTF 2012-2015

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

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



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

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

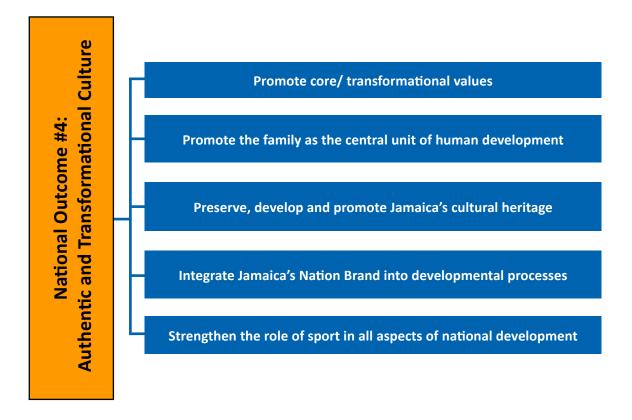


Figure 10: National Strategies - Authentic and Transformational Culture - 2015-2018

# Alignment to the 2030 Agenda for Sustainable Development

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

Table 14: Indicators and Targets – Authentic and Transformational Culture

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

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

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

Priority Strated	gies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
13. Determine t World Herita	wo additional sites for submission to be considered for designation as a	2015/2016 - 2017/2018	JNHT, MYC
<ul><li>Nomin</li><li>Nomin</li></ul>	omination dossiers for intangible cultural heritage including: ation of selected sites for inscription as World Heritage sites ation for reggae music to the Representative List of the Intangible al Heritage of Humanity	2015/2016 - 2017/2018	MYC
15. Implement Cultural Her	the Kingston Action Plan for the Preservation of Jamaica's Intangible itage	2015/2016 - 2017/2018	MYC, MTE, IOJ, ACIJ
16. Operational	ize the Simon Bolivar Centre	2015/2016	MYC, IOJ, JNHT, UDC, KSAC and other relevant stakeholders
•	ources for the formulation and implementation of an infrastructural at plan for the Jamaica Music Museum	2015/2016 - 2017/2018	MYC, IOJ
	rategic review of the Institute of Jamaica (IOJ) to include institutional e National Gallery and implement ratified arrangements	2015/2016 - 2016/2017	MYC, IOJ
<ul><li>Liberty</li><li>Nation</li><li>People</li><li>Nation</li><li>Natura</li><li>Nation</li></ul>	/or upgrade public museums and galleries:  / Hall al Museum West s Museum of Craft and Technology al Museum Jamaica I History Exhibition Gallery al Gallery al Gallery	2015/2016 - 2017/2018	IOJ, MYC
20. Strengthen Library	the National Library and its network and build a Prime Ministerial	2015/2016 - 2017/2018	Jamaica Library Service, OPM
•	onvention on Means of Prohibiting and Preventing the Illicit Import, Fransfer of Ownership of Cultural Property (1970)	2015/2016 - 2017/2018	10J
22. Implement	the Convention for the Safeguarding of the Intangible Cultural Heritage	2015/2016 - 2017/2018	MYC, IOJ
	Legal Deposit Act regarding contributions of personal literary works and ts for other publications to be deposited	2015/2016 - 2017/2018	NLJ
24. Develop and	l implement a public arts programme	2015/2016 - 2017/2018	MYC, JCDC

	National Outcome #4 — Authentic and Transfo	rmational Cultu	re
Pric	ority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
25.	Develop a national cultural information and accreditation/authentication and heritage information/validation system	2015/2016 - 2017/2018	JNHT, MYC
26.	Promote Jamaica's culture through cultural exchanges and participation in international fora, festivals, conferences and trade fairs (e.g. CARIFESTA)	2015/2016 - 2017/2018	JNHT, MYC, MTE, JCDC, NCCIC, IOJ, JAMPRO, MIIC, MFAFT
27.	Strengthen culture and creative education and entrepreneurship in primary and secondary education in tandem with the Grades 1-9 curriculum, including the Culture in Education Programme and Citizenship Education Programme, with curriculum development that includes the participation of cultural/creative practitioners	2016/2017	MOE, MYC, JFLL
28.	Strengthen the Performing and Visual Arts offerings of secondary and primary schools by advancing STEAM (Cross reference: National Strategy 2-2 and Actions 8 & 9)	2016/2017	MOE, MYC, NCCIC, JCDC, MTE
29.	Broaden education and training in arts and culture, including topics about culture and cultural and creative industries management	2016/2017	MYC, Edna Manley College, MTE, MOE, NCCIC JCDC, IOJ, JBDC, CPTC, HEART Trust/ NTA, tertiary institutions, Private Sector, Media, Professional Associations, JFLL
30.	Promote a policy and programme that recognizes the indigenous language of the Jamaican society in the formal education system while emphasizing the need to learn and use the official language, English, as the language of formal social interaction	2017/2018	MOE, MYC, UWI
31.	Digitize cultural content to preserve heritage and develop a digital cultural repository for education, research, information and tourism purposes	2015/2016 - 2017/2018	Jamaica Archives, NLJ, 10J, MYC, JLS, PBCJ, CPTC, JNHT OPM (JIS and National Archives), MTE, UWI, UTech
	tor Strategy: Promote awareness of the social and economic development vitage with a view to stimulate entrepreneurial activities	value of Jamaica's	natural and cultural
	Celebrate national and cultural activities, events and festivals	2015/2016 - 2017/2018	MYC, MOE, MTE, JCDC, PSOJ, SBAJ, CSOs, NGOs
33.	Expand the offerings of the Culture Passport through strategic partnerships with JCDC and MOE  Continuously upgrade the cultural and heritage site register/database  Develop and sign an MOU with site managers  Pursue collaboration with potential sponsors	2015/2016 - 2017/2018	MYC, JCDC, MOE

	formational Cultu	re
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
34. Expand Culture Clubs, to have approximately 440 operational by 2018	2015/2016 - 2017/2018	MYC, JCDC
35. Promote national museums, galleries, exhibitions and heritage sites to increase the number of annual visitors (150,000 per year) and to increase awareness	2015/2016 - 2017/2018	MYC, IOJ, JNHT, Museums, Galleries, Exhibitions
36. Implement new and existing youth-centred programmes in culture as well as cultural and creative industries and the incubation of social enterprises	2015/2016 - 2017/2018	MYC, JNHT, IOJ, MSTEM, MTE, MIIC
National Strategy 4-4: Integrate Jamaica's Nation Brand into developmenta	l processes	<u>'</u>
Sector Strategy: Undertake comprehensive National Branding for Jamaica		
37. Resource, develop and finalize a national branding strategy	2015/2016	NCCIC, MYC, OPM, Cabinet Office, JIPO, JAMPRO, MIIC, MTE, MSTEM, SDC, MNS, MLGCD, OPM, PIOJ, Environment, CSOs, Privat Sector and others
38. Promulgate the National Cultural Policy and Action Plan	2015/2016 -2017/2018	MYC and stakeholders
National Strategy: 4-5: Strengthen the role of sport in all aspects of nationa	l development	
Sector Strategy: Develop the policy and regulatory framework including sta	ndards for sport	
39. Develop a policy to mitigate against unfair and uncompetitive practices in sports including match-fixing and illegal gambling	2017/2018	OPM, BGLC, JCF, Cabinet Office
40. Develop guidelines for safeguarding and protecting children in sport including a monitoring framework for implementation	2015/2016 -2016/2017	OPM, CDA, CISOCA, OCA, JADCO, MOE, BSJ
Sector Strategy: Conduct a strategic review of the Sport Sector to rationalize	e the existing institut	tions for sport
41. Conduct a national strategic review of the existing institutional framework for national sport development with particular focus on effective implementation of the National Sports Policy	2015/2016 -2016/2017	OPM
42. Commence implementation of agreed recommendations from the study to assess the institutional framework for sport	2017/2018	OPM, INSPORTS, SDF, IPL, JADCO, Sport Associations and Federations, Private Sector
Sector Strategy: Improve the national sporting infrastructure towards achie	vement of the long-1	erm development of spor
43. Complete implementation of the High School Sport Improvement Infrastructure Project (HSSIIP)	2015/2016 - 2016/2017	OPM, MOAF (Sugar Transformation Unit), MOE, ISSA
44. Resurface the running track and renovate the swimming pool at the G.C. Foster College	2015/2016 - 2017/2018	MOE, G.C. Foster, SDF

National Outcome #4 — Authentic and Transformational Culture						
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies				
Sector Strategy: Provide for athletes' development to enable their continued of	ontribution to build	ding Brand Jamaica				
45. Implement a Jamaican Athletes Insurance Plan, including securing a service provider for health insurance, for all eligible national athletes	2015/2016 - 2017/2018	OPM, SDF				
46. Partner with the private sector to create a scholarship fund for student athletes and other targeted professions in the sport industry	2015/2016 - 2017/2018	G.C. Foster, Tertiary Institutions, Private Sector (PSOJ, JMA, others)				
<ul> <li>47. Establish a framework for professional sports development as part of transitioning athletes from amateur to professional sport and from professional sports to other sporting professions</li> <li>Recruiting of sports persons</li> <li>Sponsorship of sports persons</li> <li>Develop a career development pathway for athletes/sportspersons for inclusion in the curriculum</li> </ul>	2015/2016 - 2017/2018	OPM, Institute of Sports, Sports Federations, MOE, CPTC				

# NATIONAL OUTCOME #5 **SECURITY AND SAFETY**



# Introduction

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

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

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

"Jamaica currently has one of the highest per capita levels

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

determinant of threat level than probability of occurrence.

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

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

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

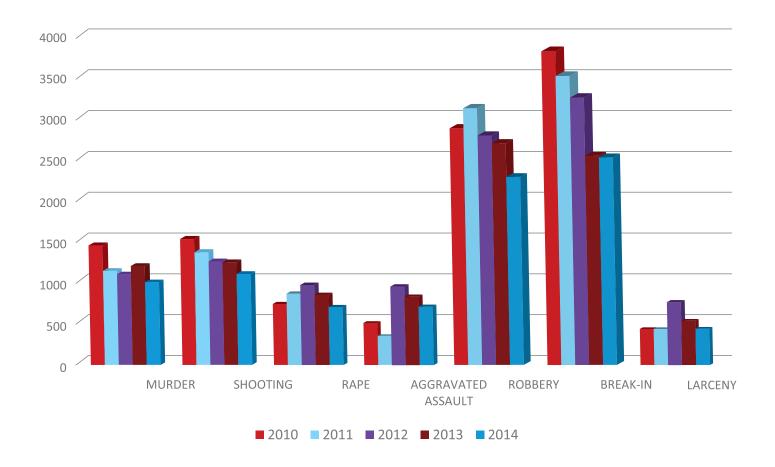


Figure 11: Number of Category 1 Crimes for the Years 2010-2014

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

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

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

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

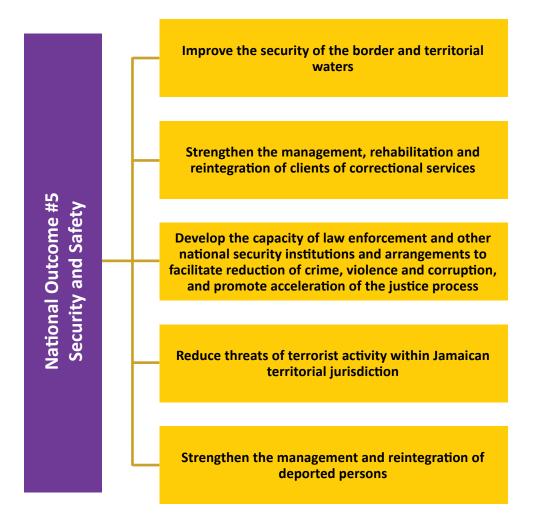


Figure 12: National Strategies - Security and Safety - 2015-2018

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

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

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

Table 16: Indicators and Targets – Security and Safety

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

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

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

Na	National Outcome #5—Security and Safety						
Pri	ority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies				
Nat	National Strategy 5-3: Improve the security of the border and territorial waters						
Sec	Sector Strategy: Strengthen security mechanisms at ports of entry and other ports						
1.	Improve investigative capacity to detect and apprehend foreign nationals of interest (more staff of suitable skill, motor vehicles, holding rooms, interviewing areas)	2015/2016 - 2017/2018	MNS, PICA, JCF				
2.	Improve surveillance at legal and illegal ports of entry (additional staff, motor vehicles case management system, surveillance equipment)	2016 -2017 - 2017/2018	MNS, PICA, JCF, JDF				
3.	Implement the new border management system at PICA (develop research project proposal, tender, procure and install)	2015/2016 - 2017/2018	MNS, PICA				
4.	Procure and implement Interactive Advance Passenger Information System (IAPIS) - (develop research project proposal, tender, procure and install)	2015/2016 - 2017/2018	MNS, PICA, Jamaica Customs				
5.	Introduce facial recognition technology in the passport production system to increase protection against identity theft	2015/2016 - 2016/2017	MNS, PICA				
6.	Complete revision of the Customs Act	2015/2016	Jamaica Customs				
7.	Ensure access to the Passenger Name Record (PNR) passenger database for airlines  • Establish and operationalize a regional Memorandum of Understanding (MOU) with the United States	2015/2016 - 2017/2018	Jamaica Customs				

Pric	ority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
8.	Procure and utilize cargo imaging equipment for containers	2015/2016 - 2017/2018	Jamaica Customs
9.	Establish and implement an outgoing currency monitoring system	2015/2016 - 2017/2018	Jamaica Customs
10.	Obtain approval for and implement closed circuit television (CCTV) feed for all customs areas	2015/2016 - 2017/2018	Jamaica Customs
11.	Strengthen and expand the Sufferance Wharf Unit	2015/2016 - 2017/2018	Jamaica Customs
12.	Include 3 items on the customs import prohibition miscellaneous goods order: Jet Skis, drones and Chinese lanterns	2015/2016 - 2017/2018	Jamaica Customs
Nat	ional Strategy 5-5: Strengthen the management, rehabilitation and reint	egration of clients	of correctional services
Sec	tor Strategy: Expand the framework for rehabilitation of inmates and offe	enders	
13.	Overhaul and design a comprehensive rehabilitation programme — to include expansion of farming and livestock-rearing operations across all facilities with a view for the Department of Correctional Services (DCS) to become self-sufficient in ground provisions and meat	2015/2016 - 2016/2017	MNS, DCS
14.	Build out arrangements to enable the removal of persons deemed unfit to plead to be released from DCS facilities	2015/2016	MNS, MOJ, MOH, DCS
15.	Establish an improved child-friendly juvenile facility for girls	2015/2016 - 2016/2017	MNS, DCS
16.	Upgrade telecommunications and contraband detection capability of the DCS	2015/2016	MNS, DCS
17.	Construct a new medium security block at Tamarind Farm	2015/2016 - 2016/2017	MNS, DCS
18.	Construct a new 2000-man capacity maximum security correctional facility	2017/2018	MNS, DCS
19.	Modify and upgrade the assessment process to efficiently classify and place inmates accordingly to risk levels and reduce overcrowding in the maximum security correctional facilities	2015/2016 - 2016/2017	MNS, DCS
20.	Introduce electronic monitoring as part of the supervisory arrangements of some categories of offenders	2015/2016 - 2016/2017	MNS, DCS

National Strategy 5-6: Develop the capacity of law enforcement and other national security institutions and arrangements to facilitate reduction of crime, violence and corruption, and promote acceleration of the justice process

Sector Strategy: Introduce and strengthen polices/legislation as well as anti-gang operations to remove the profit from crime and reduce corruption

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

Prio	rity Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
21.	Establish Major Organized Crime and Anti-Corruption Agency (MOCA) as an independent single major organized crime and anti-corruption entity for Jamaica with power to prosecute	2015/2016 - 2016/2017	MNS, Attorney General, JCF
22.	<ul> <li>Reduce human trafficking</li> <li>Promote increased public participation in reducing human trafficking by increasing awareness through social marketing campaigns</li> <li>Increase monitoring and tracking of decided actions, including selecting and appointing a Human Trafficking Rapporteur</li> </ul>	2015/2016 - 2016/2017	MNS, MOJ, JCF
23.	Reinforce the regulatory framework for the private security industry to minimize opportunities for recruitment of criminals and corrupt individuals into its ranks: include enhanced vetting procedures, establishment of minimum operational and recruiting standards and enhanced oversight	2015/2016 - 2016/2017	MNS, PSRA, JCF
24.	Expand Jamaica Defence Force (JDF) Coast Guard and Marine Police operational capacities with:  Acquisition and deployment of patrol vessels  Strengthening of intelligence sharing and collaboration with the US Navy Southern Command	2015/2016 - 2016/2017	MNS, JDF, JCF
25.	Finalize and/or review bi-lateral agreements (Dutch Overseas Territories, Cuba, Haiti, Bahamas, Honduras, Mexico) on cooperation and collaboration to exchange intelligence on and to coordinate responses to criminal activity at sea	2015/2016 - 2016/2017	MNS, MFAFT, JDF, JCF
26.	Amend Maritime Drug Trafficking (Suppression) (Amendment) Bill to allow for prosecution by the arresting state of Jamaicans involved in drug trafficking outside Jamaica's territorial waters	2015/2016	MNS, Attorney General
27.	Monitor progress of arrangements being developed under the leadership of the Ministry of Agriculture and Fisheries (MOAF) for use of drones to monitor fishing operations in the Exclusive Economic Zone (EEZ)	2015/2016	MOAF, MNS, JCF, JDF Coas Guard
Sec	tor Strategy: Reform the Justice System to accelerate the pace of the justic	ce process	
28.	Pass DNA Evidence Bill	2015/2016	MNS, CPC, Attorney General
29.	Introduce legislation to give the Director of Public Prosecutions (DPP) the right to appeal acquittals	2015/2016 - 2016/2017	MOJ
30.	Introduce legislation to give discounted sentences to persons who plead guilty	2016/2017	MOJ
31.	Introduce legislation to link all indictments against an accused in one trial arising in the course of the commission of a murder	2016/2017 - 2017/2018	МОЈ
32.	Strengthen the capacity of the Institute of Forensic Sciences and Legal Medicine (IFSLM) to carry out forensic investigations	2015/2016 - 2016/2017	MNS, IFSLM, UWI

ability to police by consent

Pric	ority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
33.	Develop and implement a programme to recruit best fit personnel into Divisional Command	2015/2016 - 2017/2018	MNS, JCF High Command and HR
34.	Implement programmes to improve management skills capacities of divisional commanders	2015/2016 - 2017/2018	MNS, JCF
35.	Institute proximity policing initiatives in high crime communities	2015/2016 - 2017/2018	MNS, JCF
36.	Expand community policing; expand police youth clubs, and neighbourhood, farm and business watches	2015/2016 - 2017/2018	MNS, JCF
37.	Expand awareness and focus on human trafficking and child rights among members of the police	2015/2016 - 2017/2018	MOJ, MNS, JCF, CDA, OCR
38.	Acquire and implement the usage of body-worn cameras by the Jamaica Constabulary Force (JCF)	2015/2016 - 2017/2018	MNS, JCF
39.	Expand JCF training in the use of less lethal weapons	2015/2016 - 2016/2017	MNS, JCF
40.	Strengthen partnerships between the JCF and human rights groupings	2015/2016 - 2017/2018	MNS, JCF
41.	Pilot the e-Station Diary facility across 3 JCF divisions in Area 3 and the JCF Inspectorate	2015/2016	MNS, JCF
42.	Expand e-Station Diary facility	2016/2017 - 2017/2018	MNS, JCF
43.	Convert paper-based police records into electronic records using the Automated Palm and Fingerprint Identification System (APFIS)	2015/2016 - 2016/2017	MNS, JCF
44.	Complete implementation of the Performance Management and Appraisal System (PMAS) of the JCF	2015/2016	MNS, JCF
45.	Carry out standard and thematic inspections of police divisions and formations and present findings to relevant stakeholders	2015/2016	MNS, PCOA
46.	<ul> <li>Improve JCF fleet operational efficiency:</li> <li>Consolidate the fleet around the most efficient vehicle make and models</li> <li>Introduce Computer-Aided Dispatch (CAD) and Automated Vehicle Location (AVL) Systems</li> </ul>	2015/2016 - 2017/2018	MNS, JCF
47.	Establish CCTV systems in Falmouth, Negril, and Spanish Town	2016/2017 - 2017/2018	MNS, MTWH, MTE
48.	Establish and operationalize the National Electronic Surveillance System (including Policy and Operational Plan)	2015/2016 – 2017/2018	MNS, MTWH
49.	Upgrade the JCF telecoms service	2016/2017 - 2017/2018	MNS, JCF

Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
50. Review, update, and strengthen the MOU between the JCF and the Private Security industry to integrate aspects of the Private Security operations into the national security architecture	2015/2016 - 2017/2018	MNS, JCF, PSRA
51. Establish linkages among diverse government databases to strengthen the enforcement capacity for the payment of traffic fines	2015/2016 - 2016/2017	MNS, JCF
52. Merge the Traffic Ticket Management System (TTMS) and Traffic Ticket Issuing System (TTIS) to form the Traffic Ticketing System (TTS) and upgrade the TTS to accommodate provisions of the new Road Traffic Act	2015/2016 - 2016/2017	MNS, JCF
53. Establish and operationalize the Institute of Forensic Sciences & Legal Medicine (IFSLM) as a department of the MNS	2015/2016 - 2016/2017	MNS, JCF
54. Establish a national public morgue	2017/2018	MNS, JCF, MOH, IFSLM
Sector Strategy: Adopt a coherent strategy to reduce gangs and the activities criminal organizations	of other transnati	onal and organized
55. Implement island wide, the JCF Linked Investigation Strategy and use of the CIB Checklist Policy	2015/2016 - 2017/2018	MNS, JCF
<ul> <li>Reduce the supply of illicit guns and ammunition available to gangs:         <ul> <li>Deploy national security assets to investigate all suspicious craft in the maritime domain</li></ul></li></ul>	2015/2016 - 2016/2017	MNS, FLA, JCF, JDF, Jamaica Customs, Crime STOP, JUGC
57. Revise the act related to the Justice Protection Unit (JPU) to incorporate best practices	2015/2016	MNS, JPU
58. Build the capacity of JPU officers to provide effective close protection of clients	2015/2016	MNS, JPU, JCF
59. Restructure the JPU to separate administrative, protective and investigative functions	2015/2016 - 2016/2017	MNS, JPU, JCF
Sector Strategy: Strengthen the capacity of communities, MDAs, NGOs, Privat interventions on at-risk individuals and communities towards creating a safe		•
60. Coordinate interventions (National Crime Prevention & Community Safety Strategy (NCPCSS)/Unite For Change (UFC)) by way of the Public Order Committee of Cabinet, Steering Committee and Technical Working Groups	2015/2016 - 2017/2018	MNS, MOJ, MOE, MLSS, MOH MYC, MLGCD

Pric	ority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
61.	Make fully operational, the Projects Unite Platform (a web-based platform that provides information on crime prevention programmes by community islandwide)	2015/2016 - 2016/2017	MNS, MOJ, MOE MLSS, MOH, MYC, MLGCD
62.	Increase the availability and use of timely and reliable information on crime and violence:  Rehabilitate the Crime Observatory covering 5 additional parishes and additional variables — shooting, domestic violence and robbery. Will provide mapping and charts  Create common indicators for community safety planning  Complete 2015 National Crime Victimization Survey  Establish baseline for Citizen Security and Justice Programme (CSJP)	2015/2016	MNS, CSJP, MOJ, JSIF, IFSLM, RGD, MOH, JCF
63.	Increase engagement of communities to complete safety plans (in the context of the agreed outcomes of UFC) and connect to partners for implementation	2015/2016 - 2016/2017	MNS, MOJ, CSJP
64.	Deploy and manage operations of Trained Violence Interrupters in 30 communities with double digit murders (2014) in St. Catherine North, St. James and Clarendon	2015/2016 - 2016/2017	MNS, CSJP, PMI
65.	Make CSJP operational in 50 communities — recruit, assess and case manage youth at highest risk of becoming involved in violence to facilitate them adopting prosocial lifestyles	2015/2016 2016/2017	MOJ, MNS
66.	Support behaviour change campaigns: focused on a culture of lawfulness and positive parenting (cross reference to culture)	2015/2016 - 2017/2018	MNS, MOJ, CSJP, NPSC
67.	Promote increased volunteerism — recruit, vet and connect volunteers to community-led crime prevention initiatives	2015/2016 - 2017/2018	MNS, CVSS
Sec	tor Strategy: Strengthen systems of governance		
68.	Reduce the risk of corrupt individuals and criminal facilitators becoming members of the Public Service through the development and implementation of a protective security and vetting policy	2015/2016 - 2017/2018	MNS, MDAs
Nat	ional Strategy 5-7: Reduce threats of terrorist activity within Jamaican te	rritorial jurisdiction	n
Sec	tor Strategy: Improve technical and operational capacities of relevant sec	urity agencies	
69.	Improve management of Watch Lists and Stop Orders (significantly expand the dedicated unit within PICA's organization structure)	2016/2017 - 2017/2018	MNS, PICA, JCF
70.	Amend immigration legislation to strengthen policy and operational framework to reduce terrorist threats	2016/2017 - 2017/2018	MNS, PICA
71.	Strengthen cyber security strategy to further secure the technological environment to prevent hacking	2015-2016 - 2017/2018	MNS, PICA, JCF
72.	Develop the capability to identify persons of interest using social media	2016/2017 - 2017/2018	MNS, PICA, JCF

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

# **NATIONAL OUTCOME #6 EFFECTIVE GOVERNANCE**



#### Introduction

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

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

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

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

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

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

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

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

- of effective governance was demonstrated in the introduction and/or strengthening of legislative and institutional arrangements to support anticorruption measures
- Implementation of key components of the National Gender Policy which included Gender Mainstreaming in MDAs and the Private Sector
- Establishment of 10 Safety and Security Committees in 9 parishes (10 municipalities)
- Preparation and institutionalization of the operations of governance organizations

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

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

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

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

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

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

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

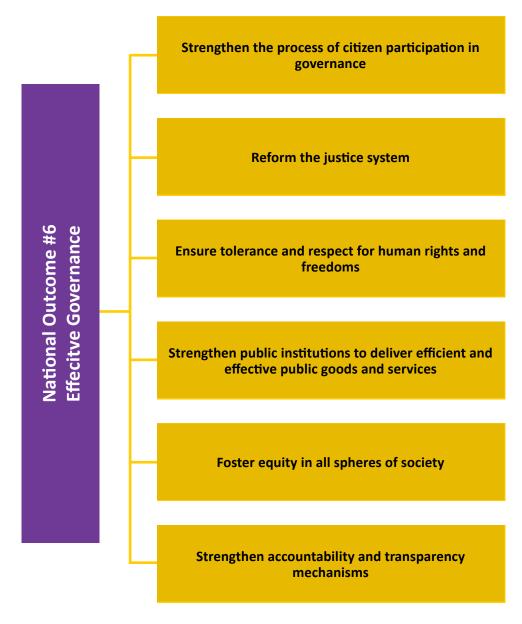


Figure 13: National Strategies - Effective Governance - 2015-2018

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

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

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

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

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

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

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

National Outcome #6 — Effective Governance					
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies			
4. Expand and implement initiatives of the Caribbean Local Economic Development Project (CARILED)	2015/2016- 2017/2018	MLGCD, SDC, LAs			
5. Improve the operational efficiency of the financing processes of Parish Development Committees	2015/2016- 2017/2018	MLGCD, National Association of PDCs			
6. Strengthen the capacity of citizens' groups and supporting institutions to enable them to fully participate in decision-making processes	2015/2016- 2017/2018	MLGCD, LAs, SDC			
7. Support the implementation of Phase 1 of the Community Renewal Programme (CRP) in 17 communities in downtown Kingston	2015/2016- 2017/2018	CRP, SDC, JSIF			
Sector Strategy: Fully implement local government reform					
8. Ordinarily entrench the system of local government in the Constitution	2015/2016	MLGCD			
9. Implement the recommendations of the diagnostic review of local authorities	2015/2016 -2017/2018	MLGCD, MOFP			
<ul> <li>Approve and promulgate the strategic laws and selected operational laws for local government reform and citizen participation in governance</li> <li>Jamaica Social Welfare Commission Act</li> <li>Local Government (Unified Service &amp; Employment )</li> <li>Local Government Financing and Financial Management Act</li> <li>Local Governance Act</li> </ul>	2015/2016 -2017/2018	MLGCD			
11. Implement public education campaign pursuant to the promulgation of the strategic laws	2015/2016- 2017/2018	MLGCD, SDC			
12. Determine the formula for central government transfers to local government	2015/2016- 2017/2018	MLGCD, MOFP, LAs, PIOJ			
13. Build the capacity of the Safety and Security Programme by expanding into new parishes and strengthening existing ones	2015/2016- 2017/2018	MLGCD, MNS, PIOJ			
Sector Strategy: Institutionalize a culture of openness and accountability					
<ol> <li>Establish citizen charters in other 10 local authorities (LAs) and include appropriate performance measures for all Las</li> </ol>	2015/2016- 2017/2018	LAs, PDCs, MLGCD, Cabinet Office			
15. Fully operationalize local public account committees in all LAs	2015/2016- 2017/2018	MLGCD, LAs, PDCs			
National Strategy 6-2: Reform the justice system					
Sector Strategy: Increase the level of professionalism of all officers in the justice sys	stem				
16. Establish a customer service desk in all courts	2015/2016- 2017/2018	МОЈ			
17. Design a customer service protocol and training course for police officers	2015/2016- 2017/2018	MOJ, JCF			
Sector Strategy: Enhance the administrative system in the courts					

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

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

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

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

# **NATIONAL OUTCOME #7** A STABLE MACROECONOMY

## Introduction

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

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

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

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

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

The permanent legislation for the Minimum Business Tax was tabled in Parliament in March 2015, while progress was made also in implementing property tax reform, including amendments to the Property Tax Amendment Act, the Land Valuation Amendment Act, and the Tax Collection Amendment Act. In addition to the development of the legal framework, progress was made also in the policy and institutional framework with the implementation of the Medium Term Expenditure Framework in the Ministry of Finance and Planning (MOFP) in Quarter 2 of 2013; the crafting of a Privatization Policy as well as a Public Private Partnership Policy; and the tabling in Parliament of a White Paper on Public Sector Pension Reform in 2013.

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

Under MTF 2015-2018, the priorities for the macroeconomy are to continue the fiscal consolidation programme, while promoting measures for broad-based and inclusive growth over the medium term; strengthen the debt management strategy and capacity; rationalize the public sector to improve efficiency and effectiveness; accelerate fundamental tax reform to increase efficiency, simplicity and equity of the tax system; strengthen the legislative and regulatory framework for the financial system; and deepen the application of monetary policy towards the objectives of price stability, economic growth and employment. It is anticipated that the actions taken to stimulate macroeconomic stability will provide the necessary context to secure economic growth in the medium term.

# National Strategies to be pursued under MTF 2015-2018

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

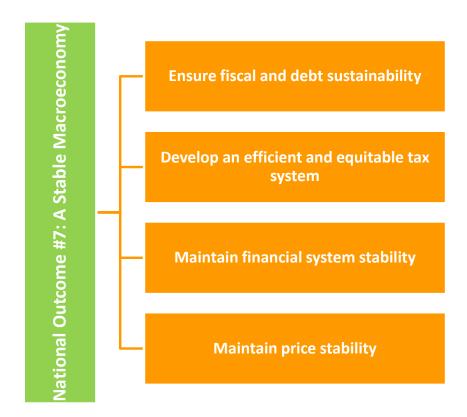


Figure 14: National Strategies - A Stable Macroeconomy - 2015-2018

## Alignment to the 2030 Agenda for Sustainable Development

National Outcome #7 is aligned to SDG Goal 8:

Table 20: Indicators and Targets - A Stable Macroeconomy

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

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

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

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

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

r – Indicates that the target has been revised

			T =
	Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
5.	Implement a results-based budgeting system for the public sector	FY2015/2016 - FY2017/2018	MOFP
6.	Implement the Public Financial Management Reform Action Plan (PFM RAP)	FY2015/2016 - FY2017/2018	MOFP
7.	Strengthen the macro-fiscal capacity of the MOFP	FY2015/2016 - FY2016/2017	MOFP, IMF
8.	Ensure successful implementation of the last two years of the four-year Extended Fund Facility Arrangement with the IMF	FY2015/2016 - FY2016/2017	MOFP, BOJ, PIOJ
9.	Implement programme priorities 2014-2016 and five-year plan 2014-2019 for public sector transformation and modernization	FY2015/2016 - FY2017/2018	MOFP, Cabinet Office
10.	Undertake public sector pension reform	New public pension system to be implemented by April 2016	MOFP
11.	Implement new public sector wage agreement for FY2015/16 - FY2016/17 that is consistent with programme targets	Public sector labour contracts for FY2015/16 - FY2016/17 to be concluded by FY2015/2016	MOFP, Trade Unions
12.	Finalize the development and introduction of the revised Chart of Accounts	FY2015/2016	MOFP
13.	Complete implementation of International Public Sector Accounting Standards for public financial accounting	FY2015/2016	AGD, MOFP
Sec	ctor Strategy: Reduce public debt stock in the medium term	1	1
14.	Undertake measures to reduce public debt stock, including debt exchanges, debt buy-backs, debt-asset swaps and reductions in government-guaranteed debt	FY2015/2016 - FY2017/2018	MOFP
15.	Implement the Debt Management Strategy	FY2015/2016 - FY2017/2018	MOFP
Sec	ctor Strategy: Manage the composition of the public debt to minimize ser	rvicing costs, taking accou	unt of risk
16.	Increase relative use of low-cost multilateral financing	FY2015/2016- FY2017/2018	MOFP

National Outcome #7 – A Stable Macroeconomy					
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies			
17. Strengthen the efficiency of the Debt Management Branch through increased staffing of the middle office, skills training, and improvements to securities operations and domestic market development	FY2015/2016- FY2017/2018	MOFP, IMF			
18. Develop a debt management business continuity strategy and function	FY2015/2016- FY2016/2017	MOFP			
Sector Strategy: Reduce the budgetary cost of public bodies (PBs) and public	sector entities	1			
19. Complete key divestments of entities including NMIA, KCT, Cocoa Industry Board, PETCOM, Jamaica Railway Corporation and Caymanas Track Ltd.	FY2015/2016 - FY2017/2018	MOFP, DBJ, MTWH			
20. Undertake revisions to improve efficient and effective implementation of the Privatization Policy and Public-Private Partnership Policy	FY2015/2016 - FY2016/2017	DBJ, MOFP, PIOJ			
21. Reduce the size of the public sector through the elimination of posts and attrition programme	FY2015/2016 - FY2017/2018	MOFP			
22. Develop amendments to the Public Bodies Management and Accountability (PBMA) Act and supporting regulations	FY2015/2016	MOFP			
23. Develop and finalize requirements for enterprise Fixed Asset Management System	FY2015/2016	MOFP			
24. Implement new human resources software system (the HCMES system)	FY2015/2016 - FY2017/2018	MOFP, IDB			
<ul> <li>25. Strengthen and improve procurement planning processes in line with strategic objectives:</li> <li>i) Pass a new Procurement Act</li> <li>ii) Prepare a new procurement manual</li> <li>iii) Implement the Electronic Tendering System in four pilot entities</li> </ul>	i) June 2015 ii) December 2015 iii) FY2015/2016	MOFP, IDB			
Sector Strategy: Provide for growth facilitating capital expenditure		1			
26. Implement the Public Investment Management System (PIMS), including establishment of a PIMS Secretariat, PIMS Database and Public Investment Management Information System (PIMIS)	FY2015/2016 - FY2016/2017	MOFP, PIOJ			
27. Strengthen mechanisms for implementation and monitoring of the GOJ's growth agenda, including annual tabling in Parliament of the Growth Agenda Policy Paper and supporting the operations of the Growth Agenda Subcommittee (GASC) and GASC Secretariat	FY2015/2016 - FY2017/2018	MOFP, MIIC, MTWH, PAJ, PIOJ, JAMPRO, DBJ			
National Strategy 7-2: Develop an efficient and equitable tax system					
Sector Strategy: Implement fundamental tax reform to increase efficiency, s	implicity and equity of	the tax system			
28. Introduce new productivity indicators to measure the effectiveness and	November 2015	MOFP			

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

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

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

# NATIONAL OUTCOME #7 A STABLE MACROECONOMY

## Introduction

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# National Strategies to be pursued under MTF 2015-2018

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

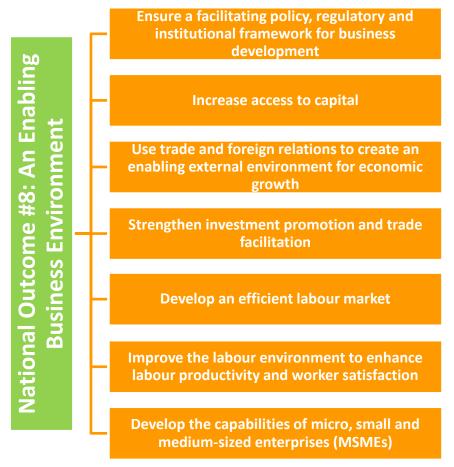


Figure 15: National Strategies – An Enabling Business Environment – 2015-2018

# Alignment to the 2030 Agenda for Sustainable Development

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

Table 22: Indicators and Targets – An Enabling Business Environment

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

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

National Outcome #8 – An Enabling Business Environment						
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies				
National Strategy 8-1: Ensure a facilitating policy, regulatory and institutional	al framework for b	usiness development				
Sector Strategy: Improve and streamline bureaucratic processes for business	s establishment an	d operation				
1. Establish and operationalize an electronic platform for business	2015/2016 -	COJ/TAJ				
registration and incorporation of companies	2016/2017					
<ul> <li>Streamline the process and reduce the processing time for development, environment and planning applications through:</li> <li>Operationalization of Application Management and Data Automation (AMANDA) system across all local authorities (LAs) and referral/commenting agencies</li> <li>Implement the action plan of reforms to the development</li> </ul>	2015/2016 2015/2016 -	NEPA, MLGCD, LAs, Cabinet Office, Referral Agencies				
applications process (DAP)	2017/2018					
Sector Strategy: Improve processes related to land ownership, titling and tra	ansfer					
3. Facilitate increase in the number of Jamaicans who possess certificates	2015/2016 -	MTWH, HAJ, NLA,				
of title for land through the delivery of 15,000 (existing and	2017/2018	Administrator General,				

Ranking (position) out of 189 economies

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

National Outcome #8 – An Enabling Busin	ess Environme	ent
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
undistributed) titles annually under the National Land Titling		MOAF, LAMP
Programme		
Sector Strategy: Strengthen the legal and regulatory framework for e-comm	erce and protection	on of intellectual property
(IP) rights	T	T
4. Complete Jamaica's ascension to the Madrid Protocol for international		
registration of trademarks by:	2015/2016	JIPO, MIIC, OPC, MFAFT
<ul> <li>Finalizing and enacting the Trade Marks (Amendment) Bill enacting the new Patents and Design Bill and accompanying</li> </ul>	2015/2016 - 2017/2018	
regulations	2017/2018	
<ul> <li>Strengthening the institutional capacity of JIPO to oversee</li> </ul>	2015/2016	
implementation of Jamaica's obligations under the Madrid Protocol	2013/2010	
5. Revise the Copyright Act to meet international obligations under the	2015/2016	JIPO, MIIC, OPC, MFAFT
WIPO Internet Treaties		, ,, ,,
6. Finalize the amendment to the Protection of Geographical Indications	2015/2016 -	JIPO, MIIC, OPC
Act	2017/2018	
Sector Strategy: Strengthen mechanisms to protect consumer rights		
7. Develop a national consumer policy	2015/2016 -	CAC, MIIC, Cabinet
The second of th	2017/2018	
Sector Strategy: Develop the framework for growth and innovation in emerg		
8. Establish a cannabis licencing authority	2015/2016 -	MIIC, MOAF, MOH
	2017/2018	
National Strategy 8-2: Increase access to capital		
Sector Strategy: Develop and implement measures for expansion of the don		
9. Develop the Jamaica Venture Capital Eco-System through:	2015/2016 -	DBJ, MOFP,
<ul> <li>Establishment of a legislative and taxation framework that is conducive to venture capital</li> </ul>	2017/2018	UWI, NCU, UTech, MIIC, PSOJ
<ul> <li>Venture capital (VC) and public enterprise (PE) sensitization,</li> </ul>		
training and capacity building initiatives as well as an effective		
communication strategy targeted at knowledge dissemination and culture modification		
<ul> <li>Fostering a pipeline of investment-ready, high-potential</li> </ul>		
entrepreneurs through capacity building efforts including mentoring		
and training		
<ul> <li>Promotion of equity investments through the encouragement of</li> </ul>		
new VC/PE funds supported by anchor investments in Jamaican		
companies	2045/2016	DD1 1DD6 2200
10. Advance the provision of technical assistance to clients and	2015/2016	DBJ, JDBC, MIIC
intermediaries as well as training of MSMEs and umbrella organizations		
to increase access to credit  11. Execute capacity development initiatives for financial institutions.	2015/2016 -	MIIC COI
11. Execute capacity development initiatives for financial institutions, members of the judiciary, MSMEs and other stakeholders on the	2017/2018	MIIC, COJ
provisions of the Secured Interest in Personal Property Act (SIPPA)	2017/2010	
	2015/2016 -	MIIC MOFP MOI
12. Implement the new Insolvency and Bankruptcy regime	2015/2016 -	MIIC, MOFP, MOJ

Priority Strategies and Actions for FY2015/2016 - FY2017/2018	National Outcome #8 – An Enabling Busin	ess Environme	nt
13. Finalize and promulgate the legislation related to the international financial centre, namely:  • International Holding Companies Bill  • General Partnership Bill  • Limited Partnership Bill  • Segregated Accounts Companies Bill  • Limited Liability Companies Bill  • Limited Jability Companies Bill  • Limited Jability Companies Bill  • Trusts and Corporate Services Providers Bill  • Limited Jability Companies Bill  • Trusts Bill  National Strategy 8-3: Use trade and foreign relations to create an enabling external environment for economic growth Sector Strategy: Promote Jamaica's economic, social and environmental interests within the multilateral system  14. Advance maritime delimitation negotiations on Jamaica's Exclusive 2015/2016 - 2017/2018  15. Pursus advocacy for attention to the special situation of highly indebted, vulnerable middle-income countries (MICs) including Jamaica 2017/2018  16. Complete ratification of the WTO agreement on Trade Facilitation by the tenth WTO Ministerial Conference  17. Utilize WTO negotiations on the Doha Development Round and the regular WTO work programme to promote Jamaica's socio-economic, trade and environmental interests  18. Strengthen the role of economic diplomacy in supporting national development objectives  19. Continue phased implementation of the EPA provisions  2015/2016 - 2017/2018  Sector Strategy: Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM  19. Continue phased implementation of the EPA provisions  2015/2016 - 2017/2018  2015/2016 - 2015/2016 -	<u> </u>		
13. Finalize and promulgate the legislation related to the international financial centre, namely:  1 International Holding Companies Bill  General Partnership Bill  Trust and Corporate Services Providers Bill  Trust and Corporate Services Providers Bill  Trust sall  Trust sall  Trust sall  Trust Bill  MFAFT, MOFP MILL  MFAFT, MOFP, MILL  MFAFT, JTAT  MFAFT, JTAT  MFAFT  To17/2018  Trusted and environmental interests  Trust Bill  Advance Bill Bill  Trust Bill  Trust Bill  Affart Mose, MFAFT, MOFP  MFAFT  Trust Bill  Trust Bill  Trust Bill  Trust Bill  Affart Mose, MFAFT  To17/2018  Trust Bill  Trust Bill  Trust Bill  Trust Bill  Affart Mill  MFAFT  Trust Mill  MFAFT  Trust Mill  MFAFT  Trust Mill  MFAFT  Trust Mill	Priority Strategies and Actions for F12015/2016 - F12017/2018		Responsible Agencies
financial centre, namely: International Holding Companies Bill General Partnership Bill Limited Partnership Bill Limited Partnership Bill Limited Partnership Bill Trust and Corporate Services Providers Bill Limited Liability Companies Bill Limited Liability Companies Bill Trusts Bill Trusts Bill National Strategy: 8-3: Use trade and foreign relations to create an enabling external environment for economic growth Sector Strategy: Promote Jamaica's economic, social and environmental interests within the multilateral system Pal, Advance maritime delimitation negotiations on Jamaica's Exclusive Economic Zone (EE2) and ensure congruence with the revised Fisheries Policy Pal, MAJ, NEPA PAJ, MA	12. Finalize and promoulants the logislation related to the intermetional	·	HECA MAHC CDC
International Holding Companies Bill General Partnership Bill Trust and Corporate Services Providers Bill Segregated Accounts Companies Bill Trusts Bill Segregated Accounts Companies Bill Limited Liability Companies Bill Limited Liability Companies Bill Limited Utability Companies Displayed Part Market Displayed Part	· · · · · · · · · · · · · · · · · · ·	-	
Ceneral Partnership Bill     Limited Partnership Bill     Trust and Corporate Services Providers Bill     Segregated Accounts Companies Bill     Limited Liability Companies Bill     Trust st Bill     National Strategy 8-3: Use trade and foreign relations to create an enabling external environment for economic growth Sector Strategy: Promote Jamaica's economic, social and environmental interests within the multilateral system  14. Advance maritime delimitation negotiations on Jamaica's Exclusive Economic Zone (EEZ) and ensure congruence with the revised Fisheries Policy  15. Pursue advocacy for attention to the special situation of highly indebted, vulnerable middle-income countries (MICs) including Jamaica  16. Complete ratification of the WTO agreement on Trade Facilitation by the tenth WTO Ministerial Conference  17. Utilize WTO negotiations on the Doha Development Round and the regular WTO work programme to promote Jamaica's socio-economic, trade and environmental interests  18. Strengthen the role of economic diplomacy in supporting national development objectives  Sector Strategy: Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM  19. Continue phased implementation of the EPA provisions  2015/2016 MFAFT, JTAT, MIIC, MOFP  Sector Strategy: Strengthen strategic bilateral foreign and trade relations  20. Maintain or improve preferential access to the Canadian market  20. Maintain or improve preferential access to the Canadian market  20. Minimizer and implement the new Foreign Trade Policy with a special emphasis on a strategic, pro-active approach on negotiating preferential trade agreements  20. Advance emplementation of the Foreign Trade Policy implementation Coordination Unit  Sector Strategy: Ensure successful creation, implementation and effective use of the CARICOM Single Market (CSM) provisions for Free Movement of  20. MFAFT, MOFP.  MFAFT  MF	·	2017/2018	=
■ Limited Partnership Bill ■ Trust and Corporate Services Providers Bill ■ Limited Liability Companies Bill ■ Limited Liability Companies Bill ■ Limited Liability Companies Bill ■ Trusts Bill  National Strategy 8-3: Use trade and foreign relations to create an enabling external environment for economic growth  Sector Strategy: Promote Jamaica's economic, social and environmental interests within the multilateral system  14. Advance maritime delimitation negotiations on Jamaica's Exclusive Economic Zone (EEZ) and ensure congruence with the revised Fisheries Policy  15. Pursue advocacy for attention to the special situation of highly indebted, vulnerable middle-income countries (MICs) including Jamaica  16. Complete ratification of the WTO agreement on Trade Facilitation by the tenth WTO Ministerial Conference  17. Utilize WTO negotiations on the Doha Development Round and the regular WTO work programme to promote Jamaica's socio-economic, trade and environmental interests  18. Strengthen the role of economic diplomacy in supporting national development objectives  2017/2018  Sector Strategy: Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM  19. Continue phased implementation of the EPA provisions  2017/2018  Sector Strategy: Strengthen strategic bilateral foreign and trade relations  2017/2018  Sector Strategy: Strengthen strategic bilateral foreign and trade relations  2017/2018  MFAFT, JTAT, MIIC, 2017/2018  2017/2018  MFAFT  MFA			IVIOFP
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National Outcome #8 – An Enabling Busin	ess Environme	nt
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
26. Streamline the administrative procedures to operationalize the CSM	2015/2016 -	MFAFT
and implementation of the Single Economy	2017/2018	
Sector Strategy: Strengthen the involvement of the Jamaican Diaspora in na		
27. Stage 2015 and 2017 Biennial Jamaica Diaspora Conferences	2015/2016 -	MFAFT, JDI
	2017/2018	
28. Coordinate the implementation of the recommendations emanating	2015/2016 -	MFAFT
from the 2015 and 2017 Biennial Jamaica Diaspora Conferences	2017/2018	
29. Complete the National Diaspora and Development Policy	2015/2016 - 2017/2018	MFAFT, JDI
30. Advance execution of the project to map Jamaica's Diaspora	2015/2016 - 2017/2018	MFAFT, PIOJ
Sector Strategy: Build business capacity to take trade remedy defensive acti		
31. Pursue a multi-agency approach to trade enforcement issues through the Trade Enforcement Advisory Mechanism (TEAM)	2015/2016 - 2017/2018	MIIC, MFAFT, AG, MOAF, MOFP
32. Complete amendments to the Customs Duties (Dumping and Subsidies) Act and accompanying regulations	2015/2016 - 2016/2017	MIIC, ADSC, OPC
33. Train 50 strategic micro, small and medium goods-producing entities in the use of trade remedies – dumping, subsidies and safeguards	2015/2016 - 2017/2018	ADSC
<ul> <li>34. Establish a help desk to assist businesses, including MSMEs, to file and complete a trade remedy investigation:         <ul> <li>Phase I – Complete design and preparation of project proposal</li> <li>Phase II – Secure first tranche of project funding to establish help desk and execute pilot support programme</li> <li>Phase III – Commence 2018 to 2020 roll-out of suite of support services</li> </ul> </li> </ul>	<ul> <li>2015/2016</li> <li>2017/2018</li> <li>2015/2016</li> <li>2016/2017- 2017/2018</li> </ul>	ADSC, MIIC
National Strategy 8-4: Strengthen investment promotion and trade facilitation		
Sector Strategy: Streamline the administrative process for movement of goo		•
<ul> <li>35. Establish and operationalize a Single Trade Electronic Window (STEW):</li> <li>Secure Cabinet approval for implementation</li> <li>Secure project funding</li> <li>Establish and staff project unit</li> <li>Launch the STEW (Cross reference: National Outcome #9, 9-5)</li> </ul>	2015/2016 - 2017/2018	Trade Board, Jamaica Customs, PAJ, MIIC, MTWH, eGovJa, MOH, MOAF
Sector Strategy: Strengthen the capacity of investment and trade institution		
36. Develop an Investment Policy	2015/2016	MIIC, JAMPRO
37. Develop and implement a Trade Facilitation Implementation Plan	2015/2016 - 2017/2018	MIIC, Trade Board, JAMPRO, MFAFT
38. Implement a public sensitization programme on trade agreements	2015/2016	MIIC, MFAFT, Trade Board, JAMPRO
Sector Strategy: Market and promote Jamaica as a premier destination for i	nvestment	1
39. Package and promote Shovel-Ready Investment Projects (SRIPs)	2015/2016 - 2016/2017	JAMPRO
National Strategy 8-5: Develop an efficient labour market		

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

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National Outcome #8 – An Enabling Busin	ness Environmo	ent
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
		PIOJ/CRP, BSJ, SDC
Sector Strategy: Develop the human resources capacity of the Public Sector	r for greater produ	ctivity
54. Enhance the capacity of public sector workers to utilize the AMANDA	2015/2016 -	Cabinet Office, MLGCD,
system under the Public Sector Transformation process	2017/2018	NEPA
55. Introduce shared corporate services in human resources in the public	2015/2016 -	<b>Cabinet Office</b>
sector	2017/2018	
Sector Strategy: Strengthen the framework for optimal deployment of labor	our	
56. Enhance the work permit machinery to enforce adherence to the	2015/2016 -	MLSS
Foreign Nationals and Commonwealth Citizens (Employment) Act 1964	2017/2018	
Sector Strategy: Promote work experience programmes at secondary and p	oost-secondary inst	itutions
57. Advance implementation of apprenticeship programmes in conjunction	2015/2016 -	MLSS, MOE, HEART,
with private sector (Cross reference: National Outcome #3, 3-3)	2017/2018	PSOJ, MIIC, NYS, JEEP
		Secretariat, MTWH
Sector Strategy: Facilitate an environment that promotes effective collecti	ve bargaining, the	protection of workers
(unionized and non-unionized) and employers, in accordance with labour le	egislation	
58. Strengthen supporting mechanisms for an improved labour	2015/2016 -	MLSS, JCTU, JEF
environment by:	2017/2018	
<ul> <li>Establishing formal arrangements among MDAs and with the</li> </ul>		
private sector and civil society for the execution of labour market		
related initiatives		
<ul> <li>Reviewing Jamaica's labour legislation framework and developing</li> </ul>		
an omnibus employment law that is applicable to all sectors		
59. Improve the industrial dispute resolution mechanism	2016/2017 -	MLSS
·	2017/2018	
National Strategy 8-7: Develop the capabilities of micro, small and medium	-sized enterprises	(MSMEs)
Sector Strategy: Expand credit facilities for MSMEs		
60. Complete review and identification of new funding sources for	2015/2016	MSME Task Force: MIIC,
disbursement under the revised institutional framework for the Micro		DBJ, MOFP, PIOJ
Investment Development Agency (MIDA) and Self Start Fund (SSF)		
61. Implement the agreed recommendations to secure new funding sources	2016/2017 -	MIIC, DBJ, MOFP, PIOJ
for disbursement under the revised institutional framework for MIDA	2017/2018	
and SSF		
62. Expand factoring / reverse factoring and lease financing for MSMEs by	2016/2017 -	MIIC
determining the feasibility and requirements to establish	2017/2018	
comprehensive reverse factoring and lease financing		
63. Increase awareness of financial services available to MSMEs and expand	2015/2016 -	JBDC, DBJ
business development support to enhance utilization of available	2016/2017	
financial services	·	
64. Enhance access to credit by providing technical assistance to clients and	2015/2016 -	JBDC
intermediaries as well as training of MSMEs and umbrella associations	2016/2017	
through:	, -	
<ul> <li>Proposal writing workshops</li> </ul>		
	1	İ

National Outcome #8 – An Enabling Busin	ness Environm	ent
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<ul> <li>Access to donor registry</li> </ul>		
65. Enact and promulgate the Micro Credit Act	2015/2016 -	MOFP, MIIC, DBJ
	2017/2018	
66. Advance the operationalization of the SIPPA by developing asset	2015/2016 -	MIIC, MOFP
valuation protocols to enable MSMEs to leverage its provisions	2017/2018	
67. Restructure/reposition MIDA and SSF to develop new financial products	2015/2016	MIIC
including micro-venture funding		
68. Advance development and implementation of Mobile Money services to MSMEs:	2015/2016	DBJ, NCB
<ul> <li>Conduct National Commercial Bank (NCB)/Transcel integration</li> </ul>		
<ul> <li>Build implementation capacity through training of micro finance</li> </ul>		
institutions and other relevant entities		
■ Implement a live roll-out		
69. Enhance the reach and portfolio sizes of MSME lending channels	2015/2016 -	DBJ
through:	2017/2018	
<ul> <li>expansion of lending through existing channels and accreditation of new AFIs and MFIs including Credit Unions</li> </ul>		
70. Restructure the Credit Enhancement Facility to expand utilization and	2015/2016 -	DBJ, MOFP, BOJ
optimize effectiveness	2013/2010 -	DBJ, MOFF, BOJ
71. Support MSME financing through capacity development programmes	2017/2010	DBJ, PIOJ
including:		553,1103
<ul> <li>Completion of pilot Voucher for Technical Assistance (VTA) Project</li> </ul>	2015/2016 -	
and launch of redesigned and expanded programme	2017/2018	
<ul> <li>The Innovation Grant from New Ideas to Entrepreneurship (IGNITE)</li> </ul>	2015/2016 -	
Start Up Grant Programme	2017/2018	
<ul> <li>The World Bank – Foundations for Competitiveness and Growth</li> </ul>	2015/2016 -	
Project Component 3A	2017/2018	
72. Expand provision of lines of credit to MSMEs under the World Bank –	2015/2016 -	DBJ, PIOJ
Foundations for Competitiveness and Growth Project Component 3B	2017/2018	
73. Utilize a coordination mechanism to monitor implementation of priority	2015/2016	MIIC, PIOJ, SBAJ, DBJ,
policies and programmes aimed at improving access to MSME		JBDC, SSF, MIDA
development and access to capital		
Sector Strategy: Promote and develop entrepreneurship	2015/2016	IBDC
74. Offer entrepreneurship facilitation and development services to rural communities through Mobile Business Clinic 'office' on wheels	2015/2016 - 2017/2018	JBDC
75. Introduce a practical component of entrepreneurship in schools in	2017/2018	MIIC, MOE, PSOJ, JBDC
collaboration with business associations	2013/2010 -	IVIIIC, IVIOL, F30J, JBDC
76. Advance roll-out of Introduction to Entrepreneurship and New Venture	2017/2018	JBDC, UWI
Creation Programme courses in curriculum of tertiary institutions	2015/2010	, 555c, 6441
77. Develop and implement the Youth Entrepreneurship Programme (YEP)	2015/2016 -	MYC, JBDC
2 2.2 2.2 2.2 2.2 2.2 2.2 2.2 2.2 2.2 2	2017/2018	
Sector Strategy: Provide training and capacity development for MSMEs	•	
78. Implement Small Business Development Centre (SBDC) model by:	2017/2018	JBDC, MIIC
<ul> <li>Commencing training at selected SBDCs</li> </ul>		

National Outcome #8 – An Enabling Business Environment						
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies				
<ul> <li>Establishment of an implementation oversight Steering</li> </ul>						
Committee for the SBDC						
<ul> <li>Utilizing NEOSERRA platform to meet national MSME</li> </ul>						
information gathering requirements						
79. Provide incubator support services to MSMEs in areas such as food	2015/2016	JBDC				
processing, fashion, jewellery and furniture manufacturing						
80. Develop MSME operational and trade capacities through:	2015/2016 -	DBJ, MIIC				
<ul> <li>The Energy Audit Grant Programme to facilitate utilization of</li> </ul>	2017/2018					
renewable energy and energy efficiency technologies						
<ul> <li>Facilitation of exports and links to global supply chains</li> </ul>						
81. Foster growth and development of MSMEs through the provision of	2016/2017 -	JBDC, DBJ				
business mentorship and handholding	2017/2018					
82. Advance execution of the business formalization programme targeted	2015/2016 -	JBDC				
at MSMEs	2016/2017					
83. Implement MSME tourism inclusion shared value project to facilitate	2015/2016 -	JBDC, IDB, MTE				
business development through support to MSMEs to participate in the	2017/2018					
global value chain						
84. Increase MSMEs market access through Things Jamaican (TJ) e-store	2015/2016 -	JBDC, TJ				
and brick and mortar supply chain	2017/2018					
85. Support the incorporation of research-based planning in MSME business	2015/2016 -	JBDC				
operations through training in applied research methods and technical	2016/2017					
assistance via the MSME Research and Development Initiative						
86. Implement biennial needs assessment study of MSMEs (update needs	2016/2017	JBDC				
assessment study conducted in 2014/2015)						
87. Implement MSME support initiatives including Trainee Start-up,		HEART, JAMPRO				
Export-Based Small and Medium Enterprises (SMEs), sector-specific and						
general support programmes						

# **NATIONAL OUTCOME #9** STRONG ECONOMIC INFRASTRUCTURE



## Introduction

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

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

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

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

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

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

Vision 2030 Jamaica aims for the development of world-class transport, telecommunications, water supply and sanitation infrastructure that contributes to the competitiveness of our producers and improved quality of life for our people.

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

# **Transport Infrastructure**

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

# Water and Sewerage Infrastructure

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

# **ICT Infrastructure**



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

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

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

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

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

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

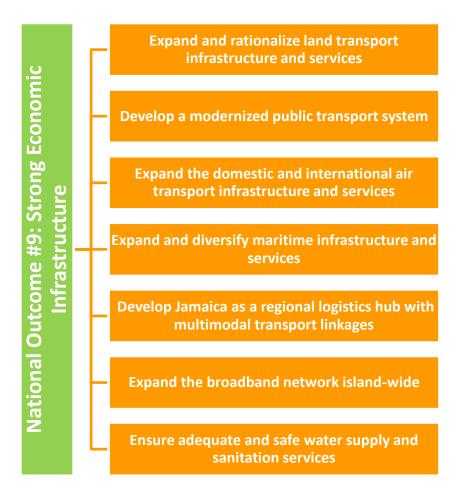
# Jamaica – Global Logistics Hub Initiative (GLHI)

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

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

# National Strategies to be pursued under MTF 2015-2018

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



## Alignment to the 2030 Agenda for Sustainable Development

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

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

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

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

	National Outcome #9 – Strong Economic Infrastructure								
Pı	riority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies						
Na	National Strategy 9-1: Expand and rationalize land transport infrastructure and services								
	ctor Strategy: Improve coordination in the implementation of ogrammes	f land transport	related policies and						
1.	Finalize and implement the framework for the establishment of the Land Transport Authority (LTA)	2015/2016 - 2017/2018	MTWH						
2.	Construct the Portmore Transportation Hub	2015/2016 - 2017/2018	MTWH						
	ctor Strategy: Strengthen the institutional capacity and capabilities of the coordinate of the coordin	of road authorities	to develop and						
3.	Improve the inter-institutional arrangements for construction, maintenance and management of main, parochial and farm road networks	2015/2016 - 2017/2018	NWA, MTWH, MLGCD, LAs, MOAF						
	ctor Strategy: Advance the improvement and modernization of rastructure	the main road n	etwork and highway						
4.	Complete the construction of the North-South Link of Highway 2000 by:  Completing Section 1 (Caymanas to Linstead) and Section 3 (Moneague to Ocho Rios)	by March 2016	NROCC, MTWH, JNSHC						

Construction of the next phases of Highway 2000 – May Pen to Williamsfield (Phase 1C) and Williamsfield to Montego Bay (Phase 2B)  [Jamaica North South Highway Company (JNSHC) has right of first refusal until 2021]  5. Commence construction works on Segment 1 (Harbour View to Port Antonio) of the Southern Coastal Highway Improvement Project, specifically:  Section 1A – Harbour View to Yallahs  Section 1B – Yallahs to Morant Bay  6. Undertake development of lands adjacent to the North-South Link of Highway 2000 to include:  Commence development of the Mammee Bay Hotel  Commence development of two other hotels  Provide 570 housing solutions  7. Undertake rehabilitation works on key arterial, secondary and tertiary roads as well as major bridges under the Major Infrastructure Development Programme (MIDP)  8. Develop the enforcement mechanism for transport infrastructure standards (material, design, construction and climate change/environmental resilience, national roadway standards)  Sector Strategy: Improve the safety and security of all road users  Timeframe  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018	Responsible Agencies NROCC, MTWH NWA, MTWH
Williamsfield (Phase 1C) and Williamsfield to Montego Bay (Phase 2B) [Jamaica North South Highway Company (JNSHC) has right of first refusal until 2021]  5. Commence construction works on Segment 1 (Harbour View to Port Antonio) of the Southern Coastal Highway Improvement Project, specifically:  Section 1A – Harbour View to Yallahs Section 1B – Yallahs to Morant Bay  6. Undertake development of lands adjacent to the North-South Link of Highway 2000 to include: Commence development of the Mammee Bay Hotel  Commence development of two other hotels  Provide 570 housing solutions  7. Undertake rehabilitation works on key arterial, secondary and tertiary roads as well as major bridges under the Major Infrastructure Development Programme (MIDP)  8. Develop the enforcement mechanism for transport infrastructure standards (material, design, construction and climate change/environmental resilience, national roadway standards)  Sector Strategy: Improve the safety and security of all road users	
Port Antonio) of the Southern Coastal Highway Improvement Project, specifically: Section 1A – Harbour View to Yallahs Section 1B – Yallahs to Morant Bay  6. Undertake development of lands adjacent to the North-South Link of Highway 2000 to include: Commence development of the Mammee Bay Hotel  Commence development of two other hotels  Provide 570 housing solutions  7. Undertake rehabilitation works on key arterial, secondary and tertiary roads as well as major bridges under the Major Infrastructure Development Programme (MIDP)  8. Develop the enforcement mechanism for transport infrastructure standards (material, design, construction and climate change/environmental resilience, national roadway standards)  Sector Strategy: Improve the safety and security of all road users	NWA, MTWH
of Highway 2000 to include:  Commence development of the Mammee Bay Hotel  Commence development of two other hotels  Provide 570 housing solutions  Undertake rehabilitation works on key arterial, secondary and tertiary roads as well as major bridges under the Major Infrastructure Development Programme (MIDP)  Develop the enforcement mechanism for transport infrastructure standards (material, design, construction and climate change/environmental resilience, national roadway standards)  Sector Strategy: Improve the safety and security of all road users	
7. Undertake rehabilitation works on key arterial, secondary and tertiary roads as well as major bridges under the Major Infrastructure Development Programme (MIDP)  8. Develop the enforcement mechanism for transport infrastructure standards (material, design, construction and climate change/environmental resilience, national roadway standards)  Sector Strategy: Improve the safety and security of all road users	CHEC, NROCC, MTWH, NWC
tertiary roads as well as major bridges under the Major Infrastructure Development Programme (MIDP)  8. Develop the enforcement mechanism for transport infrastructure standards (material, design, construction and climate change/environmental resilience, national roadway standards)  Sector Strategy: Improve the safety and security of all road users	
standards (material, design, construction and climate change/environmental resilience, national roadway standards)  Sector Strategy: Improve the safety and security of all road users	NWA, MTWH
	MTWH, MWLECC, MLGCD, BSJ, MIIC
9. Complete the revision of the National Road Safety Policy 2015/2016 -	
2017/2018	мтwн
10. Develop a targeted motor cycle/pedestrian programme geared at reducing road fatalities and injuries 2017/2018	мтwн
11. Develop vehicle safety standards to promote the concept of crashworthy vehicles operating on the road network  2015/2016 - 2017/2018	MTWH, Trade Board, ITA, BSJ, CAC, MOH, MIIC, Automobile Dealers, Insurance Association of Jamaica
National Strategy 9-2: Develop a modernized public transport system  Sector Strategy: Create the framework for a sustainable transportation system	

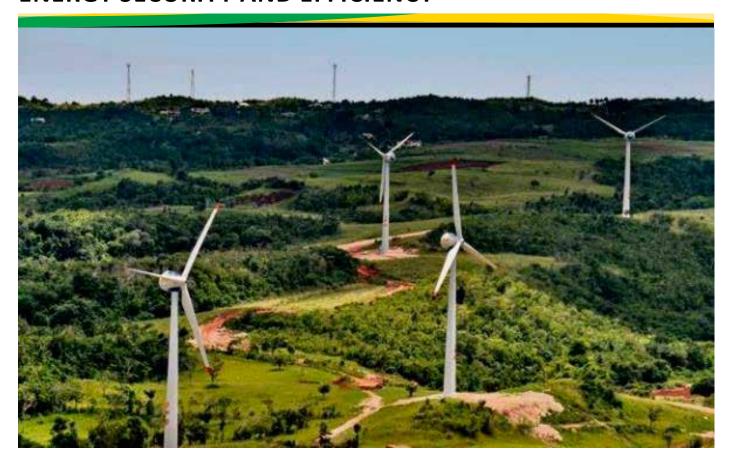
Priority Strategies and Actions for FY2015/2016 - FY2017/2018								
,		Agencies						
12. Complete the revision of the National Transport Policy	2015/2016 - 2017/2018	MTWH						
13. Ensure proper infrastructure and supporting facilities and equipment for the public transport system, especially in rural areas and other urban centres (outside of the KMTR)	2015/2016 - 2017/2018	МТЖН						
National Strategy 9-3: Expand the domestic and international air tran	sport infrastructure	and services						
Sector Strategy: Ensure strategic alliances for airport development ar	nd operation							
14. Complete the "concessioning" of the Norman Manley International Airport (NMIA)	2015/2016 - 2016/2017	DBJ, AAJ, MTWH						
15. Develop and promote a strategic model for existing aerodromes	2015/2016 - 2017/2018	AAJ, MTWH, DBJ						
<ul><li>16. Complete Phase 1B of the Capital Development Programme (CDP)</li><li>– NMIA</li></ul>	2015/2016	AAJ, MTWH						
17. Commence implementation of Phase 2 of the CDP – NMIA	2016/2017 - 2017/2018	AAJ, MTWH						
Sector Strategy: Promote growth of domestic and international air se	ervices							
18. Strengthen the regulatory and legal framework for operation and promotion of the air transport sector	2015/2016 - 2017/2018	AAJ, MTWH, MIIC						
National Strategy 9-4: Expand and diversify maritime infrastructure a	nd services							
Sector Strategy: Facilitate the smooth development of strategic marit passengers	time infrastructure f	for cargo and						
<ul> <li>19. Complete the privatization of the Kingston Container Terminal by:</li> <li>Executing the financial close of transaction</li> </ul>	2015/2016 (3 <sup>rd</sup> Quarter)	DBJ, PAJ, MTWH						
<ul> <li>Transferring operational control to concessionaire</li> </ul>	2015/2016 (4 <sup>th</sup> Quarter)	PAJ, MTWH, Private Operator						
<ul> <li>Undertaking deepening of the Kingston Harbour by dredging the Kingston Access Channel to accommodate large vessels</li> </ul>	2017/2018	Private Operator						
20. Facilitate the sustainable development of cruise shipping, including home porting	2015/2016 - 2017/2018	PAJ, MTWH, MTE, MIIC, MAJ						

National Outcome #9 – Strong Econom	ic Infrastructur	e
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
<ul> <li>21. Establish Jamaica as an International Shipping Centre, to include the provision of varied services, such as:</li> <li>Dry docking</li> <li>Bunkering</li> <li>Ship registry</li> <li>Ship repairs</li> </ul>	2015/2016 - 2017/2018	MAJ, MTWH, PAJ, Petrojam, Jamaica Customs, JAMPRO, MIIC, HEART Trust/NTA, CMI
National Strategy 9-5: Develop Jamaica as a regional logistics hub with	multimodal trans	port linkages
Sector Strategy: Develop and link major supporting logistics centres ar	nd facilities island-v	wide
22. Develop the Rights of Way Policy	2015/2016 - 2017/2018	MTWH, NWA, MLGCD
23. Develop a multi-phased logistics/transhipment port and industrial and commercial zones, including completion of technical and feasibility studies as well as environmental impact assessments	2015/2016 - 2017/2018	CHEC, PAJ, MTWH, MIIC
<ul> <li>24. Develop and implement an integrated trade facilitation system which includes:</li> <li>Customs modernization</li> <li>A Port Community System</li> <li>An E-trade system</li> <li>A national Single Window for trade (Cross reference: National Outcome #8, 8-3)</li> </ul>	2015/2016 - 2017/2018	PAJ, Jamaica Customs, MTWH, MIIC, Trade Board, eGovJa, MOH, MOAF, BSJ
25. Prepare a detailed master plan for the development of a Logistics Hub based on, <i>inter alia</i> , global industry trends, logistics capabilities and risks	2015/2016 - 2016/2017	MIIC, MTWH, PIOJ, PAJ
<ul> <li>26. Review, reform and implement the legal framework for operation of a logistics-centered economy, to include:</li> <li>Maritime legislation</li> <li>Safety and security legislation and regulations</li> </ul>	2015/2016 - 2017/2018	MIIC, MTWH, MNS MAJ, PAJ
<ul> <li>27. Finalize and implement the new SEZ regime to replace free zones, including the legislative and regulatory framework by:</li> <li>Enacting the Special Economic Zone legislation and enabling regulations</li> <li>Transitioning existing free zones to SEZs</li> </ul>	2015/2016	MIIC
28. Undertake a feasibility study for the Caymanas Special Economic Zone  National Strategy 9-6: Expand the broadband network island-wide	2015/2016 - 2016/2017	MIIC, Caymanas Enterprise Team, MTWH, PIOJ

Sector Strategy: Develop the policy and strategic planning framework for universal access to high-capacity networks

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

# NATIONAL OUTCOME #10 **ENERGY SECURITY AND EFFICIENCY**



#### Introduction

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

- Modernizing the energy infrastructure
- Diversifying fuel sources
- Improving energy efficiency and conservation
- · Enhancing energy security

- · Promoting and facilitating competition in the electricity sub-sector
- Developing the renewable energy sub-sector

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

#### GDP.

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

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

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

Services Company industry.

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

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

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

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

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

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

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

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

# National Strategies to be pursued under MTF 2015-2018

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

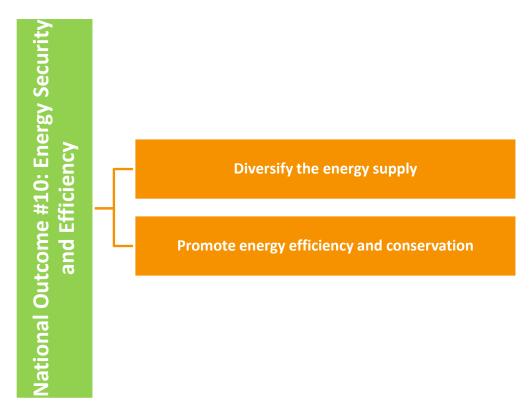


Figure 17: National Strategies – Energy Security and Efficiency – 2015-2018

# Alignment to the 2030 Agenda for Sustainable Development

National Outcome #10 is aligned to SDG Goal 7:

Table 26: Indicators and Targets – Energy Security and Efficiency

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

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

	National Outcome #10 – Energy Security and Efficiency							
P	riority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies					
Na	tional Strategy 10-1: Diversify the energy supply							
	ctor Strategy: Ensure an appropriate integrated policy, legislative, regreergy sector	ulatory and instituti	onal framework for the					
1.	<ul> <li>Promulgate sub-policies under the National Energy Policy 2009-2030</li> <li>Renewable Energy</li> <li>Energy Conservation and Efficiency</li> <li>Biofuels</li> <li>Carbon Emissions Trading</li> <li>Waste-to-Energy</li> </ul>	2015/2016 - 2017/2018	MSTEM					
2.	Promulgate the amended Electricity Act	2015/2016	MSTEM					
3.	Amend the Petroleum Quality Control Act	2015/2016 - 2017/2018	MSTEM					
4.	Mainstream energy issues into national policies	2015/2016 - 2017/2018	Cabinet Office, MSTEM					
5.	Establish energy targets at the level of institutions	2015/2016 - 2017/2018	MSTEM, MOFP, Public Sector Agencies					
6.	Introduce energy efficiency standards	2015/2016 - 2017/2018	MSTEM, BSJ					
7.	Promulgate the National Building Code (energy efficiency standards for buildings)	2015/2016 - 2017/2018	MLGCD, MSTEM, BSJ					
8.	Undertake a capacity assessment study to determine the current needs of the sector vis-à-vis what currently exists and develop an appropriate training strategy to address the gaps identified	2015/2016 - 2017/2018	MSTEM, Tertiary Institutions, HEART, MIND					

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

National Outcome #10 – Energy Security and Efficiency				
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible		
		Agencies		
25. Complete the feasibility study for new hydro plants	2015/2016 - 2017/2018	PCJ, WRA, NEPA		
26. Complete the feasibility study for the use of solar-hydrogen gas for domestic cooking	2015/2016 - 2017/2018	PCJ, UTech		
27. Develop and promote investment packages for hydro projects	2015/2016 - 2017/2018	MSTEM, PCJ, JAMPRO		
28. Implement projects for 78MW of new RE generating capacity	2015/2016 - 2017/2018	MSTEM, OUR, Private sector		
29. Issue request for proposals for generating 37MW of new RE generating capacity	2015/2016 - 2017/2018	OUR		
30. Complete implementation of solar PV pilot projects at 15 schools and 3 public sector agencies	2015/2016 - 2017/2018	PCJ, SRC, MOE		
31. Expedite implementation of power wheeling	2015/2016 - 2017/2018	OUR, JPSCO		
32. Operationalize the GER role/mandate to also include regulation of the RE industry	2015/2016 - 2017/2018	MSTEM, GER		
National Strategy 10-2: Promote energy efficiency and conservation				
Sector Strategy: Ensure an appropriate integrated policy, legislative, reg energy sector	ulatory and institut	tional framework for the		
33. Establish legislation/regulations for stakeholders (provider/client) to foster the development of a sustainable ESCO industry	2015/2016 - 2017/2018	MSTEM, CPC, MLSS		
34. Implement a levy or other similar mechanism for reducing the use of or eliminating inefficient energy devices and equipment (including incandescent bulbs)	2015/2016 - 2017/2018	MSTEM, MOFP, BSJ		
35. Ensure that energy issues are being incorporated into the Green Business Environment Programme to promote efficiency in business	2015/2016 - 2017/2018	NEPA, MSTEM		
Sector Strategy: Develop and implement programmes to influence mark	et behaviour to pro	omote efficient use of		
energy	2045/2046	DOL MOTER INC. TO		
36. Develop model contracts and measurement and verification	2015/2016 -	PCJ, MSTEM, JPC, BSJ		
standards to promote ESCO participation in the market	2017/2018	DCI NASTENA		
37. Execute a minimum of two ESCO contracts	2015/2016 - 2017/2018	PCJ, MSTEM		
38. Develop a training and capacity building programme related to	2017/2018	MSTEM, HEART		
ESCOs	2017/2018	Trust/NTA		
39. Continue the public education programme on energy conservation	2015/2016 -	MSTEM		
for the public sector	2017/2018			
40. Roll out the national public education programme on energy	2015/2016 -	MSTEM, JIS		
conservation	2017/2018	,		
41. Infuse energy issues in the schools' curricula at the primary and	2015/2016 -	MSTEM, MOE		

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

# NATIONAL OUTCOME #11 A TECHNOLOGY-ENABLED SOCIETY



#### Introduction

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

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

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

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

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

such as the Sydney Pagon High School

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

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

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

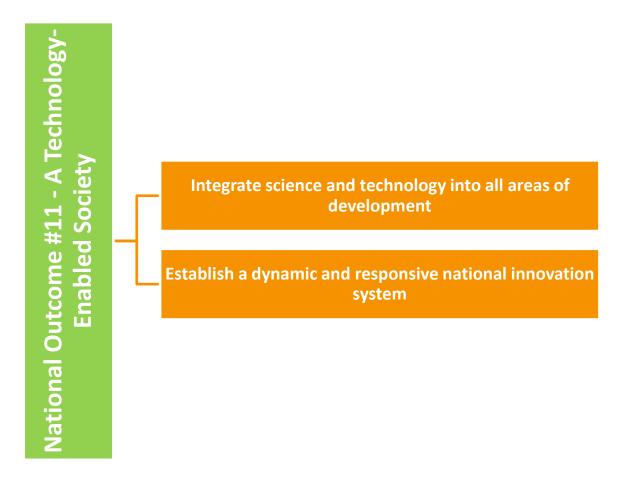
Research publications reflect contributions to the body of knowledge and are an indication of R&D output. Over the period 2009-2013, the number of local publications increased by 21.1 per cent to 425 compared with the period 2004-2008. Medical and allied fields accounted for 47.3 per cent (201) of papers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

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

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

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

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



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

National Outcome #11 is aligned to SDG Goal 9:

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

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

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

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

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National Outcome #11 – A Technology	-Enabled Socie	ty
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
6. Prepare and approve a national STI policy	2015/2016	MSTEM, NCST, SRC, PIOJ
7. Promulgate the national STI policy	2015/2016	MSTEM
8. Develop an implementation plan for the STI policy which identifies the key activities to be undertaken in the medium term	2015/2016 - 2017/2018	MSTEM, NCST, SRC, PIOJ
9. Develop an appropriate framework to support the sustainable utilization of STI to fully exploit the value and benefits of natural and genetic resources	2015/2016 - 2017/2018	MSTEM, NCST, SRC, PIOJ
10. Establish a national coordinating mechanism to facilitate planning and policy implementation towards optimal use of infrastructure and resources and maximizing the value and benefits of intellectual property (IP)	2015/2016 - 2017/2018	MSTEM, NCST, SRC, JIPO, PIOJ
11. Identify technical assistance (including financial resources) for STI mapping to assess and analyze components of the STI system including <i>inter alia</i> : policies; legislative framework; educational system; institutions; scientific and technological services; research, development and innovation (RDI) landscape; intellectual capital; and the social, economic and cultural context	2015/2016 - 2017/2018	MSTEM, NCST, SRC, PIOJ, Academia
12. Identify technical assistance (including financial resources) to strengthen the national capacity to collect and analyze STI data, including data on R&D	2015/2016 - 2017/2018	MSTEM, NCST, SRC, PIOJ, Academia
Sector Strategy: Strengthen the national research, development and in	novation system to	facilitate knowledge-
based development	1 /	
13. Identify priority R&D needs linked to priority sectors identified through the Vision 2030 Jamaica planning process	2015/2016 - 2017/2018	MSTEM, NCST, SRC, MIIC, PSOJ, Academia
14. Develop a national research agenda which is aligned to the national STI policy	2015/2016 - 2017/2018	MSTEM, NCST, SRC, MIIC, PSOJ, Academia
15. Identify and implement an appropriate model for funding research, development and innovation (e.g. the EU Horizon 2020 model)	2015/2016 - 2017/2018	NCST, SRC
<ul> <li>16. Undertake an inventory of the national innovation system and assess the status of the current system:         <ul> <li>Identify gaps in the system</li> <li>Develop a plan of action to formalize and strengthen the system to ensure success of start-ups and other innovations</li> <li>Institutionalize the National Innovation Awards and Young Inventors and Innovators Awards</li> </ul> </li> </ul>	2015/2016 - 2017/2018	NCST, SRC, MSTEM, PIOJ, JIPO, JBDC, MIIC, JAMPRO, Private Sector, Academia

# NATIONAL OUTCOME #12 INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES



#### Introduction

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

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

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

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

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

#### Specifically:

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

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

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

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

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

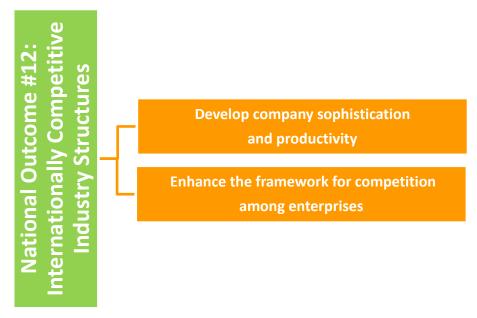


Figure 19: National Strategies - Internationally Competitive Industry Structures - 2015-2018

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

National Outcome #12 is aligned to SDG Goal 12:

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

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

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

National Outcome #12 – Internationally-Competitive	ve Industry Str	uctures				
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies				
National Strategy 12-1: Develop company sophistication and productivity						
Sector Strategy: Develop and promote high-quality standards for globally com	petitive products	and services				
<ul> <li>Review and develop the National Quality Policy and the National Quality Infrastructure including:</li> <li>Developing the legislative framework for operation of the Bureau of Standards Jamaica</li> </ul>	2015/2016 - 2016/2017	MIIC, BSJ				
<ul> <li>Insulating the regulatory function of the Bureau of Standards Jamaica</li> </ul>	2015/2016 - 2017/2018					
Advance accreditation of laboratories and assist exporters in meeting requirements of the USFSMA, HACCP and ISO standards	2015/2016 - 2017/2018	MIIC, BSJ, JANAAC				
Develop a design-led industrial strategic policy framework	2015/2016 - 2017/2018	MIIC				
Sector Strategy: Identify and strengthen export capacity in targeted areas		-				
4. Finalize and implement the 2015-2019 National Export Strategy II	2015/2016 - 2017/2018	JAMPRO, Implementing Entities				
National Strategy 12-4: Enhance the framework for competition among enter	prises					
Sector Strategy: Strengthen the policy, legislative and institutional framework	for fair trading pr	actices				
5. Complete amendment to the Fair Competition Act	2015/2016 - 2017/2018	OPC, MIIC, FTC				
6. Develop a consumer protection policy ( <i>Cross reference: National Outcome #8, 8-1</i> )	2015/2016 - 2017/2018	CAC, MIIC, Cabinet Office				

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### **AGRICULTURE**



#### Introduction

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

Key to confronting this challenge are measures to boost total factor productivity while ensuring sustainability, enabled by investments in research and development for, among other things, value added production.

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

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

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

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

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

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

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

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

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

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

The priorities which have been determined for MTF 2015-2018 are geared specifically towards addressing these issues and include strategies to strengthen agriculture research institutions and programmes; improve competitiveness of a diversified range of agricultural products and increase agricultural output; provide adequate water supply, irrigation and drainage to boost production; and improve quality of life in rural areas. In addition, MTF 2015-2018 includes strategies to strengthen agricultural marketing structures; increase environmental

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

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

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

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

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

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

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

	National Outcome #12: Internationally Competitive I	ndustry Structi	ures: Agriculture
F	Priority Strategies and Actions for FY 2015/2016 – 2017/2018	Timeframe	Responsible Agencies
Sec	ctor Strategy: Strengthen agriculture research institutions and progra	mmes	
1.	Bolster inter-institutional cooperation among private, public,	2015/2016 -	MOAF - R&D, MOE,
	academic (tertiary level), and local, regional and international	2017/2018	IDPs
	research and development (R&D) institutions through a suitable		
	coordination mechanism for collaboration		
2.	Develop the Plant Genetic Resources for Food and Agriculture	2015/2016 -	MOAF - R&D
	(PGRFA) Programme through:	2017/2018	
	<ul><li>Establishment of the PGRFA Authority</li></ul>		
	<ul> <li>Development of the PGRFA Strategy and Action Plan</li> </ul>		
	<ul> <li>Ongoing research on the utilization of plant genetic resources</li> </ul>		
3.	Enhance livestock research and conservation of animal genetic	2015/2016 -	MOAF - R&D & VSD,
	resources including through improved coordination and	2017/2018	RADA, JDDP
	collaboration with industry stakeholders and NGOs		
4.	Strengthen the capacity of the Agricultural Land Management	2015/2016 -	MOAF
	Division (ALMD) to conduct soil research	2017/2018	
Sec	ctor Strategy: Strengthen the framework for greater competitiveness	of a diversified ran	ge of agricultural
pro	oducts and increase agricultural output particularly of crops, livestock	and aquaculture	
5.	Develop agro parks and other key production areas through		AIC, MOAF, NIC, RADA,
	investment, certification, value chain development, technical		VSD
	support services, and the provision of production zones with		
	adequate infrastructure, targeted crops, livestock, aquaculture, and		
	soil health and fertility enhancement support – evidenced by:		
	<ul><li>5 newly established agro parks</li></ul>	2015/2016	
	<ul> <li>14 agro parks operationalized</li> </ul>	2016/2017 -	
		2017/2018	
	<ul> <li>Production zones that are Good Agricultural Practices (GAP)</li> </ul>	2015/2016 -	
	certified	2017/2018	

	National Outcome #12: Internationally Competitive Industry Structures: Agriculture					
F	Priority Strategies and Actions for FY 2015/2016 - 2017/2018	Timeframe	Responsible Agencies			
	<ul> <li>Completion of an audit/study of agro parks and a strategic plan for expansion</li> </ul>	2015/2016				
6.	Promote increased local content and use of indigenous methods in animal feeding systems through research on alternative feeds and feeding systems, including development of climate-resilient fodder varieties	2015/2016 - 2017/2018	MOAF - R&D, JDDB			
7.	biotechnology in breed development and expansion of production including use of a clean seed programme for roots and tubers	2015/2016 - 2017/2018	MOAF - R&D			
8.	Develop and implement targeted programmes for select sub- industries including yam, sweet potato, dasheen, cassava, mangoes, ackee, breadfruit, jackfruit and pineapple	2015/2016 - 2017/2018	MOAF, AIC, RADA, SRC, Private sector, BSJ, JEA, National Food Safety Committee			
9.	Review and revamp the financing and operational arrangements for tillage service by:  Streamlining provision of the existing tillage service  Expanding tillage service to include other equipment support service  Developing partnerships with suppliers, NGOs and related entities to improve the availability and access to modern and appropriate technology  Developing and implementing a public education campaign to promote effective use of modern technology and social media	2016/2017 - 2017/2018	MOAF, RADA, IDPs, JIS			
10.	Establish post-harvest facilities in select agro parks using the PPP approach	2015/2016 - 2017/2018	MOAF, AIC, DBJ			
11.	Prioritize creation of value-added products from crops and livestock in which there is a comparative advantage such as coffee, cocoa, pimento and liquid eggs	2015/2016 - 2017/2018	SRC, MOAF - R&D, RADA, VSD, JACRA, private sector, tertiary institutions			
Sec	ctor Strategy: Implement Development Plans for key agriculture sub-	sectors				
12.	Continue implementation of the five-year development plan to re- develop the Cattle and Dairy industries	2015/2016 - 2017/2018	JDDB			
13.	Enhance banana cultivation, production and marketing arrangements under the Jamaica Banana Accompanying Measures	2015/2016 - 2017/2018	MOAF, RADA, Banana Board			
14.	Expand the execution of existing programmes for target sub- industries: onion, turmeric, pimento/spices, ginger, Irish potato, honey and small ruminants	2015/2016 - 2017/2018	MOAF, AIC, RADA, SRC, export division, Private sector, BSJ, JEA, Food Safety Committee, Export Division			
15.	Continue the implementation of the Sugar Transformation Programme to:  Develop a sustainable private sector-led sugar cane industry	2015/2016 - 2017/2018	MOAF - STU			
	<ul> <li>Strengthen the economic diversification, social resilience and</li> </ul>	2016/2017	MOAF - STU, Jamaica 4-			

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National Outcome #12: Internationally Competitive I	ndustry Struct	tures: Agriculture
Priority Strategies and Actions for FY 2015/2016 – 2017/2018	Timeframe	Responsible Agencies
environmental sustainability of sugar-dependent areas		H, NGOs
Sector Strategy: Provide adequate water supply, irrigation and drainage the needs of rural communities	to boost agricultu	ural productivity and meet
16. Expand irrigation facilities on farms in eight production sites	2015/2016 -	NIC
including agro park locations (Cross reference: National Outcome	2017/2018	
#12 Agriculture, Action 12)		
17. Continue the implementation of the National Irrigation		NIC
Development Plan by:		
<ul> <li>Conducting water quality assessment at select agricultural</li> </ul>		
zones		
<ul> <li>Establishing 2,250 acres of irrigated land in Essex Valley and Flagamans</li> </ul>		
18. Improve access to potable water in rural areas by promoting	2015/2016 -	NWC, MWLECC, MOH
practices such as water harvesting (Cross reference: National	2017/2018	
Outcome #14, Action 38)		
19. Develop a mechanism for coordinating sustainable rural	2015/2016 -	MWLECC, NWC, MOAF,
development including spatial planning, access, housing	2017/2018	NWC, NEPA, MLGCD
development, wastewater treatment and management of		
manufacturing waste		
20. Augment irrigation schemes and water catchment facilities in select	2015/2016 -	MOAF, PIOJ, NIC
farming communities in seven parishes as part of the	2017/2018	
GOJ/Adaptation Fund Programme including:		
<ul> <li>Expansion of water harvesting in selected farming communities</li> </ul>		
<ul> <li>Continued implementation of the NIP (Cross reference: National</li> </ul>		
Outcome #9, 9-7)		
21. Expand provision of irrigation facilities on sugar cane lands and	2015/2016 -	MOAF - STU
upgrade two select sites	2017/2018	
Sector Strategy: Strengthen agricultural marketing structures		
22. Develop the Export Market Platform to stimulate public-private	2015/2016 -	MOAF, ACP, JAMPRO
investment in agribusiness value chain development by identifying	2017/2018	
and developing a framework to exploit new external markets for		
domestic agricultural products		
23. Develop and strengthen linkages with other economic sectors and	2015/2016 -	MOAF, JMA, RADA,
industries including tourism, sport and manufacturing as well as	2017/2018	MTE, MOE, JDDB, JEFA
through the School Feeding Programme		
24. Advance the development of comprehensive marketing databases	2015/2016 -	MOAF, RADA
that are accessible, user-friendly, responsive and current	2017/2018	
25. Promote expanded production and export of the USDA pre-cleared	2015/2016 -	MOAF, JAMPRO
group of products	2017/2018	
Sector Strategy: Increase the resilience of the agriculture sector to nature		
26. Explore and advance integrated pest management technologies	2015/2016 -	RADA, MOAF - R&D,
	2017/2018	МОН
27. Expand utilization of organic and protective agriculture technologies	2015/2016 -	<b>JOAM</b> , JGGA
to mitigate the impacts of climate change	2017/2018	
28. Explore and advance sustainable livestock production technologies	2015/2016 -	<b>MOAF</b> , JDDB, RADA

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National Outcome #12: Internationally Competitive I	ndustry Struct	ures: Agriculture
Priority Strategies and Actions for FY 2015/2016 – 2017/2018	Timeframe	Responsible Agencies
	2017/2018	
29. Promote the use of water harvesting in agricultural production,	2015/2016 -	RADA, MOAF, NIC,
including the conduct of a feasibility study on commissioning of	2017/2018	CBOs, MWLECC
underutilized dormant water catchment sources		
30. Design and implement an integrated waste management system for	2015/2016 -	MOAF, VSD, NEPA,
agriculture	2017/2018	МОН
31. Rehabilitate mined out lands for agricultural purposes such as water	2015/2016 -	MSTEM, MOAF, JGGA,
harvesting and protected agricultural production through inter-	2017/2018	JBI
sectoral collaboration		
32. Expand special fisheries and conservation areas	2015/2016 -	MOAF - Fisheries
	2017/2018	Division
33. Implement a management and governance system for the Pedro	2015/2016 -	MOAF - Fisheries
Cays fisheries areas (Cross reference: National Outcome #13, Action	2017/2018	Division, NEPA
32)		
34. Strengthen and expand collaboration with local and international	2015/2016 -	MOAF – Fisheries
partners in species management and sustainable climate-smart	2017/2018	Division, MWLECC
fisheries management to build the capacity of managers and users		
of fisheries protected and conservation areas		
35. Continue implementation of the GOJ/Adaptation Fund Programme,	2016/2017	MOAF,RADA, NIC, PIOJ
Enhancing Resilience of Agricultural Sector and Coastal Areas to		
Protect Livelihoods and Improve Food Security		
36. Utilize the farmer field school (FFS) methodology to promote	2015/2016 -	RADA, NIC, ACDI VOCA
climate-smart agriculture including land clearing practices, residue	2017/2018	
utilization and organic agricultural production	2017/2010	
37. Develop and initiate a climate change strategy and action plan for	2015/2016	MOAF, MWLECC,
the agricultural sector in consideration of vulnerable groups	2015/2016	Jamaica 4-H
38. Develop a climate resilient fisheries action plan	2015/2016 -	EU, WB, MOAF
	2017/2018	14045 F. L
39. Complete Phase 1 of the Fisheries Alternative Livelihood Project	2015/2016	MOAF - Fisheries
40. January 11 the annihilation and the Charles	2045/2046	Division
40. Implement the agriculture sector components of the Strategic	2015/2016 -	MOAF, RADA, PIOJ
Programme for Climate Resilience Investment Project (IP) 2	2017/2018	
<ul><li>including:</li><li>The vulnerability assessment for project prioritized sectors</li></ul>		
Facilitation of sustainable farming practices in selected		
communities		
<ul> <li>Water harvesting and management initiatives</li> </ul>		
- water harvesting and management initiatives		
41. Strengthen collaboration with local and international partners to	2015/2016 -	MOAF - Fisheries
implement a climate-smart and conservation plan for fisheries	2017/2018	Division
42. Implement a species diversification fishing mechanism and develop	2017/2016 -	MOAF - Fisheries
policies to regulate species harvesting and prevent exploitation	2017/2018	Division
43. Apply good agricultural practices (GAP) in the development and	2015/2016 -	MOAF, RADA, Jamaica
implementation of agricultural programmes	2017/2018	4-H
44. Promote environmentally friendly and sustainable land	2015/2016 -	RADA, Forestry
44. Promote environmentally mendly and sustainable Tand	7012/2010 -	RADA, FORESTRY

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National Outcome #12: Internationally Competitive I	ndustry Struct	ures: Agriculture
Priority Strategies and Actions for FY 2015/2016 – 2017/2018	Timeframe	Responsible Agencies
management practices such as agro-forestry	2017/2018	Department, The Forest Conservancy, Jamaica 4-H
45. Develop and implement community-based drought and other	2015/2016 -	RADA, MOAF, ODPEM
hazard mitigation response strategies including enhancing the	2017/2018	
implementation of the Agricultural Disaster Risk Management		
(ADRM) Plan in regards to all hazards,		
livestock/apiculture/fisheries/forestry sector and climate change		
46. Promote the use of safety equipment and protected gear, including	2015/2016 -	MOH, RADA, MOAF,
public education on health and safety standards in agriculture	2017/2018	VSD
Sector Strategy: Promote national food and nutrition security and safety		
47. Advance implementation of the Food and Nutrition Security Action	2015/2016 -	MOH, MOAF, MIIC
Plan by (among other things):	2017/2018	
Establishing an Inter-ministerial Committee to guide the process		
48. Implement an abattoir meat science system to promote food		MOAF - VSD, MOE
security through:		(Tertiary Institutions),
Development of a food safety system to include:	2016/2017	HEART Trust/NTA
<ul> <li>a food safety curriculum</li> </ul>		
<ul> <li>the Butchers' Certification Programme at HEART</li> </ul>		
<ul> <li>Creation of a model framework for multi-species abattoirs</li> </ul>		
including:		
<ul> <li>development of a national quality standard and protocols for establishment of modern abattoirs</li> </ul>	2017/2018	VSD
<ul> <li>review and drafting of meat and meat by-products legislation and regulations</li> </ul>	2017/2018	VSD, AIC, ACP, MOH
<ul> <li>Upgrade the western region abattoir to WHO/OIE and</li> </ul>	2015/2016 -	VSD, Private sector
other international standards incorporating private	2016/2017	
sector support		
<ul> <li>Engage a consultant to examine the feasibility of a PPP</li> </ul>	2016/2017	MOAF, ACP
strategy and develop a design standard for modern		
abattoirs		
49. Advance the development of the National Animal Identification and		VSD, ACP
Traceability System (NAITS):		
<ul> <li>Complete the development of the NAITS for cattle</li> </ul>	2017/2018	
<ul> <li>Commence the development of the NAITS for pigs and small</li> </ul>		
ruminants	2017/2018	
Develop the legislative framework for the NAITS		
<ul> <li>Establish and convene the Inter-Ministerial Committee</li> </ul>	2016/2017 -	
to facilitate the process	2017/2018	
50. Develop and implement the food safety certification and		MOAF - SFMA, ACP
standardization programme for trade and domestic production:	2017/25:-	RADA, VSD, National
Continue the implementation of the Food Safety Modernization	2015/2016 -	Food Safety Committee
Act (FSMA) programme which will enable the certification of	2017/2018	
producers and facilities; rehabilitate select agro-export		
facilities; and continue training in GAP and GMP for exporters,		

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National Outcome #12: Internationally Competitive Industry Structures: Agriculture					
Priority Strategies and Actions for FY 2015/2016 – 2017/2018	Timeframe	Responsible Agencies			
workers and farmers					
<ul> <li>Initiate a certification programme to respond to the new</li> </ul>	2016/2017 -				
Canadian Safe Food Act	2017/2018				
<ul> <li>Develop and implement a food safety certification programme</li> </ul>	2015/2016 -				
such as GLOBALG.A.P. for select agro parks and other	2017/2018				
production zones					
<ul> <li>Continue capacity training for extension service and producers</li> </ul>	2015/2016 -				
for good aquaculture practices and organic, bee and livestock	2017/2018				
agricultural practices					
51. Strengthen food safety systems for aquaculture, inland and marine	2016/2017 -	MOAF - Fisheries			
fish and fish products:	2017/2018				
<ul> <li>Train fishers in proper post-harvesting handling</li> </ul>					
<ul> <li>Establish infrastructure for proper handling and storage</li> </ul>					
<ul> <li>Identify and monitor aquaculture sites through monitoring of</li> </ul>					
fish life against man-made toxins and heavy metals					
<ul> <li>Develop a strategic plan for food safety for aquatic products</li> </ul>					
<ul> <li>Promote cold-chain processes to reduce spoilage of aquatic</li> </ul>					
produce					
<ul> <li>Initiate HAACP certification of processing facilities</li> </ul>					
52. Strengthen collaboration and capacity to fight illegal, unreported	2015/2016 -	MOAF, MNS			
and unregulated fishing	2017/2018				
53. Continue the implementation of the Praedial Larceny Prevention	2015/2016 -	MOAF/MNS - Praedial			
Programme including amendment of the praedial larceny	2017/2018	Larceny Unit, RADA, JAS			
legislation					
54. Strengthen surveillance and management of illegal importation of	2015/2016 -	MOFP, JCA			
agricultural substitutes that attract lower duties	2017/2018				
Sector Strategy: Strengthen the strategic planning framework for the ag	riculture sector				
55. Develop and finalize the:		MOAF, MOH, JOAM			
<ul><li>Livestock Policy</li></ul>	2016/2017 -				
	2017/2018				
<ul><li>Seed Policy</li></ul>	2015/2016 -				
	2017/2018				
<ul> <li>Animal Health and Welfare Policy</li> </ul>	2016/2017-				
	2017/2018				
<ul> <li>Fisheries Policy and Action Plan</li> </ul>	2015/2016				
	2016/2017				
Organic Agriculture Policy  Caster Street and Advance the development of agreein agriculture to agricultur	2016/2017				
Sector Strategy: Advance the development of organic agriculture to exp	ioit emerging mark				
56. Develop the institutional framework for organic agriculture		MOAF, JOAM			
production in Jamaica by:	2016/2017				
<ul> <li>Establishing a competent authority for organic agriculture</li> </ul>	2016/2017				

National Outcome #12: Internationally Competitive	Industry Struct	ures: Agriculture
Priority Strategies and Actions for FY 2015/2016 - 2017/2018	Timeframe	Responsible Agencies
<ul> <li>Developing PPPs for cost effective certification processes</li> </ul>	2016/2017	
<ul> <li>Continuing training for organic inspectors to support certification</li> </ul>	2015/2016 - 2017/2018	
<ul> <li>Continuing to mainstream organic agriculture</li> </ul>	2015/2016 - 2017/2018	
Sector Strategy: Strengthen the capacity of Government to play a support	orting role in devel	opment of the agriculture
sector		
<ul> <li>57. Strengthen technical capacity through training to respond to current and emerging issues including:</li> <li>Pests and diseases</li> <li>Climate change</li> <li>Changes in the market place</li> <li>Technological innovation</li> <li>Subject matter experts</li> </ul>	2015/2016 - 2017/18	MOAF, MOE (Tertiary Institutions)
58. Establish the Jamaica Agricultural Commodities Regulatory Authority (JACRA) as part of measures to rationalize agricultural commodity boards and the Export Division and finalize supporting legislation	2015/2016 - 2017/2018	MOAF, Commodity Boards, Export Division
<ul> <li>59. Continue the modernization of the Fisheries Division, RADA, ALMD, ACB, and R&amp;D Division through:</li> <li>Implementation of Phases 2 to 3 of the fisheries modernization programme</li> </ul>	2016/2017 - 2017/2018	MOAF, RADA, MOFP
<ul> <li>Implementation of Phases 2 to 4 of the RADA modernization programme</li> </ul>	2015/2016 - 2017/2018	
<ul> <li>Completion of the ALMD modernization</li> </ul>	2015/2016 - 2016/2017	
<ul> <li>Advancing the ACB modernization programme</li> </ul>	2015/2016 - 2017/2018	
<ul> <li>Implementation of Phase 1 of the programme to modernize government agricultural research entities and divisions to improve service delivery and responsiveness to emerging trends and needs</li> </ul>	2015/2016 - 2017/2018	
<ul> <li>Identification and implementation of innovative strategies to develop an alternative revenue stream</li> </ul>	2015/2016 - 2017/2018	
60. Continue expansion of awareness efforts on the scope of extension and field services, including through social media and other internet sources	2015/2016 - 2017/2018	RADA, MOAF

National Outcome #12: Internationally Competit	<del></del>	<del></del>
Priority Strategies and Actions for FY 2015/2016 – 2017/20	18 Timeframe	Responsible Agencies
61. Continue building the capacity of extension services and further	2015/2016 -	MOAF - Field and
develop specialized support service including crop specialists,	2017/2018	Extension Services
nutritionists, geneticists, plant and animal breeders, agronomist	ES,	
sociologists, and specialists in soil and livestock in the extension		
officer system.		
62. Continue to expand and mainstream the farmer field school	2015/2016 -	RADA
methodology as the preferred extension methodology	2017/2018	
63. Design, develop and implement a standardized system of	2016/2017 -	MOAF
monitoring and evaluation of extension services	2017/2018	
64. Move towards the accreditation of five national agricultural	2015/2016 -	MOAF, VSD, R&D,
laboratories for plant and animal research	2017/2018	ALMD
Sector Strategy: Develop and improve farm roads and access to fis		
65. Rehabilitate and maintain agriculture roads in sugar-dependent		MOAF - STU
areas	2016/2017	MOAF DADA MICCO
66. Improve interagency collaboration to rehabilitate and maintain	2015/2016 -	MOAF, RADA, MLGCD,
agriculture and fisheries feeder roads	2017/2018	LAS
67. Develop and improve farm roads and farm accessways in select	2015/2016 -	MOAF, AIC, ACP
agro parks	2017/2018	MOAE MICCD
68. Rehabilitate and maintain agriculture feeder roads and roads fro	om 2015/2016 - 2017/2018	MOAF, MLGCD
fisheries landing sites  Sector Strategy: Establish a policy and planning framework to prot		lo agricultural lands and
fishing sites	ect and develop suitab	ie agriculturarianus anu
69. Promulgate the Agricultural Land Use Policy	2016/2017 -	MWLECC, MOAF,
<ul> <li>Establish an Inter-Sectoral Committee with relevant</li> </ul>	2017/2018	MTWH, MIIC, NLA, NHT
stakeholders		
70. Design and promulgate legislation regarding landing sites for the	e 2017/2018	MOAF - Fisheries,
fisheries sector		MFAFT
Sector Strategy: Increase access to resources and provide effective	services to youth and	women in agriculture
71. Establish marketing groups with a special focus on strategies to	2015/2016 -	RADA, Jamaica 4-H,
address the needs of women and youth	2017/2018	JNRWP, BWA, JAS
72. Maintain the youth in agriculture mandate (advance the inclusion	on of 2015/2016 -	Jamaica 4-H, RADA,
youth throughout all agricultural programmes e.g. agro parks ar	nd 2017/2018	IICA, JAS
food security initiatives)		
73. Develop and implement an action plan for increasing access to	2017/2018	RADA, GFP, BWA
resources (extension services, access to credit, land inputs, etc.)	for	
rural women to enhance their productivity and economic		
empowerment		
74. Conduct a study of women in agriculture to inform delivery of	2015/2016 -	MOAF, RADA
extension/support services	2017/2018	
75. Implement the approved recommendations of the FAO study,	2015/2016 -	MOE, MOAF
including the proposal to align curricula to present and emerging	g 2017/2018	
issues in the sector		_
<ul><li>76. Develop and implement age- and gender-specific approaches fo extension service delivery including use of social media promoti</li></ul>		MOAF, RADA, Jamaica 4-H, Fisheries Division,

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

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### MANUFACTURING



#### Introduction

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

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

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

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

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

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

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

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

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

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

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

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

• Ensure sustainable consumption and production patterns

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

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

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

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

National Outcome #12 – Internationally Competitive Indus	try Structures: N	<b>Nanufacturing</b>
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible
		Agencies
6. Develop modern factory space for manufacturers, including managing	2015/2016 -	FCJ, MIIC, JMA
and promoting rentable factory space	2017/2018	
7. Provide incubators for small and medium-sized manufacturers	2015/2016 -	FCJ, MIIC, JMA,
	2017/2018	JBDC
Sector Strategy: Develop linkages between the manufacturing sector a industries	and purchasers in I	inkage sectors and
8. Implement key activities related to the MOU between JMA and UWI to	2015/2016 -	JMA, UWI
increase research related to the industry, towards enhancing product	2017/2018	5
development particularly along a higher value-added chain	2017/2010	
9. Through the Tourism Linkages Council task forces strengthen the	2015/2016 -	JMA
linkages among the tourism, agriculture and manufacturing industries	2017/2018	
(Cross reference: National Outcome #12 Sport)	,	
Sector Strategy: Increase exposure to manufacturers to relevant, innovativ	e and cleaner produc	tion technologies
10. Facilitate the procurement of innovative and cleaner technologies,	2015/2016 -	DBJ, EXIM, MIIC,
equipment and machinery through affordable financing (use of existing	2017/2018	MOFP, MSTEM,
energy sector incentives – zero rated taxes)		JMA
Sector Strategy: Promote environmental awareness of the manufacture efficiencies	iring sector as a m	eans of improving
11. Promote regular environmental and energy audits for manufacturers	2015/2016 -	JMA, JEA, BSJ,
to improve energy efficiencies and international competitiveness	2017/2018	MSTEM, NEPA
12. Promote the uptake of ISO 14000 and ISO 22000 standards	2015/2016 -	JMA, MIIC, BSJ
	2017/2018	
Sector Strategy: Improve the quality and relevance of training and accinstitutions by strengthening linkages to the manufacturing sector	creditation at educa	tional and training
13. Prepare a skills bank – matching the needs of the industry with	2015/2016 -	JMA, MIIC
educational institutions	2013/2010 -	July Wille
14. Strengthen links between natural science faculties (at UWI, UTech,	2017/2016 -	JMA, Tertiary
NCU) and business schools	2017/2018	Institutions
15. Develop and strengthen links with HEART Trust/NTA, NCTVET and	2015/2016 -	MIIC, JMA, HEART
MIND to certify training programmes	2017/2018	Trust/NTA,
		NCTVET, MIND
Sector Strategy: Climate proof the sector and encourage adoption	of hazard mitigation	•
management practices	, <b>,</b> , , , ,	,
16. Develop strategies that will promote or develop climate-smart	2015/2016 -	MIIC, JMA, SMEA
manufacturing practices and products	2017/2018	

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## MINING AND QUARRYING



#### Introduction

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

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

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

Finalization of the National Minerals Policy,

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

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

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

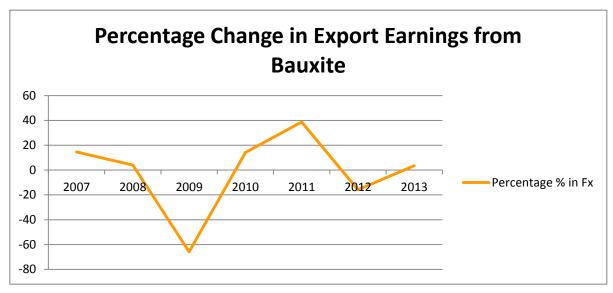


Figure 20: Percentage Change in Export Earnings from Bauxite 2007-2013

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

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

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

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

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

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

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

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

Quarrying									
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Priority Strategies and Actions for FY2015/2016 - FY2017/2018 Timeframe								
		Agencies							
Sector Strategy: Ensure an appropriate policy and legislative framewor	k for the long-term d	levelopment of the							
minerals industry									
1. Review and amend the Mining Act (1947)	2015/2016 -	MSTEM, MGD, CPC,							
	2017/2018	Attorney General,							
		NEPA							
2. Promulgate the National Minerals Policy	2015/2016	MSTEM							
3. Create an enabling environment (dynamic taxation/royalty model)	2015/2016 -	MSTEM, MOFP							
for mineral valorization	2017/2018								
4. Develop and implement an enabling policy framework to diversify	2015/2016 -	MSTEM, MOFP							
and expand value chain progression	2017/2018								

	National Outcome #12 – Internationally Competitive I Quarrying	maustry Structi	ares. Willing allu
P	riority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible
Ċ	11011ty Strategies and Actions for 1 12015/2010 - 1 12017/2010	Timerranic	Agencies
5.	Create a framework to increase the manufacture of lime, hydrated	2015/2016 -	MSTEM, MQAJ, JBI,
٠.	lime, cement, grout, thin-set, boulders for coastal protection, and	2017/2018	MGD
	slabs (commercial marble / recrystallized limestone) for cladding,	,	
	flooring, furniture and other purposes		
6.	Establish zones (a zoning regime) for resource evaluation,	2015/2016 -	MSTEM, MGD, JBI,
	exploration, allocation and protection (mapping and land	2017/2018	MOFP
	acquisition)		
7.	Conduct timely exploration, analysis, mapping and grade	2015/2016 -	JBI, MGD
	classification of mineral resources based on international	2017/2018	
	benchmarks		
8.	Establish a mineral land bank, including a financing model	2015/2016 -	MSTEM, MGD, JBI,
		2017/2018	MOFP
	ctor Strategy: Boost research and development capabilities of industr		
9.	Institute necessary minerals education programmes at the	2015/2016-	MSTEM, MGD, JBI,
	universities and other levels to provide professionals for the	2017/2018	Tertiary Institutions
	minerals sector		(UWI, UTech, NCU and
	<ul> <li>Develop tertiary-level training programmes in the Bayer process using the JBI pilot plant</li> </ul>		Heart Trust/NTA)
	<ul> <li>Introduce applied electives on bauxite and limestone in tertiary geology curricula</li> </ul>		
10	Develop and implement an information clearing house for the	2015/2016 -	MSTEM
	minerals sector	2017/2018	
11	Build capacity and technical expertise in bauxite red mud mineral	2015/2016 -	JBI, MSTEM, Nippon
	extraction through a research and development programme	2017/2018	Light Metals from
			Japan
	ctor Strategy: Develop cost-efficient energy solutions for the metallic		
12	Use the annual productivity plan to drive a progressive reduction in	2015/2016 -	MSTEM, JBI, Private
	the share of energy in the overall bauxite and alumina industry cost	2017/2018	Sector
	structure by increasing energy efficiency and promoting co-		
	generation		
13	Coordinate conversion of energy sources at bauxite/alumina plants	2015/2016 -	MSTEM, PCJ, JBI,
	with national decisions on diversification of fuel supply and	2017/2018	Private Sector
	underlying economics in energy markets	2045/2046	14CT514 IDL 14C41
14	Promote retooling of non-metallic minerals operations to introduce	2015/2016 -	MSTEM, JBI, MQAJ
15	energy-efficient equipment including variable speed motors	2017/2018	DACTEDA DACE DACE
15	Encourage more energy-efficient methods of drilling, blasting,	2015/2016 - 2017/2018	MSTEM, MGD, MQAJ
Sa	loading, crushing and transport	201//2018	
	ctor Strategy: Provision of competitive infrastructure and technology.  Review and establish internal and external transportation routes to	2015/2016 -	MSTEM, PAJ,
ΤΟ.	enhance the competitiveness of the minerals sector	2013/2016 -	JAMPRO, MTWH
17	Ensure access to and development of port facilities for shipping of	2017/2018	MSTEM, PAJ, MTWH
1/	non-metallic minerals	2017/2018	IVISTEIVI, FAS, IVIT VV

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## CONSTRUCTION



#### Introduction

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

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

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

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

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

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

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

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

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

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

· Promote sustained, inclusive and sustainable economic growth, full and productive employment and

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

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

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

National Outcome #12 – Internationally Competer Construction	titive Industry S	tructures:
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
Sector Strategy: Finalize and promulgate the Construction Industry Police	су	
Implement the new Construction Industry Policy	2015/2016	MTWH
Sector Strategy: Establish a licencing and improved registration system construction industry	for contractors and	professionals in the
<ul> <li>Establish and strengthen licencing authorities to enhance quality standards of the construction industry by:         <ul> <li>Aligning the national licencing authorities with international/regional licencing bodies</li> <li>Advocating that the CARICOM Single Market and Economy requirements for free movement of artisans are met by locally certified practitioners</li> </ul> </li> </ul>	2015/2016 - 2017/2018	MTWH, MLSS, CIC, MOFP, IMAJ, Industry Associations, Professional Associations, HEART, PERB, ARB, Construction Enterprises, NCC
Sector Strategy: Establish a governing framework for the construction in	ndustry	
3. Establish the Construction Industry Advisory Board with multi- stakeholder composition	2015/2016	MTWH

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## **CULTURAL AND CREATIVE INDUSTRIES**



#### Introduction

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

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

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

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

A corollary to the presence of the variable models which exist to categorize cultural and creative industries are the differences in measurement of the economic value of the sector. Compounding this challenge of selecting an appropriate measurement tool is the lack of consistent, reliable and relevant data. Nevertheless, available data for Jamaica on the real value added for Recreational, Cultural and Sporting Activities, which is the national level indicator for this outcome, suggest that there has been marginal growth in the sector between 2009 and 2013, albeit below the targeted rate of 3 per cent annual growth between 2009 and 2012 and 5 per cent annually thereafter to 2015.

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

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

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

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

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

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

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

• Promote sustained, inclusive and sustainable economic growth, full and productive employment and

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

National Outcome #12 – Internationally Competitive Industry Structures:  Cultural and Creative Industries										
Indicators	Baseline		Actual				Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Growth Rate of Recreational, Cultural and Sporting Activities (%)	1.59	-2.60	0.32	2.24	0. 45		3.00	5.00	2.00 (prov)	5.00

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

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

National Outcome #12 – Internationally Competitive Industry Structures: Cultural and					
Creative Industries					
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible			
		Agencies			
	2015/2016	MIIC, MOFP, PIOJ			
2. Complete the Cultural and Creative Industries (CCI) Business Plan	2015/2016 -	PIOJ, OPM, NCCIC,			
	2017/2018	MTE, MYC, MIIC,			
	2015/2016	MSTEM			
3. Conduct a census of cultural and creative industries, expand the	2015/2016 -	MTE, MYC, NCCIC			
registry/database of practitioners (national registry of	2017/2018				
entertainment and CCI practitioners), and mandate registration					
across MDAs	2045/2046				
4. Develop and implement a diaspora programme to establish	2015/2016 -	MYC, MFAFT, JAMPRO,			
working linkages between local and international practitioners	2017/2018	MSTEM, MIIC, NCCIC			
5. Emphasize domestic, regional and international trade through the	2015/2016 -	MFAFT, NCCIC, MTE,			
identification of means for the expansion of trade in cultural and	2017/2018	MSTEM, MYC, MOE,			
creative products and services	2017/2016	OPM, MIIC			
6. Promote business development and identification of markets to	2015/2016 -	JAMPRO, MSTEM,			
include incubation and entrepreneurship facilitation	2017/2018	JBDC, MIIC, HEART			
		Trust/NTA, MYC,			
		MFAFT, SDC			
7. Package investment-ready creative industry projects	2015/2016 -	JAMPRO, MIIC, MYC			
	2017/2018				
8. Increase international visibility of Jamaican art, by means of	2015/2016 -	NGJ			
development of Jamaica Biennial, overseas exhibitions and	2017/2018				
publications					
9. Stage Creative Industries Trade and Services Expo	2 years	MIIC, NCCIC, MTE,			
	[2016/2017 -	MSTEM, MYC, MOE,			
	2017/2018]	OPM, MIIC, JAMPRO			
10. Advance advocacy and negotiation of improved immigration	2015/2016 -	MFAFT			
requirements/procedures in strategic trade partner countries for	2017/2018				
services suppliers, including cultural and creative industry					
practitioners, travelling for short-term business purposes					
Sector Strategy: Rationalize the institutional framework for governan	ce of cultural and c	reative industries			
11. Establish and resource a NCCIC Secretariat	2015/2016 -	OPM, MOFP			
	2017/2018	,			
12. Audit, rationalize and strengthen the institutional framework for	2015/2016 -	NCCIC, MSTEM, MYC,			
administration of culture, and cultural and creative industries	2017/2018	MOE, OPM, MIIC,			
		PSMEU, MTE			
Sector Strategy: Strengthen the availability and use of information for creative industries	planning and deve				
13. Prioritize research and development in cultural and creative	2015/2016	NCCIC, MTE, MSTEM,			
industries:	2010, 2010	MYC, MOE, OPM, MIIC,			
<ul> <li>Forge partnerships with domestic and overseas academic and</li> </ul>		PIOJ, STATIN, MOE,			
other research institutions to advance research and		Tertiary Institutions,			
Street research institutions to duvance research and		10.00.7 111001001101107			

National Outcome #12 – Internationally Competitive Industry Structures: Cultural and Creative Industries					
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies			
<ul> <li>development in the creative economy</li> <li>Improve coordination in research initiatives aimed at developing national cultural and creative industries</li> <li>Develop Government's research agenda</li> <li>Streamline and integrate the CCI research across MDAs</li> <li>Increase the range and improve the quality of quantitative and qualitative data available on the cultural industries sub-sectors</li> </ul>		MFAFT			
14. Undertake a process for the development of a satellite accounting system for cultural and creative industries	2016/2017	NCCIC, MTE, STATIN, MSTEM, MYC, MOE, OPM, MIIC, PIOJ, MOFP			
15. Redefine the indices for measuring entertainment as economic activity	2016/2017	MTE, STATIN, PIOJ, NCCIC, JAMPRO, JIPO, MYC, MSTEM			
16. Integrate data gathering at CCI service delivery points across the public and private sectors	2016/2017 - 2017/2018	MTE, MYC, MSTEM, MIIC, OPM, MOE, MLSS			
17. Incentivize research on the entertainment industry	2016/2017 - 2017/2018	NCCIC, MTE, MYC, MSTEM, MIIC, OPM, MOE, MOFP			
Sector Strategy: Build the national human resource capacity for cultural coordinated training and development programme	l and creative ind	ustries through a			
18. Promote education and training, certification and standardization of skills across all segments of the cultural and creative industries	2015/2016 - 2016/2017	NCCIC, MTE, MSTEM, MYC, MOE, OPM, MIIC HEART, Tertiary Institutions, SDC			
<ul> <li>19. Undertake institutional strengthening for cultural and creative sectors to include:         <ul> <li>Strengthening and formation of guilds, associations and collective bargaining units</li> <li>Facilitation of sector development plans</li> <li>Establishing a decent work<sup>37</sup> framework for creative workers to include pension, health benefits and occupational health and safety</li> <li>Legitimization, facilitation and entrepreneurial empowerment programmes</li> </ul> </li> <li>Sector Strategy: Expand and improve the infrastructure for the creative</li> </ul>	2015/2016 - 2017/2018	NCCIC, MSTEM, MYC, MOE, OPM, MIIC, MLSS			

 $^{37}$  Decent work is the converging focus of four strategic objectives: the promotion of rights at work; employment; social protection; and social dialogue.

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

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

## **SPORT**



#### Introduction

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

Under Vision 2030 Jamaica, in addition to utilizing sport to contribute to other aspects of national development (as reflected in National Outcome #4 - Authentic and Transformational Culture) the aim is to increase the growth of sport as a business and commercial activity with potential to contribute to Jamaica's economic development, and to maximize the role of sport as a source of wealth for a wide range of professionals, including athletes, coaches, trainers, managers, promoters and entrepreneurs.

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

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

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

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

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

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

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

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

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

• Promote sustained, inclusive and sustainable economic growth, full and productive employment and

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

Natioi	al Outcom	C #12 - I	internati	Sport	mpetitiv	re muust	iy Structi	ui es.		
Indicators	Baseline			Actual				Targ	ets	
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Note: No quantitative indicat	ors are inclu	ided for s	port due	to lack of	data					

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

National Outcome #12 – Internationally Competitive I	ndustry Struct	ures: Sport
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible
		Entities
Sector Strategy: Develop and package sport as a national product for domest	ic and internation	nal trade
1. Strengthen the institutional and human resource capacity to develop	2015/2016 -	JIPO, MIIC, MOJ
and protect sport-related intellectual property rights including broadcast	2017/2018	(Legal Aid), OPM,
rights		JAMPRO, Sports
		Associations (JAAA,
		JCA, JFF, JNA),
		Broadcasting
		Commission
2. Advance the establishment of a national sport museum by:		OPM, IOJ, JAMPRO,
<ul> <li>Completing preliminary research and initiating the process of design</li> </ul>	2015/2016	MYC, JTB, Military
for its operation		Museum, Private
<ul> <li>Procuring the technical services of a curator/project manager</li> </ul>	2015/2016	Sector
<ul> <li>Commencing construction of museum</li> </ul>	2016/2017	
<ul> <li>Packaging the facility for investment opportunity</li> </ul>	2017/2018	
3. Facilitate corporate sponsorship and investment in sport through	2015/2016	OPM, Sports
execution of annual National Sport Fair and Exposition		Associations, JTB,
		Jamaica Sport
4. Execute at least three large-scale sport events targeted at domestic and	2015/2016 -	Jamaica Sport,
overseas markets	2017/2018	OPM, PICA
Sector Strategy: Create an enabling environment to facilitate development of	f the sport indust	ry

	National Outcome #12 – Internationally Competitive I	ndustry Struct	ures: Sport
	Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible
			Entities
5.	Forge linkages with other industries including tourism and agriculture to	2015/2016 -	OPM, MOAF, MTE,
	take advantage of major local and international sport events and to	2017/2018	JAMPRO, PICA, JTB,
	promote elements of Jamaica's culture		Jamaica Sport, MNS
Sec	ctor Strategy: Strengthen the availability and use of information planning	in development o	f the sport sector
6.	Undertake a process for development and ongoing updating of a	2015/2016 -	OPM, STATIN, PIOJ,
	database of sport indicators	2017/2018	Sports Associations
7.	Develop an impact monitoring and evaluation framework for the	2015/2016 -	OPM, IDP (UNDP),
	National Sports Policy	2017/2018	PIOJ
8.	Improve the capacity of sports associations to systemically produce	2015/2016 -	OPM, SDF, JOA,
	standardized reports	2013/2010 -	STATIN, Sports
		2017/2018	Associations
9.	Utilize the Sport Tourism Economic Assessment Model (STEAM) to	2015/2016 -	Jamaica Sport,
	improve forecasting and evaluation of the economic returns of major	2017/2018	OPM, MTE, JTB
	sport events		
10.	Conduct a business case study on the sport industry	2017/2018	PIOJ, IDP (WB),
			MOFP



## INFORMATION AND COMMUNICATIONS TECHNOLOGY



### Introduction

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

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

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

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

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

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

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

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

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

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

### Alignment to the 2030 Agenda for Sustainable Development

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

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

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

	ional Outcom Info			mmunica			-			
Indicators	Baseline			Actual				Targ	ets	
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030

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

N	ational Outcome #12 – Internationally Competitive Indu	stry Structures	: Information and
	Communications Technology	ICT)	
Pr	iority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	<b>Responsible Entity</b>
	ctor Strategy: Expand ICT-focused business parks for major service prov		
1.	Create additional space (750,000 sq. ft.) for BPO/KPO activities at the	2015/2016 -	FCJ, MIIC, Private
	Naggo Head Technology Park:	2016/2017	Sector
	<ul> <li>Complete Phase I comprising 220,000 sq. ft. of space</li> </ul>		
2.	, , , , , , , , , , , , , , , , , , , ,	2015/2016	JAMPRO
	within both the private and public sectors for expansion of		
	infrastructure for the BPO/KPO industry including:		
	<ul> <li>Engaging a BPO in-market broker</li> </ul>		
Se	ctor Strategy: Develop Jamaica's Outsourcing Industry		
3.	Implement the Five-Year (2015-2020) National Strategy for the	2015/2016 -	JAMPRO, MIIC,
	Development of Jamaica's Outsourcing Industry	2017/2018	HEART Trust/NTA,
			MSTEM, MOFP, FCJ
Se	ctor Strategy: Strengthen the framework for gathering of data and info	rmation on the per	formance of the
	ctor		
4.	Execute a pilot survey to disaggregate national output data for the ICT	2015/2016 -	OUR, MSTEM,
	sector	2017/2018	STATIN
5.	Utilize financing mechanisms as incentives for business formalization	2015/2016 -	DBJ, SSF, MIDA,
		2017/2018	MIIC
Se	ctor Strategy: Develop domestic capacity for business-to-business opera	ations utilizing ICT	to deliver
int	termediary services		
6.	Identify scope for PPPs for the provision of access to free and open	2015/2016 -	MSTEM, DBJ, MOFP
	source business solutions	2017/2018	
7.	Support the growth of an ICT incubator/accelerator services sector	2015/2016 -	MSTEM, UTech,
		2017/2018	JAMPRO
8.	, , , , , , , , , , , , , , , , , , , ,	2015/2016 -	MSTEM, BOJ,
	settlement facilities	2017/2018	Commercial Banks
Se	ctor Strategy: Improve integration and delivery of public services using	ICTs	
9.	Develop e-Government strategy and guidelines	2015/2016 -	MSTEM, eGovJa
		2017/2018	
10	. Promote e-Government	2015/2016 -	eGovJa, MSTEM,
		2017/2018	ОРМ

## **SERVICES**

#### Introduction

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

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

Projections for the sector are:

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

Under Vision 2030 Jamaica – National Development Plan, the services sector includes: finance and insurance services; real estate, renting and business activities; and wholesale and retail trade, including repair and installation of machinery. The vision for the sector is that we will have high quality, knowledge-based financial, business, and distribution services that are able to evolve and expand

to achieve and maintain global competitiveness through 2030. It is expected that this global competitiveness will not only be reflected in the domestic market but also through increased export of the services of Jamaican-based providers operating in non-traditional export sectors such as the retail/distributive trade.

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

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

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

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

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

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

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

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

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

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

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

### Alignment to the 2030 Agenda for Sustainable Development

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

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

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

Nation	al Outcom	e #12 – I		ionally Co ervices	ompetitiv	e Indust	ry Structi	ıres:		
Indicators	Baseline			Actual				Targ	ets	
	2007	2010	2011	2012	2013	2014	2012	2015	2018	
Growth Rate of Services (Finance and Insurance Services and Real Estate, Renting and Business Activities) (%)	4.12	-2.21	-0.24	-0.17	0.20	0.48	2.25	≥2.25	≥2.25 (prov)	

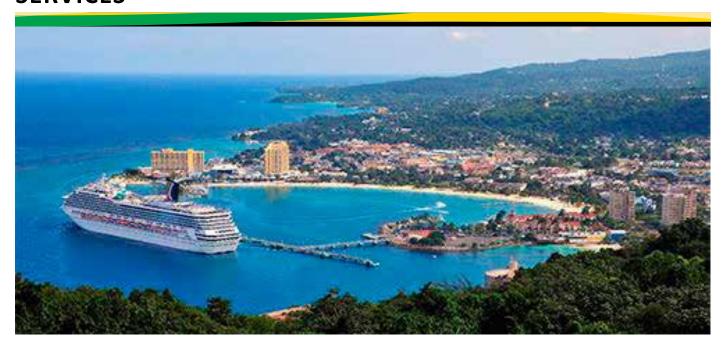
Table 47: Priority Strategies and Actions – 2015-2018 – Internationally **Competitive Industry Structures: Services** 

National Outcome #12 – Internationally Competitiv	e Industry Struct	tures: Services
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Entities
Sector Strategy: Improve the operation of the financial sector through g	reater inclusion, edu	cation and protection
of economic actors		
Develop and implement the National Financial Inclusion Strategy	2015/2016 -	Member
	2017/2018	Organizations of the
		National Council,
		Steering Committee
		and Financial
		Inclusion Working
		Groups
2. Improve coordination in the regulation of financial institutions	2015/2016 -	MOFP
	2017/2018	

National Outcome #12 – Internationally Competitive	e Industry Struc	ctures: Services
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Entities
3. Strengthen depositor protection and investor compensation	2015/2016 - 2017/2018	JDIC, BOJ, FSC
4. Execute a robust financial literacy campaign including the expansion of existing financial education programmes in primary level schools ( <i>Cross reference: National Outcome #3, 3-3</i> )	2015/2016 - 2017/2018	CAC, Bankers Association, MOE
5. Develop the policy framework to encourage fair competition through reduction in barriers to entry to the industry, especially in commercial banking	2015/2016 - 2017/2018	FTC, FSC, BOJ
Sector Strategy: Diversify the range of financial institutions and products	s	1
6. Advance the Jamaica International Financial Services Authority (JIFSA) programme to establish Jamaica as a centre for international financial services by:		JIFSA, MIIC, JAMPRO, JBAFSC, MOFP
<ul> <li>Completing enactment of requisite pieces of legislation</li> <li>Implementing and sustaining a rigorous marketing plan</li> </ul>	2015/2016 - 2017/2018 2015/2016 -	
	2017/2018	
Sector Strategy: Reduce transaction cost associated with inadequate info		
7. Strengthen the capacity of the National Land Administration (NLA) to gather and disseminate information on the performance of the real estate sector, including property prices	2015/2016 - 2017/2018	NLA, REB, MOWLECC, MTWH
Sector Strategy: Minimize uncertainties in the distributive trade through collecting agencies	n improved collabor	ration among data
8. Develop and implement a survey system to incentivize the voluntary provision of information on domestic commodities trade by large-scale distributors	2015/2016 - 2017/2018	CAC, STATIN, MOAF, Jamaica Customs
Sector Strategy: Diversify the transport infrastructure network for the di	istributive trades	
9. Expand the range of transportation services available to the distributive trades to include marine transportation	2015/2016 - 2017/2018	MTWH, Jamaica Customs, PAJ
Sector Strategy: Collaborate with providers in development of advanced		
10. Improve the security and usage on electronic/e-commerce transactions	2015/2016 - 2017/2018	MIIC, JBA, MSTEM, JCC
Sector Strategy: Strengthen the business environment for provision of so customer service culture	ervices through imp	provements in the
11. Enhance the capacity of the Jamaica Customer Service Association	2015/2016 -	ICCA CAC BSI DSOL
(JCSA) to implement an island-wide campaign to improve customer service	2017/2018	JCSA, CAC, BSJ, PSOJ, JCC, WB
12. Develop and implement a national customer service campaign aimed at encouraging the delivery of the highest standards of customer service, including through increased public awareness of service delivery standards	2015/2016 - 2017/2018	JCSA, CAC, JCSI
Sector Strategy: Strengthen production and marketing of key service sec		Table
13. Continue implementation of the Services Sector Strategy and Action Plan	2015/2016	MIIC, JAMPRO, JEA

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## **SERVICES**



#### Introduction

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

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

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

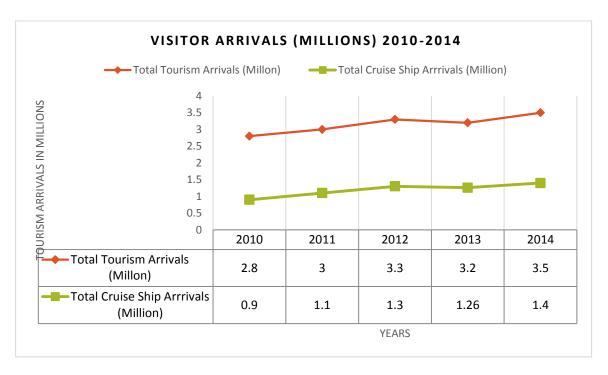


Figure 21: Visitor Arrivals 2010-2014



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

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

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

These achievements can be specifically translated into:

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

and the rest of the economy

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

The vision of the tourism industry as presented in Vision 2030 Jamaica is for an inclusive, world-class, distinctly Jamaican tourism industry that is a major contributor to socio-economic and cultural development, with a welleducated, highly skilled and motivated workforce at all levels within a safe, secure and sustainably managed environment. To advance this vision and gains made in the industry over the 2012-2015 period, the priorities of the tourism sector under MTF 2015-2018 will be focused around the following key areas:

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

### Alignment to Post-2015 Development Agenda

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

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

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

Nation	nal Outcom	e # <b>12</b> – I		ionally C ourism	ompetiti	ve Indus	try Struct	ures:		
Indicators	Baseline			Actual				Targ	ets	
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Percentage change in foreign exchange earnings from tourism	2.11	3.94	0.35	3.05	2.09	6.39	≥3.98	≥3.98	≥5.0	≥4.1
Percentage change in visitor arrivals (stopover)	1.3	4.9	1.6	1.8	1.1	3.6	3.0	2.8	4.5	4.0
Percentage change in visitor arrivals (cruise passenger)	-11.8	-1.4	23.7	17.3	-4.2	12.5	25.3	4.6	5.0	6.0
Percentage change in the number of persons employed in the accommodations sector	3.7	1.8	-5.7	0.8	-3.6	3.6	0.8	3.9	3.0	3.0

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

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

Priority Strategies and Actions for FY2015/2016 - FY2017/20	Timeframe	Responsible Agencies
Sector Strategy: Develop new tourism market segments: advance g	ains made in the develo	pment of new market
segments	2015/2016	ITD Coords Tourism
<ol> <li>Develop a sports tourism strategy and implementation plan (Cross reference: National Outcome #12 Sport)</li> </ol>	2015/2016 - 2017/2018	JTB, Sports Tourism Implementation Committee, OPM, MTE, NSC
<ul> <li>2. Finalize the health and wellness tourism policy that includes the following:</li> <li>Accreditation/standards pertaining to medical and wellness tourism</li> <li>Policy, legal and regulatory issues related to medical and</li> </ul>	2015/2016 - 2017/2018	JAMPRO, MOH, MTE
wellness issues	2045/2046	AAVC AATE ITD
3. Enhance the promotion of heritage-based tourism through the continued focus on the development and preservation of the country's major heritage assets:  • Priority areas are part Poyal, Soville, Spanish Town and Falm	2015/2016 - 2017/2018	MYC, MTE, JTB, TPDCo, JNHT, IOJ
<ul> <li>Priority areas are Port Royal, Seville, Spanish Town and Falm</li> <li>Sector Strategy: Develop diversified geographic source markets</li> </ul>	outii	
4. Increase marketing programmes to specific countries in South	2015/2016 -	JTB, Trade
America and the emerging markets	2017/2018	Associations, MTE, JAMVAC, JAMPRO
5. Continue to secure adequate airlift support for new markets	2015/2016 - 2017/2018	JAMVAC, JTB, JCAA, AAJ, MTW, MTE
Sector Strategy: Support and facilitate the development of a variet	y of accommodations	<u> </u>
5. Undertake operationalization of the Timeshare Vacations Act	2015/2016 - 2017/2018	REB, MTE
7. Promulgate timeshare regulations	2015/2016	MTE, REB, Attorney General
<ol> <li>Develop a framework for the implementation of bed and breakfa accommodations</li> </ol>	2015/2016 - 2017/2018	MTE, TPDCo
9. Facilitate the establishment of a bed and breakfast association	2015/2016 - 2017/2018	TPDCo, B&B Stakeholders, JHTA, JAVA, MTE
<ol> <li>Provide assistance to small accommodations under 50 rooms – t include product development and marketing</li> </ol>	2015/2016 - 2017/2018	MTE, JTB, TPDCo

Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible
		Agencies
11. Upgrade Devon House	2015/2016 -	Devon House, TEF,
	2017/2018	TPDCo, JTB, MTE
12. Seek public-private partnerships for Milk River Mineral Bath and	2015/2016 -	MTE, DBJ, JAMPRO,
Bath Fountain Hotel and Spa	2017/2018	TPDCo, MRMB, BFHS
13. Develop a craft policy and establish a craft authority	2015/2016 -	MTE, TPDCo, JTB,
	2017/2018	JBDC
14. Provide product development and marketing support to sites that	2015/2016 -	JTB, MTE, MYC, JCDT
are designated as UNESCO World Heritage sites	2017/2018	IOJ, JNHT, SDC,
		TPDCo, Forestry
		Department
L5. Develop Kingston as a cultural capital/city: Kingston designated	2015/2016 -	MTE, MYC, KSAC,
under UNESCO Creative Cities Programme as a Music City	2017/2018	MLGCD
6. Continue to implement the Beach Park Programme (started in 2014)	2015/2016 -	TPDCo, NEPA, TEF,
to upgrade the 14 public beaches in resort towns	2013/2010 -	UDC, Parish Councils,
to upgrade the 14 public beaches in resort towns	2017/2018	Resort Boards, MTE
17. Continue the resort town upgrading programme: Montego Bay, Port	2015/2016	TEF, Parish Councils,
Antonio, Falmouth, Lucea, Black River	2013/2010	Resort Boards
	2017/2018	Result Boalds
Continue transformational projects in resort towns – Montego      Develop Strip Ocho Dios Nogril	2017/2016	
Bay Hip Strip, Ocho Rios, Negril		
L8. Provide assistance to small accommodations under 50 rooms		MTE, JTB
through product development and marketing		
	ourism and other sec	ctors (e.g. agriculture,
manufacturing, entertainment)		
manufacturing, entertainment)  19. Facilitate business arrangements between the tourism sector and	2015/2016 -	MTE, Tourism
manufacturing, entertainment)  19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors	2015/2016 - 2017/2018	MTE, Tourism Linkages Hub
nanufacturing, entertainment)  19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors  20. Implement programmes which will bring together manufacturers	2015/2016 - 2017/2018 2015/2016 -	MTE, Tourism Linkages Hub MTE, Tourism
manufacturing, entertainment)  19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors	2015/2016 - 2017/2018	MTE, Tourism Linkages Hub
Inanufacturing, entertainment)  1.9. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors  2.0. Implement programmes which will bring together manufacturers and producers of local gift items	2015/2016 - 2017/2018 2015/2016 -	MTE, Tourism Linkages Hub MTE, Tourism
Inanufacturing, entertainment)  19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors  20. Implement programmes which will bring together manufacturers and producers of local gift items	2015/2016 - 2017/2018 2015/2016 - 2017/2018	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA
Paranufacturing, entertainment)  19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors  20. Implement programmes which will bring together manufacturers and producers of local gift items  21. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 -	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism
1. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism Linkages Hub
19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors 20. Implement programmes which will bring together manufacturers and producers of local gift items 21. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package 22. Encourage the private sector to invest in independent services that	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 -	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism Linkages Hub
1. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package  2. Encourage the private sector to invest in independent services that are outside of the accommodation sector to increase visitor spend,	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 -	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism Linkages Hub
19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors 20. Implement programmes which will bring together manufacturers and producers of local gift items 21. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package 22. Encourage the private sector to invest in independent services that are outside of the accommodation sector to increase visitor spend, for example, high end restaurants, night time entertainment and shopping  Sector Strategy: Ensure that all aspects of the tourism industry meet re	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism Linkages Hub JAMPRO, MTE, MIIC
19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors 20. Implement programmes which will bring together manufacturers and producers of local gift items 21. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package 22. Encourage the private sector to invest in independent services that are outside of the accommodation sector to increase visitor spend, for example, high end restaurants, night time entertainment and shopping  Sector Strategy: Ensure that all aspects of the tourism industry meet re	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 quired standards fo 2015/2016 -	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism Linkages Hub JAMPRO, MTE, MIIC
19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors 20. Implement programmes which will bring together manufacturers and producers of local gift items 21. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package 22. Encourage the private sector to invest in independent services that are outside of the accommodation sector to increase visitor spend, for example, high end restaurants, night time entertainment and shopping  Sector Strategy: Ensure that all aspects of the tourism industry meet re	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism Linkages Hub JAMPRO, MTE, MIIC
19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors 20. Implement programmes which will bring together manufacturers and producers of local gift items 21. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package 22. Encourage the private sector to invest in independent services that are outside of the accommodation sector to increase visitor spend, for example, high end restaurants, night time entertainment and shopping  Sector Strategy: Ensure that all aspects of the tourism industry meet re 23. Amend the Travel Agency Act	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 quired standards fo 2015/2016 - 2017/2018	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism Linkages Hub JAMPRO, MTE, MIIC
19. Facilitate business arrangements between the tourism sector and local agriculture and manufacturing sectors 20. Implement programmes which will bring together manufacturers and producers of local gift items 21. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package 22. Encourage the private sector to invest in independent services that are outside of the accommodation sector to increase visitor spend, for example, high end restaurants, night time entertainment and shopping  Sector Strategy: Ensure that all aspects of the tourism industry meet re 23. Amend the Travel Agency Act	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 quired standards fo 2015/2016 - 2017/2018 2015/2016 - 2017/2018	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism Linkages Hub JAMPRO, MTE, MIIC
<ul> <li>20. Implement programmes which will bring together manufacturers and producers of local gift items</li> <li>21. Create a strategy that facilitates tourism enterprises incorporating local entertainers as part of the entertainment package</li> <li>22. Encourage the private sector to invest in independent services that are outside of the accommodation sector to increase visitor spend, for example, high end restaurants, night time entertainment and</li> </ul>	2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018 quired standards fo 2015/2016 - 2017/2018	MTE, Tourism Linkages Hub MTE, Tourism Linkages Hub, JMA MTE, Tourism Linkages Hub JAMPRO, MTE, MIIC

National Outcome #12 – Internationally Competitive	e Industry Struc	tures: Tourism				
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible				
		Agencies				
26. Develop regulations for tourism enterprises	2015/2016 -	MTE, JTB				
	2017/2018					
27. Develop a framework for anti-harassment initiatives and social	2015/2016 -	TPDCo, MTE, MNS,				
inclusion	2017/2018	SDC				
Sector Strategy: Sustain the framework for tourism inclusiveness to facilopportunities and access for stakeholders	litate awareness, b	road business				
28. Begin implementation of the Community Tourism Implementation	2015/2016 -	MTE, TPDCo, JTB, TEF				
Plan	2017/2018	JSIF, SDC, MYC, MLG,				
	,	MOAF, JBDC, Resort				
		Boards, Trade				
		Associations, Private				
		Sector Organizations,				
		NGOs, Funding				
		Agencies				
29. Continue implementation of the National Tourism Awareness	2015/2016 -	MTE, JTB, TEF				
Campaign	2017/2018	=, 5 . 5 , . = .				
Sector Strategy: Strengthen the legislative and regulatory framework to	•	ealth, safety.				
remuneration and rights						
30. Establish a pension scheme for tourism workers	2015/2016	MTE, MLSS, JHTA				
31. Develop a framework for housing solutions for tourism workers in	2015/2016 -	MTWH, MTE, NHT,				
resort towns	2017/2018	NHDC, TEF, TPDCo,				
		HAJ				
Sector Strategy: Ensure that activities in the tourism sector support the goals	country's environm	ental sustainability				
32. Include environmental guidelines in the country's investment	2015/2016 -	JAMPRO, NEPA,				
framework	2017/2018	MWLECC				
33. Develop and implement a green business programme for the	2015/2016 -	MWLECC, MTE, NEPA,				
tourism industry	2017/2018	TPDCo, Trade				
		Associations (JHTA,				
		AJAL), Private Sector				
34. Complete sustainable development plans and development orders	2015/2016 -	NEPA, LAs, MWLECC,				
for all resort towns	2017/2018	TEF, MTE, Resort				
		Boards				
35. Implement the tourism component of the South Coast Sustainable	2015/2016 -	TPDCo, TEF, Resort				
Development Plan	2017/2018	Boards, Forestry				
'	,	Department, Parish				
		Councils				
36. Finalize eco-tourism guidelines for the Cockpit Country trails and	2015/2016 -	MTE, NEPA, Forestry				
water features	2017/2018	Department				
37. Undertake carrying capacity studies of Trelawny, Hanover and	2015/2016 -	MTE, TEF, JTB, TPDCo,				
Portland	2017/2018	NEPA, UDC				
Sector Strategy: Reduce the vulnerability of the tourism sector to natural hazards and adapt the sector to climate						
change						
38. Install shoreline protection infrastructure in specific and most	2015/2016 -	NEPA, NWA, MTE,				
	•	•				

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

# **NATIONAL OUTCOME #13** SUSTAINABLE MANAGEMENT AND USE OF **ENVIRONMENTAL AND NATURAL RESOURCES**



#### Introduction

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

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

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

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

As with the previous MTF period 2009-2012, the country also continued to show improvements under MTF 2012-2015 in a number of areas including capacity building in forestry management, climate change adaptation, disaster risk reduction, land management, protected areas management, water quality monitoring and geographical information systems (GIS). However, achievements in the sector continued to be hampered by inappropriate land use and waste management practices and insufficient knowledge of environmental issues among large segments of the population. Key initiatives undertaken over the period 2012-2015 included:

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

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

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

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

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

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

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

- Improving the governance structures for waste management
- Promoting sustainable consumption and production practices
- Developing frameworks to address unregulated sources of pollution

- Strengthening of the overall policy, legislative and institutional framework
- Increasing public awareness and education on environmental issues
- Increasing the participation of NGOs, CBOs and school groups and forging partnerships to advance environmental awareness
- Improving environmental data collection, including the frequency of data collection, to better guide policy decisions
- Enhancing private sector involvement in environmental management
- Enhancing climate resilience across economic sectors
- Improving the financing mechanisms for biodiversity and ecosystem management

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

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

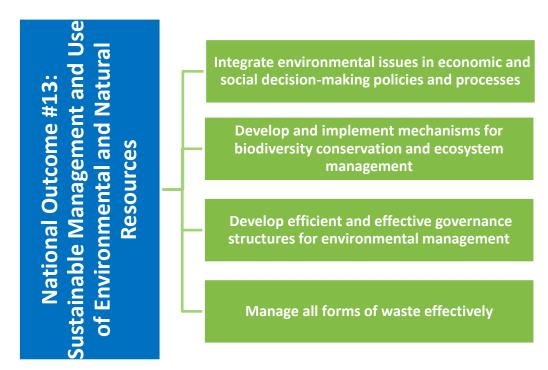


Figure 23: National Strategies – Sustainable Management and Use of Environmental and Natural Resources – 2015-2018

### Alignment to the 2030 Agenda for Sustainable Development

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

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

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

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

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

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

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

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

National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources					
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies			
14. Develop two forestry management plans	2015/2016 - 2017/2018	Forestry Department			
<ul> <li>15. Finalize the following environmental and ecosystems management policies:</li> <li>Watersheds policy</li> <li>Dolphin policy</li> <li>Beach access and management policy</li> <li>Fisheries and aquaculture policy</li> <li>Coastal resources policy</li> <li>Wildlife trade policy</li> <li>Biosafety policy</li> <li>Cays policy</li> </ul>	2015/2016 - 2017/2018	MWLECC, NEPA, MOAF			
16. Develop the forest management and conservation plan	2015/2016 - 2017/2018	Forestry Department, MWLECC			
17. Revise the fisheries bill ( <i>Cross reference: National Outcome #12 Agriculture</i> )	2015/2016 - 2017/2018	Fisheries Division, MOAF			
18. Prepare drafting instructions for the amendment to the Wild Life Protection Act	2015/2016 - 2017/2018	NEPA, MWLECC			
19. Prepare 2 <sup>nd</sup> National Biodiversity Strategy and Action Plan (NBSAP)	2015/2016 - 2017/2018	NEPA, MWLECC, Forestry Department			
20. Review and refine watershed area management mechanism	2015/2016 - 2017/2018	NEPA, WRA, Forestry Department			
Sector Strategy: Promote the sustainable management and use of wate	r resources				
<ul><li>21. Implement artificial aquifer recharge in the Rio Cobre watershed</li><li>22. Revise the Water Resources Master Plan</li></ul>	2015/2016 - 2017/2018 2015/2016 - 2017/2018	MWLECC, WRA , NEPA WRA			
23. Improve the country's hydrometeorological monitoring programme	2017/2018 2015/2016 - 2017/2018	WRA			
24. Promote the use of rainwater harvesting for households and the agricultural sector	2015/2016 - 2017/2018	MWLECC, WRA, NEPA, MOAF			
25. Develop national rainwater harvesting guidelines	2015/2016 - 2017/2018	MWLECC, WRA, NEPA			
26. Promote the use of treated wastewater for agriculture	2015/2016 - 2017/2018	MOAF, NIC MWLECC, NEPA			

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National Outcome #13 – Sustainable Management and I Resources	Jse of Environr	nental and Natural
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
27. Revise the Water Resources Act to include volume-based licencing	2015/2016 -	MWLECC, WRA, CPC
fees	2017/2018	
28. Undertake assessment of the Rio Cobre to improve abstraction and	2015/2016 -	NWC, WRA, NEPA
reuse of treated effluent from the Soapberry Plant	2017/2018	
29. Implement mechanisms to improve the efficiency in water use and	2015/2016 -	MOAF, NIC
develop sustainable water supply systems for agriculture in select	2017/2018	
agricultural zones (agro parks) (Cross reference: National Outcome #12 Agriculture)		
Sector Strategy: Reverse loss of environmental resources through restor	ation initiatives	
30. Develop and implement a programme to develop under- and	2015/2016 -	Fisheries Division,
unutilized fisheries	2017/2018	MOAF
31. Build the capacity of managers and users of special fishery	2015/2016 -	Fisheries Division,
conservation areas, forest reserves and forest management areas	2017/2018	MOAF, NEPA,
		Forestry Department
32. Develop a marine spatial plan for Pedro Bank and Cays	2015/2016 -	Fisheries Division,
	2017/2018	MOAF, NEPA
33. Implement the Pedro Cays Management Plan	2015/2016 -	Fisheries Division,
	2017/2018	MOAF, NEPA
34. Develop a climate-resilient fisheries action plan	2015/2016 -	MWLECC, MOAF,
	2017/2018	Fisheries Division
35. Rehabilitate eight local beaches	2015/2016 -	TEF, NEPA, NRCA,
	2017/2018	Local Planning
06.0	2015/2016	Authorities
36. Develop a reforestation programme (including a database and M&E	2015/2016 -	Forestry Department
framework) to provide overall direction and strategy for reforestation efforts on forest estates	2017/2018	
37. Undertake reforestation of 100 ha of denuded forest estates per	2015/2016 -	Forestry Department
year	2017/2018	
Sector Strategy: Promote sustainable use of biological resources		
38. Pilot a mechanism to allow for payment for ecosystem services in	2015/2016 -	NEPA, MOFP
the Yallahs/Hope Watershed Management Units	2017/2018	
39. Operationalize and capitalize the National Conservation Trust Fund	2015/2016 -	NEPA, MOFP,
of Jamaica (under the Caribbean Biodiversity Fund)	2017/2018	MWLECC
40. Build capacity in silviculture through training	2015/2016 -	Forestry Department
	2017/2018	
41. Develop yield and growth curves for primary commercial species	2015/2016 -	Forestry Department
National Strategy 13-3: Develop efficient and effective governance struc	2017/2018	

National Outcome #13 – Sustainable Management and Use of Environmental and Natural							
Resources							
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible					
Agencies  Sector Strategy Create a dynamic and responsive regulatory environment							
Sector Strategy: Create a dynamic and responsive regulatory environme		MANUECC NIEDA					
42. Finalize the protected area system policy and legislation	2015/2016 -	MWLECC, NEPA,					
	2017/2018	Forestry Department, JHNT, MOAF					
43. Update the Forest Policy and amend the Forest Act	2015/2016 -	MWLECC, Forestry					
43. Opuate the Forest Policy and amend the Forest Act	2013/2010 -	Department					
	2017/2018	Department					
44. Build capacity to develop a REDD readiness profile by 2017	2015/2016 -	Forestry Department,					
	2017/2018	PIOJ, MWLECC, UNDP					
Sector Strategy: Promote the use of new and clean technologies in the p	1						
45. Implement the Green Business Jamaica Programme (similar to EMS)	2015/2016 -	NEPA, MWLECC, MIIC,					
and green certification programme (Ecolabel for businesses)	2017/2018	JMA, PSOJ					
National Strategy 13-4: Manage all forms of waste effectively							
Sector Strategy: Create a framework for the management of all types of		1 1 2 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2					
46. Revise the National Waste Management Policy to	2015/2016 -	NSWMA, MLGCD,					
Reflect emerging issues such as hazardous waste, e-waste,	2017/2018	MOH, MWLECC, NEPA					
medical waste, white waste, agricultural waste, sewage etc.							
Separate regulatory and operational functions of the NSWMA							
47. Promulgate the national solid waste regulations	2015/2016 -	MLGCD, NSWMA, CPC					
	2017/2018						
48. Revise and approve hazardous waste policy	2015/2016 -	NSWMA, MLGCD,					
	2017/2018	MOH, MWLECC, NEPA					
49. Update the plastic packaging materials policy	2015/2016 -	NSWMA, MLGCD,					
	2017/2018	MWLECC, NEPA					
50. Promulgate "Take Back" legislation for e-waste	2015/2016 -	NSWMA, MLGCD,					
	2017/2018	MWLECC, NEPA					
51. Revise and approve the medical waste policy	2015/2016 -	MOH, NEPA, NSWMA,					
	2017/2018	MLGCD					
52. Undertake an organizational analysis and capacity assessment of the	2015/2016 -	MLGCD, NSWMA,					
NSWMA	2017/2018	MOFP					
53. Implement a system for quantification and reporting of waste	2015/2016 -	NSWMA, MLGCD,					
streams	2017/2018	MOH, MWLECC, NEPA					
54. Conduct a feasibility assessment of waste-to-energy options	2015/2016 -	MLGCD, MSTEM,					
	2017/2018	NSWMA, PCJ					
55. Implement annual solid waste characterization studies	2015/2016 -	NSWMA					
	2017/2018						
Sector Strategy: Create a framework for the management of air quality							
56. Develop capacity to better monitor gas emissions	2015/2016 -	NEPA					
- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1	2017/2018						
57. Develop an air quality index	2015/2016 -	NEPA					

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

# NATIONAL OUTCOME #14 HAZARD RISK REDUCTION AND ADAPTATION TO CLIMATE **CHANGE**



#### Introduction

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

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

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

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

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

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

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

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

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

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

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

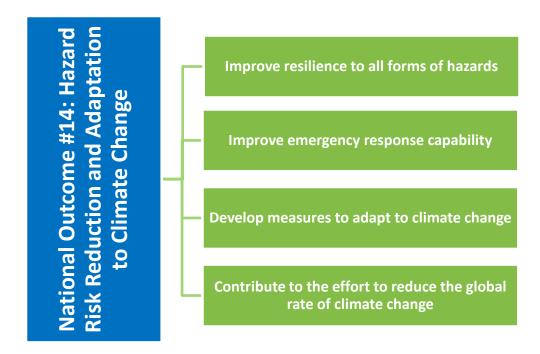
Despite the many gains made in the implementation of a range of activities in the areas of disaster risk management and climate change adaptation, stakeholders in the sector have identified a range of priority issues that remain to be addressed in the medium term to reduce vulnerabilities to natural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

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

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

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

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



### Alignment to the 2030 Agenda for Sustainable Development

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

- Take urgent action to combat climate change and its impacts
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

### Alignment to the 2030 Agenda for Sustainable Development

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

- Take urgent action to combat climate change and its impacts
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Table 52: Indicators and Targets – Hazard Risk Reduction and Adaptation to **Climate Change** 

National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change										
Indicator Baseline Actual				Actual			Targets			
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Cost of damage caused by disasters as percentage of GDP	3.4	1.9	0.1	0.8	n/a	n/a	2.5	1.5	1.3	≤1
Greenhouse gas emissions (Mt per annum)	5	n/a	n/a				4.75	4.0		

Table 53: Priority Strategies and Actions – 2015-2018 – Hazard Risk Reduction and Adaptation to Climate Change

	National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change					
F	Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible			
			Agencies			
Na	tional Strategy 14-1: Improve resilience to all forms of hazards					
Se	ctor Strategy: Develop mechanisms that integrate disaster risk reducti	on in development	planning			
1.	Finalize the national policy on disaster risk management	2015/2016 -	MLGCD, ODPEM,			
		2017/2018	MWLECC, NEPA			
2.	Expand the development of multi-hazard mapping and risk	2015/2016 -	ODPEM, MLGCD,			
	assessments	2017/2018	NEPA, MWLECC,			
			Forestry Department			
3.	Build the capacity of key stakeholders in data collection and analysis	2015/2016 -	ODPEM, UWI, WRA,			
	and risk assessment methodologies for enhancing multi-hazard	2017/2018	MGD, NSDM, Met			
	mapping and undertaking risk assessments		Service, NEPA, RADA,			
			Forestry Department			
4.	Prepare and disseminate information to guide decision making	2015/2016 -	ODPEM, MLGCD,			
	related to hazard risk reduction and spatial planning	2017/2018	MWLECC, Forestry			
			Department			
5.	Finalize and promulgate "Specially Vulnerable" regulations	2015/2016 -	ODPEM, MLGCD,			
		2017/2018	MTWH, MGD			

National Outcome #14 – Hazard Risk Reduction ar	nd Adaptation to	Climate Change
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	8 Timeframe	Responsible
		Agencies
6. Revise the country's seismic code	2015/2016 -	ODPEM, Earthquake
	2017/2018	Unit, MLGCD, MSTEM
7. Implement key activities under the seismic roadmap, including	2015/2016 -	<b>ODPEM,</b> Earthquake
retrofitting of critical facilities and structures and undertaking an ir	n- 2017/2018	Unit, MLGCD, MSTEM,
depth engineering assessment		MOH, Fire Brigade,
		MWLECC, MTWH
8. Promulgate the National Building Code and bill	2015/2016 -	MLGCD
	2016/2017	
9. Create mechanisms to reduce informal settlements in high-risk are	eas 2015/2016 -	MLGCD, ODPEM,
	2017/2018	MTWH, NEPA, OPM,
		Forestry Department
10. Increase land ownership (land titling) and advance land reforms	2015/2016 -	MWLECC, NLA,
	2017/2018	MTWH
11. Incorporate hazard information into national finance decisions	2015/2016 -	ODPEM, MOFP,
	2017/2018	MLGCD
12. Develop systems to prevent the inflows of hazards at the country's	2015/2016 -	ODPEM, Jamaica
borders	2017/2018	Customs, MOH, MNS
Sector Strategy: Implement best practices in hazard risk managemen	t	
13. Develop mechanisms for the mainstreaming of hazard information	2015/2016 -	MLGCD, ODPEM,
into national socio-economic policies	2017/2018	Cabinet Office
14. Improve post-disaster assessments to obtain more localized	2015/2016 -	ODPEM, PIOJ,
information (including information on forest fires) by determining	2017/2018	Forestry Department
the main deficiencies in the current post-disaster assessments		
15. Identify and assess vulnerability of settlements and implement	2015/2016 -	ODPEM, MLGCD,
public awareness, hazard mitigation and risk reduction where	2017/2018	MTWH, MWLECC,
necessary		OPM
16. Complete the hazardous materials plan and identify hazardous	2015/2016 -	MWLECC, NEPA,
waste disposal sites	2017/2018	<b>NSWMA,</b> ODPEM,
		MLGCD
Sector Strategy: Build awareness of natural hazards among stakehold		
17. Infuse disaster risk management issues into education curricula	2015/2016 -	<b>ODPEM,</b> MOE, Red
40 Develop communication and direction in the second secon	2017/2018	Cross
18. Develop communication and dissemination mechanisms for disast		ODPEM, MLGCD
risk information and early warning systems	2017/2018	ODDEM CDC Ded
19. Implement "train-the-trainer" disaster risk management (DRM)	2015/2016 -	ODPEM, SDC, Red
programmes at the community level	2017/2018	Cross and other NGOs
20. Increase public education and training related to seismic events to enhance awareness and readiness		ODPEM, Earthquake
National Strategy 14-2: Improve emergency response capability	2017/2018	Unit, MLGCD
Sector Strategy: Develop a comprehensive national disaster recovery	framowark	
Sector Strategy. Develop a comprehensive national disaster recovery	Halliework	

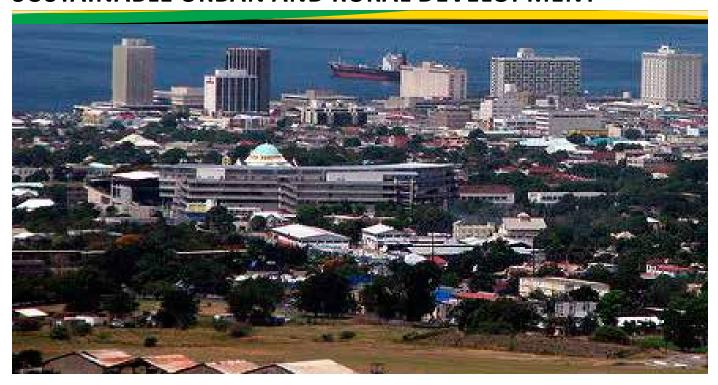
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Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible
		Agencies
21. Review and revise the National Disaster Recovery Framework	2015/2016 -	ODPEM, MLGCD,
	2017/2018	ОРМ
22. Develop and maintain a response resources inventory	2015/2016 -	ODPEM
	2017/2018	
23. Develop strategies for business continuity of small and medium-	2015/2016 -	ODPEM, MLGCD,
sized enterprises	2017/2018	PSOJ, JMA
24. Implement strategies for psychosocial intervention for hazards with	2015/2016 -	MOH, PAHO, Red
long-reaching effects	2017/2018	Cross, ODPEM
25. Develop risk management plans (specifically for disaster response)	2015/2016 -	ODPEM, MDAs
for MDAs	2017/2018	
26. Identify high-risk areas for mass evacuation and mass assembly	2015/2016 -	ODPEM
points	2017/2018	
27. Standardize the national incident command system	2015/2016 -	ODPEM
	2017/2018	
National Strategy 14-3: Develop measures to adapt to climate change	,	
Sector Strategy: Identify strategic priorities for climate change		
28. Prepare the 3 <sup>rd</sup> National Communication to the UNFCCC	2015/2016 -	Climate Change
	2017/2018	Division, MWLECC
29. Upgrade, expand and coordinate the programme of collection of	2015/2016 -	MWLECC, PIOJ, Met
climate-relevant data	2017/2018	Service, WRA, Forestry
		Department,
		Academia
30. Develop and implement a coordinated information	2015/2016 -	Climate Change
platform/clearing house for climate change	2017/2018	Division, MWLECC,
		Met Office
31. Prioritize a research agenda for climate change and conduct relevant	2015/2016 -	Climate Change
research to address strategic needs	2017/2018	Division, MWLECC,
		PIOJ, Academia,
		Forestry Department
32. Align existing climate change studies to actionable programmes	2015/2016 -	Climate Change
	2017/2018	Division, MWLECC,
		PIOJ, Academia,
		Forestry Department
33. Strengthen the capacity of the Climate Change Division	2015/2016 -	MWLECC
	2017/2018	
Sector Strategy: Adopt best practices for climate change adaptation		1
34. Climate proof national policies and plans and integrate/infuse	2015/2016 -	Climate Change
relevant actions into plans of key social and economic sectors	2017/2018	Division, MWLECC
35. Implement activities to address the effects of climate change on the	2015/2016 -	Climate Change
tourism sector	2017/2018	Division, MWLECC,
	2017/2017	MTE, NEPA
36. Implement activities to address the effects of climate change on	2015/2016 -	Climate Change
human health	2017/2018	Division, MWLECC,

National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change						
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible				
		Agencies				
		MOH, NEPA				
37. Implement sustainable land and marine use management initiatives	2015/2016 -	MWLECC, NEPA,				
for the following resources: forestry, marine and coastal areas,	2017/2018	Forestry Department,				
wetlands, fisheries (Cross Reference: National Outcome # 13)		MOAF				
38. Implement water security/conservation measures for domestic and	2015/2016 -	MWLECC, WRA,				
agricultural uses	2017/2018	MOAF, NIC				
39. Implement measures to increase private sector participation in	2015/2016 -	MWLECC, MIIC, JMA,				
climate change activities	2017/2018	PSOJ, Forestry				
		Department				
Sector Strategy: Promote knowledge of climate change and facilitate kn	nowledge transfer					
40. Implement the existing National Communication Strategy and Action		Climate Change				
Plan	2017/2018	Division, PIOJ,				
		Forestry Department				
41. Incorporate climate change issues into education curricula (improve	2015/2016 -	Climate Change				
knowledge transfer and collaboration with the Ministry of	2017/2018	Division, MOE				
Education)						
42. Improve awareness raising and knowledge transfer with	2015/2016 -	Climate Change				
communities and the non-formal education sector	2017/2018	Division, Forestry				
		Department				
43. Develop strategies to increase private sector engagement in climate	2015/2016 -	Climate Change				
change initiatives and transformation	2017/2018	<b>Division,</b> Private				
		Sector				
44. Conduct a national awareness survey on the role and use of forests	2015/2016 -	Forestry Department				
every three years with the final survey being completed in 2021	2017/2018					
45. Sustain and update education and awareness programmes,	2015/2016 -	Forestry Department,				
including school curricula, on forests and climate change, through	2017/2018	Climate Change				
collaboration between relevant stakeholders		Division				
National Strategy 14-4: Contribute to the effort to reduce the global rate						
Sector Strategy: Participate in developing global solutions to climate ch						
46. Participate in international negotiations related to climate change	2015/2016 -	MWLECC, Climate				
and greenhouse gas emissions (e.g. COP 21 and COP $22^{41}$ )	2017/2018	Change Division,				
		MFAFT, Met Service				
47. Strengthen the capacity to measure greenhouse gas emissions in	2015/2016 -	MWLECC, Climate				
support of fulfilment of Jamaica's commitments under the new	2017/2018	Change Division, UWI,				
international climate agreement		NEPA, Forestry				
		Department				

41 The 21<sup>st</sup> and 22<sup>nd</sup> Conference of the Parties under the UNFCCC in 2015 and 2016, respectively

# **NATIONAL OUTCOME #15** SUSTAINABLE URBAN AND RURAL DEVELOPMENT



#### Introduction

Globally it is recognized that urban and regional planning based on sustainability principles play a critical role in the optimization of the use of resources at regional and local levels and contribute to the development of sound planning. This in turn facilitates the development of multisectoral and spatial linkages; identifies the growth potential of areas and the most effective means of harnessing that potential; and informs market decisions by revealing trends in the economy, society and the natural environment.

Over the period 2012-2015, the preparation of Local Sustainable Development (LSD) Plans was a primary focus and in 2012, the Local Sustainable Development Planning (LSDP) Task Force was established to guide the LSDP process. Significant strides were made, for example, in St. Elizabeth as the Greater Treasure Beach Local Sustainable Development Plan was completed in 2013. Notwithstanding these advancements, the indicators used to track performance of the sector showed that only two LSD plans were completed over the period and under Vision 2030 Jamaica it was proposed that all parishes would have had development plans and complementing development orders as a means of ensuring more

sustainable development across the country. Four development orders were completed by NEPA over the period.

The Ministry of Water, Land, Environment and Climate Change (MWLECC) and its agencies such as NEPA were actively engaged in the finalization of the Town and Country Planning Bill. Of note is that the new features of the Town and Country Planning Bill will include the extension of the Act to cover the island's territorial waters to include the continental shelf, the exclusive economic zone and all natural or artificial accretions.

To advance the thrust for affordable housing, the Mortgage Bank Act was amended in 2014 to increase the affordability of housing by reducing the burden of a high down payment towards the purchase of a home from a 10-15 per cent band to 3 per cent.

Total housing completions over the period 2009-2014 (from both public and private sector investments) were approximately 18,820 solutions. Housing completions over the period 2012-2014 increased by 34 per cent over the period 2009-2011.

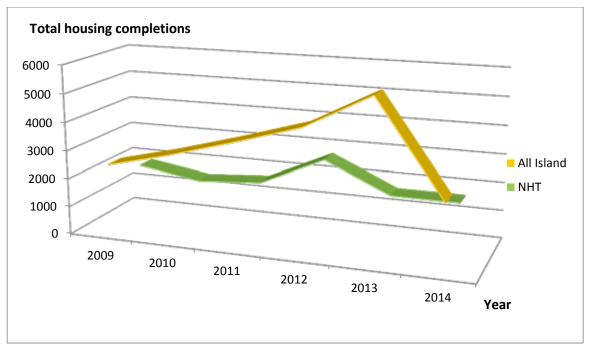


Figure 25: Housing Completions 2009-2014

Source: ESSJ. Various Years

With respect to housing, the Housing Quality Index improved slightly in 2012 and rural poverty declined between 2010 and 2012. The Housing Quality Index rose to 72.0 in 2012, up from 71.5 in 2010 and 68.1 in the baseline year 2007. This target was met for the 2012 period.

During the preparation of MTF 2015-2018 stakeholders identified the following key issues that remain and still need to be addressed:

- Outdated legislation
- Lack of LSD plans for most parishes
- Lack of a national spatial plan
- An inefficient and ineffective development approvals process
- Increasing urban sprawl
- Insufficient access to safe and adequate lowincome housing
- An increase in the prevalence of squatter settlements

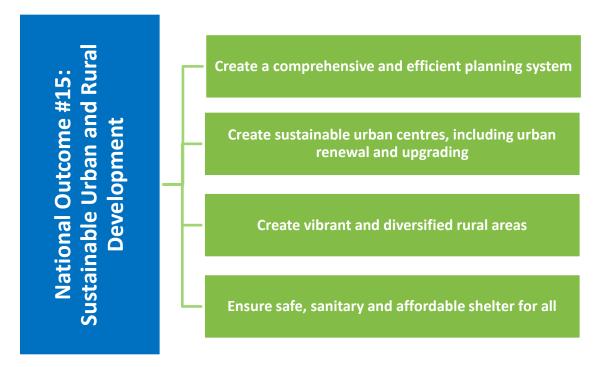
Therefore, the move towards creating a spatial arrangement of land use that integrates with social and economic development, respects the environment and satisfies the need for safety, efficiency, aesthetics and social justice (Vision for urban and rural development under Vision 2030 Jamaica), and to ensure that **all Jamaican households have access to** affordable, appropriate and legal housing options in livable, vibrant, inclusive and aesthetically pleasing communities, MTF 2015-2018 outlines a package of priorities focused on:

- · Advancing local sustainable development planning
- · Completing the national spatial plan
- Implementing and using AMANDA in all relevant agencies to improve the efficiency and effectiveness of the development applications process
- Updating and promulgating a national rural development policy and strategy
- Approving and implementing the national agricultural land use policy
- Finalizing and promulgating the national housing policy

# National Strategies to be pursued under MTF 2015-2018

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

# Alignment to the 2030 Agenda for Sustainable Development



# Alignment to the 2030 Agenda for Sustainable Development

Outcome #15 is aligned to SDG Goal 11:

• Make cities and human settlements inclusive, safe, resilient and sustainable

Table 54: Indicators and Targets – Sustainable Urban and Rural Development

National Outcome #15 – Sustainable Urban and Rural Development										
Indicator	Baseline		Actual			Targets				
	2007	2010	2011	2012	2013	2014	2012	2015	2018	2030
Number of parishes with sustainable development plans not older than 5 years	0	1	1	2	2		8	6	8	15
Percentage of population with secure housing tenure	80.5	80.9		77.5			82	85	88	95
Housing Quality Index	68.1	71.5		72.0			71.34	73.77	76	86
Poverty in rural areas (%)	15.3	23.2		21.3			16.8			≤12

Table 55: Priority Strategies and Actions – 2015-2018 – Sustainable Urban and **Rural Development** 

National Outcome #15 – Sustainable Urban and Rural Development					
Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible			
		Agencies			
National Strategy 15-1: Create a comprehensive and efficient planning sy	ystem				
Sector Strategy: Develop and adopt mechanisms for better integration o	f spatial models and	tools for decision-			
making					
Amend and promulgate the following acts:	2015/2016 -	MLGCD, MWLECC,			
Town and Country Planning Act	2017/2018	UDC			
Urban Development Corporation (UDC) Act					
Building Code/Act					
2. Promulgate three development orders	2015/2016 -	MWLECC, MLGCD,			
	2017/2018	NEPA, LAs			
3. Complete six local sustainable development plans	2015/2016 -	NEPA, MWLECC,			
	2017/2018	MLGCD, LAs			

F	National Outcome #15 – Sustainable Urban and Rural Development				
	Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible		
			Agencies		
4.	Prepare a national spatial plan	2015/2016 -	NEPA, MWLECC,		
		2017/2018	MLGCD, LAs		
5.	Review and adopt recommendations from the review of the	2015/2016 -	NEPA, MWLECC, PIOJ		
	planning framework	2017/2018			
6.	Implement and use AMANDA in all required agencies in the	2015/2016 -	MLGCD, MWLECC,		
	development applications process	2017/2018	Cabinet Office,		
			Relevant Agencies,		
			LAs		
7.	Implement Cabinet Decision 12/2015 on the Development	2015/2016 -	MWLECC, NEPA, LAS,		
	Applications Process	2017/2018	MLGCD, Cabinet		
			Office, PIOJ ,		
8.	Incorporate risk analyses in the development applications process	2015/2016 -	MWLECC, MLGCD,		
٥.		2017/2018	NEPA, LAs		
	Finally, and assemble to be made and date of action and the	-	,		
9.	Finalize and promulgate the national data sharing policy	2015/2016 -	MLGCD, MWLECC,		
		2017/2018	NSDMD, Cabinet		
			Office		
	tional Strategy 15-3: Create sustainable urban centres, including urba				
	ctor Strategy: Design policies to minimize sprawl and encourage comp generation	act development,	infill and urban		
10	. Create public-private partnerships to provide housing for the	2015/2016 -	MTWH, UDC, NEPA,		
	downtown Kingston area (including provision of incentives)	2017/2018	HAJ, MLGCD, JMB		
11	. Increase residential densities in urban areas	2015/2016 -			
11	. Hichease residential defisities in dipart areas	1 2013/2010 -	NEDA MIGCO IAs		
			NEPA, MLGCD, LAS,		
		2017/2018	MTWH, MWLECC,		
12	Implement the multi-modal component of the national transport	2017/2018	MTWH, MWLECC, UDC, NHT		
12	. Implement the multi-modal component of the national transport	2017/2018	MTWH, MWLECC,		
12	. Implement the multi-modal component of the national transport policy	2017/2018	MTWH, MWLECC, UDC, NHT		
	·	2017/2018	MTWH, MWLECC, UDC, NHT		
Na Se	policy  stional Strategy 15-4: Create vibrant and diversified rural areas ctor Strategy: Create a process of growth and diversification in the rur	2017/2018 2015/2016 - 2017/2018	MTWH, MWLECC, UDC, NHT MTWH, NWA, PAJ		
Na Se	policy stional Strategy 15-4: Create vibrant and diversified rural areas	2017/2018 2015/2016 - 2017/2018 ral economy/rural a 2015/2016 -	MTWH, MWLECC, UDC, NHT MTWH, NWA, PAJ		
Na Se	policy  stional Strategy 15-4: Create vibrant and diversified rural areas ctor Strategy: Create a process of growth and diversification in the rur	2017/2018 2015/2016 - 2017/2018 ral economy/rural a	MTWH, MWLECC, UDC, NHT MTWH, NWA, PAJ		
Na Se	policy  stional Strategy 15-4: Create vibrant and diversified rural areas ctor Strategy: Create a process of growth and diversification in the rur	2017/2018 2015/2016 - 2017/2018 ral economy/rural a 2015/2016 -	MTWH, MWLECC, UDC, NHT MTWH, NWA, PAJ  areas MOAF, MWLECC, NLA,		
Na Se 13	policy  ational Strategy 15-4: Create vibrant and diversified rural areas ctor Strategy: Create a process of growth and diversification in the rur . Approve and implement the agricultural land use policy  . Develop and promulgate a national rural development policy and strategy	2017/2018 2015/2016 - 2017/2018 ral economy/rural a 2015/2016 - 2017/2018	MTWH, MWLECC, UDC, NHT MTWH, NWA, PAJ  areas MOAF, MWLECC, NLA, LAS		
Na Se 13	policy  Itional Strategy 15-4: Create vibrant and diversified rural areas  ctor Strategy: Create a process of growth and diversification in the rur  . Approve and implement the agricultural land use policy  . Develop and promulgate a national rural development policy and	2017/2018 2015/2016 - 2017/2018 ral economy/rural a 2015/2016 - 2017/2018 2015/2016 -	MTWH, MWLECC, UDC, NHT  MTWH, NWA, PAJ  areas  MOAF, MWLECC, NLA, LAS  MOAF, MWLECC,		
Na Se 13	policy  ational Strategy 15-4: Create vibrant and diversified rural areas ctor Strategy: Create a process of growth and diversification in the rur . Approve and implement the agricultural land use policy  . Develop and promulgate a national rural development policy and strategy	2017/2018 2015/2016 - 2017/2018 ral economy/rural a 2015/2016 - 2017/2018 2015/2016 - 2017/2018	MTWH, MWLECC, UDC, NHT  MTWH, NWA, PAJ  Breas  MOAF, MWLECC, NLA, LAS  MOAF, MWLECC, RADA, PIOJ		
Na Se 13 14 15	policy  ational Strategy 15-4: Create vibrant and diversified rural areas ctor Strategy: Create a process of growth and diversification in the rur . Approve and implement the agricultural land use policy  . Develop and promulgate a national rural development policy and strategy	2017/2018 2015/2016 - 2017/2018 ral economy/rural a 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 -	MTWH, MWLECC, UDC, NHT  MTWH, NWA, PAJ  areas  MOAF, MWLECC, NLA, LAS  MOAF, MWLECC, RADA, PIOJ  MOAF, MWLECC,		
Na Se 13 14 15	policy  Itional Strategy 15-4: Create vibrant and diversified rural areas  ctor Strategy: Create a process of growth and diversification in the rur  Approve and implement the agricultural land use policy  Develop and promulgate a national rural development policy and strategy  Develop project/actions plans emanating from completed LSD plans	2017/2018 2015/2016 - 2017/2018 ral economy/rural a 2015/2016 - 2017/2018 2015/2016 - 2017/2018 2015/2016 - 2017/2018	MTWH, MWLECC, UDC, NHT  MTWH, NWA, PAJ  Breas  MOAF, MWLECC, NLA, LAS  MOAF, MWLECC, RADA, PIOJ  MOAF, MWLECC, PIOJ, MLGCD, SDC		
Na Se 13 14 15	policy  Itional Strategy 15-4: Create vibrant and diversified rural areas  ctor Strategy: Create a process of growth and diversification in the rur  Approve and implement the agricultural land use policy  Develop and promulgate a national rural development policy and strategy  Develop project/actions plans emanating from completed LSD plans  Replicate the Caribbean Local Economic Development Project	2017/2018  2015/2016 - 2017/2018  ral economy/rural a 2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018	MTWH, MWLECC, UDC, NHT  MTWH, NWA, PAJ  Breas  MOAF, MWLECC, NLA, LAS  MOAF, MWLECC, RADA, PIOJ  MOAF, MWLECC, PIOJ, MLGCD, SDC		
Na Se 13 14 15 16	policy  Itional Strategy 15-4: Create vibrant and diversified rural areas  ctor Strategy: Create a process of growth and diversification in the rur  Approve and implement the agricultural land use policy  Develop and promulgate a national rural development policy and strategy  Develop project/actions plans emanating from completed LSD plans  Replicate the Caribbean Local Economic Development Project  (CARILED) in selected parishes	2017/2018  2015/2016 - 2017/2018  ral economy/rural a 2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018	MTWH, MWLECC, UDC, NHT  MTWH, NWA, PAJ  Breas  MOAF, MWLECC, NLA, LAS  MOAF, MWLECC, RADA, PIOJ  MOAF, MWLECC, PIOJ, MLGCD, SDC  MLGCD, SDC		
Na Se 13 14 15 16 Na Se	policy  Itional Strategy 15-4: Create vibrant and diversified rural areas  ctor Strategy: Create a process of growth and diversification in the rur  Approve and implement the agricultural land use policy  Develop and promulgate a national rural development policy and strategy  Develop project/actions plans emanating from completed LSD plans  Replicate the Caribbean Local Economic Development Project  (CARILED) in selected parishes  Itional Strategy 15-5: Ensure safe, sanitary and affordable shelter for a	2017/2018  2015/2016 - 2017/2018  ral economy/rural a 2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018	MTWH, MWLECC, UDC, NHT  MTWH, NWA, PAJ  Breas  MOAF, MWLECC, NLA, LAS  MOAF, MWLECC, RADA, PIOJ  MOAF, MWLECC, PIOJ, MLGCD, SDC  MLGCD, SDC		
13 14 15 16 Na Se po	policy  Itional Strategy 15-4: Create vibrant and diversified rural areas  ctor Strategy: Create a process of growth and diversification in the rur  Approve and implement the agricultural land use policy  Develop and promulgate a national rural development policy and strategy  Develop project/actions plans emanating from completed LSD plans  Replicate the Caribbean Local Economic Development Project (CARILED) in selected parishes  Itional Strategy 15-5: Ensure safe, sanitary and affordable shelter for a ctor Strategy: Provide housing opportunities and improve economic a	2017/2018  2015/2016 - 2017/2018  ral economy/rural a 2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018  2015/2016 - 2017/2018	MTWH, MWLECC, UDC, NHT  MTWH, NWA, PAJ  Breas  MOAF, MWLECC, NLA, LAS  MOAF, MWLECC, RADA, PIOJ  MOAF, MWLECC, PIOJ, MLGCD, SDC  MLGCD, SDC		

Priority Strategies and Actions for FY2015/2016 - FY2017/2018	Timeframe	Responsible Agencies
18. Commence implementation of the Low-Income Housing Programme	2015/2016 -	MTWH, NHT, HAJ,
	2017/2018	FFP, JEEP
19. Complete the implementation of the:	2015/2016 -	MTWH, HAJ, NHT,
GOJ/Food for the Poor/NHT Concrete Houses (JEEP) Project	2017/2018	Food for the Poor,
GOJ/Food For the Poor/Petro Caribe Wooden Houses Project		JEEP, PetroCaribe
		Development Fund
		MLSS
20. Amend the Rent Restriction Act	2015/2016 -	MTWH
	2017/2018	
21. Accelerate the delivery of land titles	2015/2016 -	NLA, MTWH,
	2017/2018	MWLECC, LAMP
22. Undertake selective regularization of settlements based on hazard	2015/2016 -	MTWH, MWLECC,
analysis	2017/2018	MLGCD, ODPEM,
		NEPA
Sector Strategy: Develop and maintain comprehensive up-to-date inforn and the resources available to address housing needs	nation of housing c	oncerns in the country
23. Undertake a squatter census	2015/2016 -	MTWH, MWLECC,
	2017/2018	MLGCD, SDC, LAs
24. Finalize the development of the Squatter Management Policy by:	2015/2016 -	MTWH, MWLECC,
<ul> <li>Undertaking census surveys of squatter settlements to inform development of the Policy</li> </ul>	2017/2018	MLGCD, SDC, LAs
Developing the Policy Document	2217/2212	<u> </u>
25. Finalize the amendment of the Housing Public Private Partnership	2015/2016 -	MTWH
Policy	2017/2018	



Resources for the implementation of MTF 2015-2018 will come from a range of sources, including the GOJ budget (Capital A and B), private sector investments, civil society organizations, IDPs and the Diaspora. Investments are required, both in the private sector to sustain and increase economic activity, and in the public sector to provide the enabling environment, framework and impetus for growth and development.

Some of the key assumptions underlying support for MTF 2015-2018 are that:

- Improvements in economic growth will occur
- Domestic revenue collection will improve
- Monitoring and evaluation will be strengthened to ensure effective use of public resources
- Public-private partnerships will be enhanced, facilitating implementation of priorities
- There will be further improvement in the business environment
- There will be ongoing support from the international development community towards the implementation of specific projects and programmes that will yield high economic and social returns
- Lower energy (oil) prices have the potential to reduce balance of trade deficits and therefore increase fiscal resources for other purposes

# **Financing Strategies**

As was the case with MTF 2012-2015, emphasis will be placed on ensuring that planning, budgeting and resource allocation mechanisms are successfully aligned and integrated for the implementation of MTF 2015-2018 priorities. The Ministry of Finance and Planning (MOFP) plays a pre-eminent direct role in resource allocation within the public sector, primarily through the fiscal budget, as well as an indirect role in broader resource allocation across sectors through the impact of its policies relating to taxation, incentives and other macroeconomic instruments. The MOFP is also expected to play a role in ensuring that resources are used effectively by being a central part of the monitoring process and by enforcing accountability.

In order to ensure effective resource allocation within the public sector for the implementation of MTF 2015-2018, the following steps will be taken:

 Ongoing alignment of the three-year corporate/strategic business plans and one-year operational Plans of MDAs with the strategies and actions of the MTF

- Ensuring consistency of the fiscal budget with the three-year corporate/strategic business plans and one-year operational plans of MDAs
- Ensuring that effective resource allocation mechanisms are developed, strengthened and utilized

To achieve these steps, the following key requirements must be in place:

- Rationalization of the roles of the Cabinet Office, GOJ Prioritization Committee, Public Sector Investment Programme (PSIP) and the fiscal budgeting process in setting priorities that are aligned to national priorities
- Enhanced coordination among corporate planners, policy analysts, project managers and budget and finance officers across ministries and agencies in preparation of MDAs' business plans and budgets
- Increased coordination between the Cabinet Office and the Public Expenditure Division of the Ministry of Finance and Planning to review public sector business plans and finalize public sector budgets

# **Indicative Programme Cost**

While significant progress has been made in prioritization programmes/activities for the medium term, a process to determine the full resource requirement for implementation has not yet been accomplished.

The following matrix includes a list of some of the ongoing and new programmes and projects that are considered essential to support the implementation of MTF 2015-2018 priority strategies and actions. The programmes and projects presented are a mix of initiatives financed by GOJ, private investment and international development partners .

Table 56: MTF 2015-2018 - Programme and Project Matrix

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type			
National Outcome 1: Healthy and 5	National Outcome 1: Healthy and Stable Population						
Development of Food and Nutrition Model for the Prevention of Malnutrition Based on the Chilean Experience	МОН	2014	0.17	Grant – Capital B FAO			
Empowerment and Wellness for	Children First	2015	1.6	Grant – Capital B			

<sup>&</sup>lt;sup>42</sup> Estimated project cost represents the total cost of the project as budgeted. Disbursements of project funds to date are not presented, as these data are not readily and consistently available.

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Selected Projects and	Implementing	Estimated	Estimated	Source and
Programmes	Agencies	Timeframe	Cost <sup>42</sup>	Туре
	7.60110103	rimerrame	(US\$m)	.,,,,
Vulnerable Youth	(NGO)		(05\$111)	UNICEF
Child Cohort Study	MOE, UWI	October 2010 - July 2015	0.5	Grant – Capital B
Strengthening Child Protection Committees and Establishing National Child Protection Committee	CDA	September 2015 (end)	0.2	Grant – Capital B UNICEF
Community action to prevent alcohol-, tobacco- and marijuana-related harm and risky sexual behaviours among underage youth in Jamaica	National Council on Drug Abuse	December 2013 - November 2015	0.3	Grant – Capital B UNICEF
Adolescent Health and Empowerment – Empowerment and Wellness for Vulnerable Youth	Children First	December 2013 - November 2015	0.2	Grant – NGO UNICEF
Adolescent Health and Empowerment – "I am Alive!" Scaling up HIV prevention and treatment outcomes for HIV- positive adolescent and young mothers through mentorship and sustainable livelihood opportunities (St. Ann and St. James	Eve for Life	September 2012 - August 2014	0.2	Grant – NGO UNICEF
Programme for the Reduction of Maternal and Child Mortality	МОН	November 2013 - November 2020	30.3	Grant – Capital B European Union
HIV/AIDS Grants Solicitation and Management Project	МОН	2009-2015	4.4	Grant – Capital B USAID
Adolescent Health and Empowerment	MOH, MOE, MYC	January 2012 - January 2016	0.5	Grant – Capital B UNICEF
Institutional Strengthening to the MOH to Improve National Surveillance, Prevention and Control of Infectious Diseases	МОН	November 2014 - June 2016	0.5	Grant – Capital B IDB
Strengthening Health Systems in Jamaica	МОН	August 2014 - August 2016	0.25	Grant – Capital B IDB
Reestablish Nuclear Medicine Programme in Public Sector	МОН	January 2014 - December 2017	0.4	Grant – Capital B IAEA
Infant and Young Child Feeding Policy/Baby Friendly Hospital Initiative	МОН	December 2016 (end)	0.4	Grant – Capital B UNICEF
Youth Development Programme - Phase 1	MYC	December 2008 - December 2015	11.0	Loan – Capital B IDB
National Outcome 2: World-Class E	ducation and Train	ning		
Education Sector Reform Programme	MOE	February 2010 - December 2015	15.0	Loan – Capital B IDB
Modernizing the School Feeding Programme	MOE	July 2010 - July 2015	0.5	Grant – Capital B IDB

Selected Projects and	Implementing	Estimated	Estimated	Source and
Programmes	Agencies	Timeframe	Cost <sup>42</sup> (US\$m)	Туре
Partnership for Improved Reading Outcomes	MOE	September 2013 - March 2016	4.0	Grant – Capital B USAID
Regional Capacity Building in Higher Education with a focus on Quality Assurance	ncı	January 2014 - January 2015	0.06	Grant – Capital B UNESCO
Upgrading and Expansion of the University of Technology	UTech	July 2008 - December 2015	25.8	Loan – Capital B CDB
Enrichment Initiative	Digicel	April 2013 - March 2016	2.0	Grant – Private Sector USAID
Regional Capacity Building in Education Statistics and EFA and MDG Goals, Post- 2015 SD Goals related to Education	MOE	January 2014 - December 2015	0.04	
Jamaica Early Childhood Development Project II	ECC	June 2014 - September 2018	12.0	Loan – Capital B World Bank
Capacity Building for Technical Vocational Education and Training and Skills Development	HEART Trust/NTA, UTech	January 2014 - December 2015	0.06	Grant – Capital B UNESCO
Caribbean Education for Employment (Regional)	HEART Trust/NTA	December 2010 - March 2018	1.6	Grant – Capital B DFAFT
Support to Literacy, Adult Education and Lifelong Learning	JFLL	January 2014 - January 2015	0.02	Grant – Capital B UNESCO
Junior Achievement Jamaica	Junior Achievement	September 2009 - September 2015	1.8	Grant – Capital B USAID
Supplement to the Primary Education Support Project (PESP)	MOE	January 2009 - September 2015	14.0	Loan – Capital B IDB
Regional Capacity Building in Education Statistics and EFA and MDG Goals, Post 2015 SD Goals related to Education	MOE	January 2014 - December 2015	0.04	Grant – Capital B UNESCO
Evaluation of Early Childhood Learning Environments	UWI	July 2014 - July 2017	1.0	Grant – Academia IDB
HIV and Health Education	MOE	January 2014 - December 2015	0.03	Grant – Capital B UNESCO
HIV and Health Education	MOE	January 2014 - December 2015	0.01	Grant – Capital B UNESCO
National Outcome 3: Effective Soci	al Protection			
JSDF Social and Economic Inclusion of Persons with Disabilities	MLSS	July 2013 - August 2017	2.9	Grant – Capital B World Bank
Social Protection Project II	MLSS	June 2014 - March 2018	40.0	Loan – Capital B World Bank
Integrated Social Protection and Labour	MLSS	December 2011 -	30.0	Loan – Capital B

Selected Projects and	Implementing	Estimated	<b>Estimated</b>	Source and
Programmes	Agencies	Timeframe	Cost <sup>42</sup>	Type
30 1 11	0		(US\$m)	/1
Programme		December 2016	(OO)	IDB
Poverty Reduction Programme III	JSIF	July 2012 - April	16.6	Grant – Capital B
, 0		2016		European Union
Poverty Reduction Programme IV	JSIF	November 2014 -	15.8	Grant – Capital B
		November 2018		European Union
Basic Needs Trust Fund VII	JSIF	December 2013 -	7.8	Loan – Capital B
		December 2016		CDB
Support to Improving the Lives of	MLSS	September 2010	0.5	Grant – Capital B
Persons with Disabilities		- November 2015		IDB
National Outcome 4: Authentic ar	nd Innovative Cultu	re		
Support for the Review of the National	MYC	January 2015 -	0.01	Grant – Capital B
Cultural Policy of Jamaica		June 2016		UNESCO
Nomination process for the Blue and	MYC	January 2014 -	0.02	Grant – Capital B
John Crow Mountains National Park for		December 2015		UNESCO
World Heritage Listing				
National Capacity Building in	MYC	January 2014 -	0.05	Grant – Capital B
Safeguarding Intangible Heritage		December 2015		UNESCO
Memory of the World Consultancy	UNESCO National	January 2014 -	0.05	Grant
	Commission	December 2015		UNESCO
National Outcome 5: Safety and So				1
Promoting Productive Alternatives for	Department of	January 2014 -	1.9	Grant – Capital B
Juvenile Remandees and Offenders	Correctional	December 2016		OAS
	Services			
Integrated Community Development	JSIF	August 2014 -	42.0	Loan – Capital B
Project Citizen Security and Justice Programme	MNS, MOJ	May 2020 2014 - 2020	15.0	World Bank
Citizen Security and Justice Programme III	IVINS, IVIOJ	2014 - 2020	15.0	Grant – Capital B DFID
Community Empowerment and	Tetra	December 2013 -	12.7	Grant – Private
Transformation Project (COMET II)	Tech DPK, JCF, SDC,	February 2018	12.7	Sector
Transformation roject (COMET II)	PIOJ	1 001 001 7 2010		USAID
Criminal Assets Recovery Programme	MNS, Financial	September 2013	2.3	Grant – Capital B
, , , , , , , , , , , , , , , , , , , ,	Investigations	- September		DFID
	Division, MOFP	2015		
Citizen Security and Justice Programme	MNS	December 2014 -	20.0	Loan – Capital B
III		December 2019		IDB
Citizen Security and Justice Programme	MNS	December 2014 -	16.0	Grant – Capital B
III		December 2019		DFAFT
<b>National Outcome 6: Effective Gov</b>	ernance			
Legal Drafting Support for the Office of	CPC	January 2012 -	0.2	Grant – Capital B
the Chief Parliamentary Counsel		January 2016		CFTC
Public Sector Efficiency Programme	Cabinet Office	February 2014 -	30.0	Co-financed-
		February 2018		Capital B

Selected Projects and	Implementing	Estimated	Estimated	Source and
Programmes	Agencies	Timeframe	Cost <sup>42</sup>	Туре
	J		(US\$m)	
				IDB, China, EU
Support to the Commission of Inquiry		February 2014 -	0.3	Grant
		December 2015		UNDP
Institutional Strengthening of NAO	PIOJ	May 2012 -	1.3	Grant – Capital B
Office	CARICAR (Consultan	January 2016	4.6	European Union
Canada Caribbean Leadership	CARICAD/Canadian School of Public	2010 - 2018	1.6	Grant DFAFT
Programme	Service			DFAFI
Public Sector Efficiency Programme	Cabinet Office	2013 - 2016	11.0	Loan – Capital B
				China
				Co-financed by IDB
				and EU
Public Financial Management (PFM)	MOFP	December 2013 -	6.8	Grant – Capital B
Support Programme		December 2018		European Union
Justice Undertaking for Social	MOJ	January 2012 -		Grant
Transformation (JUST) Justice, Security, Accountability and	MNS, MOJ	December 2016 May 2014 - May	16.6	UNDP Grant – Capital B
Transparency (JSAT) Project	IVIIVS, IVIOJ	2018	10.0	European Union
Promoting Human Rights Standards and	MOJ	2014 - 2015	0.03	Grant – Capital B
Capacity Building in the Commonwealth		2011 2013	0.03	CFTC
Caribbean Local Economic Development	MLGCD	2013 - 2018	18.4	Grant – Capital B
Project (CARILED)				DFAFT
Justice Undertakings for Social	MOJ	2009 - 2020	18.1	Grant – Capital B
Transformation (JUST) Bilateral				DFAFT
Implementation of Electronic	MOFP	June 2011 -	0.5	Grant – Capital B
Government Procurement in Jamaica Enhanced Information Management for	Cabinet Office	December 2015 May 2013 -	0.5	IDB Grant – Capital B
more Transparent and Efficient	Cabinet Office	December 2015	0.5	IDB
Government Audits		December 2015		
Jamaica Strategic Public Sector	Cabinet Office	October 2014 -	34.9	Loan – Capital B
Transformation		January 2020		World Bank
Public Sector Transformation: Support	MOFP	July 2014 -	0.3	Grant – Capital B
the Ministry of Finance and Planning	W.O.T.	October 2018	0.5	IDB
Transformation				
Offices of the Ministry of Foreign Affairs	MFAFT	2011 - 2015	3.0	Grant – Capital B
and Trade				China
Design and Development of National	ОРМ	September 2011	0.5	Grant – Capital B
Identification System in Jamaica		- October 2015		IDB
National Outcome 7: A Stable Mac		Ţ		_
IMF-Fiscal Management Program in	IMF/Fiscal Affairs	2013 - 2017	4.0	Grant – Capital B
Jamaica	Department and			DFAFT
	Monetary and Capital Market			
	Capital Warket			1

Selected Projects and	Implementing	Estimated	Estimated	Source and
Programmes	Agencies	Timeframe	Cost <sup>42</sup>	Type
i rogrammes	Agentics	Timetranic		Турс
	Danantosant		(US\$m)	
0.11. 0.1. 17.1.1.1.1.	Department	2011 2015	0.4	
Caribbean Regional Technical Assistance	IMF	2011 - 2015	0.4	Grant
Centre (CARTAC) (Regional)	MOED	March 2000	05.7	DFAFT
Debt Reduction and Growth	MOFP	March 2009 -	85.7	Grant – Capital B
Enhancement Project (DRGEP)	14050	March 2016	CE 0	European Union
Fiscal Administration Modernization	MOFP	December 2011 -	65.0	Loan – Capital B
Programme (FAMP)		December 2016		IDB
Caribbean Aid for Trade and Regional	MIIC, Jamaica	2009 - 2015	0.3	Grant – Capital B
Integration Trust Fund (CARTFund)	Coalition of Service			DFID
	Industries	<u> </u>		
National Outcome 8: An Enabling E				T
EXIM Bank Jamaica and EXIM Bank	MIIC, EXIM Bank	2009 - 2015	100.0	Loan – Capital B
China - Line of Credit				China
Compete Caribbean (Regional)		2010 - 2015	15.3	Grant – Capital B
				DFID
Jamaica Foundations for	PIOJ	October 2014 -	50.0	Loan – Capital B
Competitiveness and Growth		June 2020		World Bank
Jamaica National Export Strategy	JAMPRO	November 2014 -	0.12	Grant – Capital B
		July 2015		CFTC
National Outcome 9: Strong Econo	mic Infrastructure			
Feasibility Assessment for a Dry Docking	MAJ	2014 -	0.09	Grant – Capital B
Facility		December 2015		CFTC
Transport Infrastructure Rehabilitation	NWA	October 2008 -	50.0	Loan – Capital B
Programme		October 2015		IDB
Major Infrastructure Development	MTWH	2013 - 2016	300.0	Loan – Capital B
Project				China
Road Improvement Programme	NWA	December 2009 -	10.0	Loan – Capital B
		June 2015		IDB
Kingston Metropolitan Area (KMA)	NWC	December 2011 -	133.0	Loan – Capital B
Water Supply Improvement Programme		December 2016		IDB
Preparation for KMA Water Supply	NWC	March 2011 -	1.5	Grant – Capital B
Improvement Project		November 2015		IDB
Building Capacity in Drinking Water	NWC	January 2014 -	0.2	Grant – Capital B
Quality Monitoring and Management		December 2016		IAEA
National Outcome 10: Energy Secu	rity and Efficiency	,		1
IDEAS 2012 Energy Innovation		2011 - 2015	2.3	Grant
Competition (Regional)				DFID
Developing an Energy Services Company	MSTEM, JBDC	March 2012 -	0.8	Grant – Capital B
(ESCO) Industry in Jamaica		February 2016		European Union
Energy Efficiency and Conservation	MSTEM	November 2011 -	20.0	Loan – Capital B
Programme		November 2015		IDB
Energy Security Efficiency and	MSTEM	May 2011 -	15.0	Loan – Capital B

Selected Projects and	Implementing	Estimated	Estimated	Source and
Programmes	Agencies	Timeframe	Cost <sup>42</sup> (US\$m)	Туре
Enhancement Project		December 2015	(22)	World Bank
Capacity Building for the Government of	MSTEM	2014 - 2015	0.05	Grant – Capital B
Jamaica in the Development of the Oil				CFTC
and Gas Industry				
Renewable Energy For All - Expansion of	Jamaica Maritime	January 2008 -	0.05	Grant – Academia
Renewable Energy Activities at the	Institute Trust Fund	February 2028		GEF SGP
Community Level both Locally and				
Regionally				
Promoting the Use of Alternative Energy	Western St.	February 2016 -	0.05	Grant – NGO
Sources while Ensuring the Sustainability	Thomas Bee	July 2031		GEF SGP
of Livelihoods in Llandewey  Biodiesel Production Initiative: A Waste-	Farmers Crime	A	0.05	Crant NCO
to-Fuel Project for Energy Diversification	Watch of Jamaica	August 2015 - February 2028	0.05	Grant – NGO GEF SGP
Transforming Lives Through Renewable	Environmental	August 2014 -	0.05	Grant – NGO
Energy Initiative and Youth	Health Foundation	March 2016	0.05	GEF SGP
Empowerment in Majesty Gardens	Tieaitii i ouiluatioii	IVIAICII 2010		GLI 3GF
Promoting the use of Renewable Energy	St. Catherine	December 2013 -	0.05	Grant – NGO
through the Princess Field Solar Training	Community	December 2015	0.05	GEF SGP
and Cyber Centre	Development	December 2013		02.1 30.1
	Agency			
National Outcome 12: International	Illy Competitive Inc	dustry Structures		
Agriculture				
Processing and Market Development of	MOAF, RADA	2014 -	0.5	Grant – Capital B
Cassava				FAO
Strengthening of the National Beet	MOAF, RADA	2012 - 2015	0.21	Grant – Capital B
Armyworm Management Programme				FAO
Mango Value Chain Analysis and Market	MOAF	2014 -	0.08	Grant – Capital B
Assessment Strategy in Jamaica				FAO
Promotion of Regional Opportunities for	MOAF	2012 - 2017	16.4	Grant – Capital B
Produce through Enterprises and				DFAFT
Linkages (PROPEL)	NACAE	Cantanahan 2010		Count Countral D
Jamaica Rural Economy and Ecosystems	MOAF	September 2010	6.7	Grant – Capital B USAID
Adapting to Climate Change (Ja REEACH) project		- September 2015		USAID
Sector Budget Support to Sugar Industry	MOAF	December 2012 -	40.8	Grant – Capital B
AMS 2011	IVIUAF	December 2017	40.0	European Union
Sector Budget Support to Sugar Industry	MOAF	March 2014 -	39.0	Grant – Capital B
AMS 2013	IVIOAI	March 2018	33.0	European Union
Jamaica Banana Accompanying	MOAF	March 2013 -	5.2	Grant – Capital B
Measures		March 2017	- ·-	European Union
Agriculture Competitiveness Project	MOAF	November 2010 -	15.0	Loan – Capital B
, , , , , , , , , , , , , , , , , , , ,		November 2015	-	IDB
Chinese Garden Project – Hope	Nature	2013 - 2015	3.0	Grant – NGO

Selected Projects and	Implementing	Estimated	Estimated	Source and
Programmes	Agencies	Timeframe	Cost <sup>42</sup>	Туре
			(US\$m)	
Botanical Gardens	Preservation			Chinese
	Foundation			Government
Economic Partnership Agreement (EPA)	PIOIJ	May 2012 - May	2.9	Grant – Capital B
Capacity Building Project I	MAGAE BIOLINA del	2017		European Union
Economic Partnership Agreement (EPA) Capacity Building Project II	MOAF, PIOJ, World Bank/IFC	December 2013 - December 2017	6.6	Grant – Capital B European Union
ICT	Ballk/IFC	December 2017		Luropean omon
	NACTENA.	NA: 2042	0.2	Const. Control D
Enhancing the ICT Regulatory Environment in Jamaica	MSTEM	May 2013 - December 2015	0.3	Grant – Capital B IDB
Development and Sustainability Training	UNESCO National	January 2015 -	0.02	Grant
for Community Radio in Jamaica	Commission	December 2016	0.02	UNESCO
Creative Industries	Commission	December 2010		0112000
Jamaica Youth Employment in Digital	MSTEM	April 2014 -	20.0	Loan – Capital B
and Animation Industries		January 2020		World Bank
Tourism				
Supporting Jamaica's Services Expansion	MTE	2014 - December	0.06	Grant – Capital B
Plan for Medical Tourism and Wellness		2015		CFTC
Craft Enhancement and Business	MTE	April 2014 (start)		Grant – Capital B
Planning Training to Support Human				OAS
Capacity Building	0.0			
National Outcome 13: Sustainable	_			
Integrated Management of the Yallahs-	NEPA	October 2014 -	3.9	Grant – Capital B
Hope Watershed Management Area	Clarendon Parish	October 2019 August 2014 -	0.119	IDB Grant – NGO
Promoting Biodiversity Conservation through Medicinal Plant Production for	Development	October 2016	0.119	GEF SGP
Knowledge Management and	Committee (PDC)	October 2010		GLI 301
Alternative Livelihoods	Benevolent Society			
Managing Natural Resources while	Cockpit	December 2013 -	0.05	Grant – NGO
Ensuring Sustainable Livelihoods in the	Country Local	December 2015		GEF SGP
Cockpit Country	Forestry			
	Management			
	Committee (LFMC)			
Utilization of Natural Resources through	Construction	December 2013 -	0.05	Grant – NGO
the Design and Construction of Eco-	Resource and	December 2015		GEF SGP
Friendly Bamboo Buildings	Development Centre (CRDC)			
Dolphin Head Sustainability and	Dolphin	January 2009 -	0.05	Grant – NGO
Institutional Development Project	Head LFMC	February 2028	0.03	GEF SGP
Water Harvesting and Enhancing	Ewarton	August 2013 -	0.25	Grant – NGO
Sustainable Livelihoods	Watershed	February 2028	- <b>-</b>	GEF SGP
	Management			
	Committee			
Protecting the Natural Ecosystems and	Manchester Bee	August 2014 -	0.05	Grant – NGO

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Selected Projects and	Implementing	Estimated	Estimated	Source and
Programmes	Agencies	Timeframe	Cost <sup>42</sup>	Туре
			(US\$m)	
Preventing Land Degradation while	Farmers	October 2016		GEF SGP
sustaining Livelihoods through Agriculture	Association			
National Biodiversity Planning to	NEPA	March 2014 -	0.2	Grant – Capital B
Support the implementation of the CBD		December 2015		UNDP
2011-2020 Strategic Plan in Jamaica (NBSAP)				
Strengthening the Operational and	NEPA	December 2010 -	7.8	Grant – Capital B
Financial Sustainability of the National		December 2016		UNDP
Protected Area System	N	1	0.05	Caral NGO
Bull Head Forest Reserve Eco-Tourism and Community Livelihood Development	Northern Rio Minho LFMC	January 2009 - February 2028	0.05	Grant – NGO GEF SGP
Project	THE WHITE ET WIC	1 cordary 2020		02. 30.
Supporting Infrastructure towards the	Portland	August 2014 -	0.05	Grant – NGO
Establishment of a Special Fishery Conservation Area in Portland	Environment Protection	March 2016		GEF SGP
Conservation Area in Fortiand	Association (PEPA)			
Promoting Mangrove Ecosystem Health	Rural Environment Alliance Limited	December 2013 - December 2015	0.05	Grant – NGO GEF SGP
and Fisheries Diversity in the Orange Bay Fish Sanctuary	Alliance Limited	December 2015		GEF SGP
Conserving Biodiversity while	Sawyers LFMC	December 2014 -	0.04	Grant – NGO
Generating Sustainable Livelihoods		December 2016		GEF SGP
through Sawyers Reforestation Project  National Outcome 14: Hazard Risk	Reduction and Ad-	antation to Clima	te Change	
Community-based Landslide Risk	ODPEM	August 2010 -	2.3	Grant – Capital B
Reduction	05. 2	August 2015	2.3	World Bank
Caribbean Regional Resilience		2011 - 2016	7.8	Grant
Development Implementation Plan Improving Climate Data and Information	MWLECC	August 2010 -	0.3	DFID Grant – Capital B
Management	IVIVVLLCC	May 2015	0.3	World Bank
Adaptation Programme and Financing	MWLECC	December 2014 -	10.0	Loan – Capital B
Mechanism for the Pilot Programme for		February 2020		IDB
Climate Resilience Adaptation Program and Financing	MWLECC	December 2014 -	7.9	Grant – Capital B
Mechanisms for the Pilot Programme		February 2020		IDB
for Climate Resilience	1 11 11 500	1.1.2016		
Third National Communication and Biennial Update Report to the United	MWLECC	July 2014 - December 2016	1.1	Grant – Capital B UNDP
Nations Framework Convention on		December 2010		ONDI
Climate Change (UNFCCC)				
Improving Climate Resilience for	National Association of	December 2014 -	0.04	Grant – NGO GEF SGP
Sustainable Management of Natural	ASSOCIATION OF	February 2017		טבר טטר

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost <sup>42</sup> (US\$m)	Source and Type
Resources and Disaster Risk Reduction in	Parish			
Mocho	Development			
	Committees			
Application of Flooding Mitigation	Pedro	August 2013 -	0.03	Grant – NGO
Measures and Forestry Conservation in	Plains/Houndslow	February 2015		GEF SGP
the Bigwoods Community	Development			
	Committee			
National Outcome 15: Sustainable	<b>Urban And Rural D</b>	evelopment		
Provision of Housing Solutions	MTWH	February 2010 -	71.2	Loan – Capital B
		August 2015		China
Rural Economic Development Initiative	JSIF	January 2010 -	15.0	Loan – Capital B
(REDI)		July 2016		World Bank





# Implementation

The implementation of programmes, plans and projects for MTF 2015-2018 will include a wide range of activities included in the corporate and annual operating plans and budgets of the ministries, divisions, departments, agencies, local authorities and public bodies within the public sector. The performance of these activities will involve the participation of other actors, including the private sector, trade unions, civil society stakeholders, international development partners and the Diaspora. However, the management and supervision of these activities will remain largely within the public sector entities with the responsibilities for their implementation, and who will ultimately be held accountable for performance.

While the implementation of MTF 2015-2018 will be undertaken by identified stakeholders that are engaged in carrying out priority actions within the context of their respective programmes, the Planning Institute of Jamaica (PIOJ), through the Vision 2030 Jamaica National Secretariat under the Ministry of Finance and Planning, has overall responsibility for coordinating the multi-sectoral response over the medium term.

To ensure accountability and resourcing for the MTF in the public sector, the PIOJ will collaborate with the Cabinet Office and relevant entities in aligning their corporate/strategic and operational plans, policies, programmes and interventions with the priority strategies and actions of the MTF. The PIOJ also will collaborate with the Ministry of Finance and Planning in prioritizing expenditures for MTF 2015-2018, including those programmes and actions that are specifically relevant to the Medium Term Economic Programme.

Coordination among the relevant entities and a variety of stakeholders is critical to ensure successful achievement of MTF 2015-2018. The Vision 2030 Jamaica National Secretariat, located within the PIOJ, will be the main coordination mechanism for MTF 2015-2018.

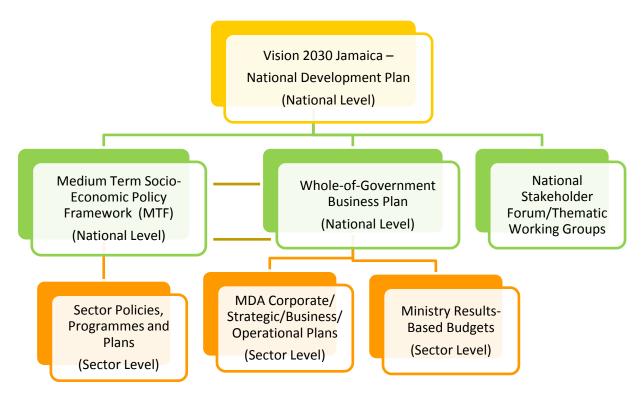


Figure 27: Alignment of Planning, Budgeting and Monitoring Instruments/Mechanisms with Vision 2030 Jamaica and the MTF

# Risk Assessment and Risk Management

There are several risks inherent in the implementation of the key priorities of MTF 2015-2018, including those associated with current economic challenges. Among the risks identified are those associated with:

- Uncertainties in the global economy
- Impact of fiscal consolidation
- Delays in aid flows
- Delays in implementation of reforms and projects and limited absorptive capacity
- Impact of natural hazards and climate change vulnerability
- National security
- · Reform fatigue
- Loss of social cohesion and political will
- Lack of business and consumer confidence
- Insufficient ownership of the MTF

The table below analyzes some of the major risks at the national level, along with the proposed risk mitigation strategies to be implemented in order to achieve the expected results successfully.

Table 57: MTF 2015-2018 - National Risk Assessment Matrix

Risk	Likelihood	Impact	Mitigating Strategies
Uncertainties in the global economy: Jamaica is vulnerable to shocks in the global economy, which can affect export earnings, with implications for GDP growth, revenues and government spending	Likely	High	<ul> <li>Continue to undertaking a programme of fiscal consolidation and debt reduction with growth-inducing measures designed to reduce the vulnerability of the Jamaican economy to external shocks from the global economy</li> <li>Strengthen the social protection system in order to protect the vulnerable</li> <li>Undertake diversification of products and markets, including marketing to emerging economies</li> </ul>
Impact of fiscal consolidation	Likely	High	<ul> <li>Prioritize growth-enhancing capital expenditure through the Public Sector Investment Programme (PSIP)</li> <li>Implement structural reforms to improve the competitiveness of the business environment to increase the mobility of factors of production (land, labour and capital), stimulate investment and improve total factor productivity</li> </ul>
Delays in aid flows	Unlikely	Moderate	<ul> <li>Improve coordination of aid flows from international development partners</li> </ul>
Delays in implementation of reforms and projects and limited capacity to absorb financing	Likely	High	<ul> <li>Strengthen the operation of the Public Investment Management System (PIMS)</li> <li>Strengthen the operation of institutional mechanisms to expedite the implementation of reforms and projects including the Coordination and Implementation Unit (CIU) at the Ministry of Finance and Planning and the Growth Agenda Subcommittee (GASC) of Cabinet</li> <li>Undertake improvement in project management of capital projects, including through capacity development and training of project managers and improved systems of project monitoring and evaluation</li> </ul>
Impact of natural hazards and vulnerability to climate change	Likely	Moderate - Severe	<ul> <li>Implement projects to strengthen resilience of the built and natural environment</li> <li>Mainstream hazard risk reduction, sustainable land and natural resource management, and climate change mitigation and adaptation in national development planning, strategies and programmes across sectors</li> <li>Implement the relevant national strategic plans (watershed and land management) to reduce disaster-related risks</li> </ul>

Risk	Likelihood	Impact	Mitigating Strategies
Reform fatigue	Likely	Moderate	<ul> <li>Ensure proper planning and sequencing of structural reforms</li> <li>Undertake capacity development of implementing agencies and provide technical assistance for reforms as required</li> <li>Implement a public campaign on achievements and their implications</li> </ul>
Loss of social cohesion and inadequate political will	Likely	Moderate	<ul> <li>Engage key stakeholders in the implementation and monitoring of the growth agenda through a range of mechanisms including the Economic Programme Oversight Committee (EPOC)</li> <li>Engender national unity and continued bi-partisan and stakeholder support for Vision 2030 Jamaica</li> </ul>
Business and consumer confidence	Likely	Moderate	<ul> <li>Implement a communication strategy to inform the private sector and consumers of the progress and benefits of improvements in the economy and business environment</li> </ul>
National security concerns which continue to stymie aspects of development	Likely	High	<ul> <li>Enhance implementation of community renewal, education and parenting initiatives</li> <li>Strengthen collaboration with international partners in dismantling organized criminal networks and gangs</li> </ul>
Insufficient ownership of the MTF by key stakeholders	Moderate	Medium	<ul> <li>Strengthen the institutional arrangements, particularly the Thematic Working Groups (TWGs), for monitoring and evaluating of the MTF</li> <li>Make greater use of TWGs as consultative vehicles to ensure the implementation of the MTF</li> <li>Strengthen the Vision 2030 Jamaica National Secretariat's communication programme to regularly target and engage key stakeholders using a mix of methods</li> </ul>

Risk management by relevant stakeholders will be important to reduce the risks inherent in the implementation of the key priorities of the medium-term strategy. Several priority actions included in the MTF have a risk of not being implemented due to factors outside the responsible entities' control. The risk management strategy will therefore focus on risk sharing among partner entities, including the sector ministries and with input from the Thematic Working Groups, to achieve consensus on areas of vulnerability and to obtain buy-in for the strategies to be implemented to mitigate the risks identified.

## **Monitoring and Evaluation**

In order to ensure that implementation proceeds along the intended path at the required pace to achieve the expected results, regular monitoring and evaluation (M&E) of progress is required. This also will help to introduce mid-course adjustments, as necessary, using findings and other data that may emerge.

The Cabinet Decision of May 2009 approved the establishment of a framework to monitor and track progress under Vision 2030 Jamaica. This monitoring and evaluation system builds on existing national and sectoral monitoring frameworks and its main objectives are to:

- Promote evidence-based policy and decision making
- Provide a forum for review, feedback and accountability to the public on national development policies and priorities
- Facilitate Government's efforts in transforming the public sector from a process- oriented culture to a resultsbased management culture
- Support international reporting requirements (such as under the SDGs, EU budget/sector support, MFI policybased loans, and the IMF Extended Fund Facility Arrangement)

There were several important accomplishments during the implementation of MTF 2012-2015 which helped to strengthen monitoring and evaluation. These include:

- Alignment of the corporate and operational plans of MDAs and subsequently the national budgets for FY2012/2013-2014/2015 with Vision 2030 Jamaica and the MTF
- Alignment of key national policies and strategies with Vision 2030 Jamaica, including the National Water Sector Policy (draft) and the National Climate Change Policy and Action Plan (draft)
- Ongoing alignment of the growth agenda and Medium Term Economic Programme with Vision 2030 Jamaica and the MTF
- The alignment of the new Whole-of-Government Business Plan and Strategic Business Plan templates introduced by the Cabinet Office under the phased establishment of the Performance Monitoring and Evaluation System (PMES) in the public sector with the goals and outcomes of Vision 2030 Jamaica
- The introduction of the new Public Investment Management System whose criteria for selection of capital projects are explicitly aligned with the priority national outcomes of Vision 2030 Jamaica and the MTF
- The PIOJ serving as the National Focal Point for the Caribbean Growth Forum (CGF) project, and during 2014, supervising and providing strategic direction for three core areas of work under the CGF Action Plans for Skills and Productivity, Logistics and Connectivity and Investment Climate which were aligned with MTF 2012-2015
- Establishment and operation of 13 Thematic Working Groups as key multi-stakeholder mechanisms to support implementation of strategies and actions under priority national and supporting outcomes
- Revision and finalization of performance indicators and targets for key MDAs including the ministries of Tourism, Energy and Mining, Education and Health
- · Quarterly reporting on a National Dashboard of Indicators to monitor progress toward meeting the established targets for Vision 2030 Jamaica
- · Hosting by PIOJ in collaboration with the Cabinet Office and MIND of a workshop on results-based management (RBM) from June 3 to 7, 2013 focused on advanced topics in M&E for corporate planners of ministries and other key M&E staff in the public sector
- Preparation of the Three-Year Progress Report on the implementation of MTF 2009-2012 and the draft Two-Year Progress Report on the implementation of MTF 2012-2015
- Introduction of the online interactive e-Dashboard of Indicators to monitor progress towards meeting the

#### established targets for Vision 2030 Jamaica

Implementation of MTF 2015-2018 will be systematically monitored and evaluated as part of an improved accountability framework for Vision 2030 Jamaica and the GOJ towards managing for results. The following strategies will be pursued to enhance M&E during the medium term:

- Strengthen the institutional arrangements with adequate capacity to support and sustain effective monitoring and evaluation
- Support the strengthening, harmonization and coordination of existing mechanisms for M&E throughout the public sector
- Advance an efficient system for generating relevant, reliable and timely quantitative and qualitative data/ information (which is gender disaggregated where possible)
- Manage an effective communication programme, inclusive of a feedback mechanism, that makes information available in useable forms to key stakeholders in Government, private sector, civil society and the international development community
- Support a holistic approach to M&E that would include monitoring of inputs (including resource allocation and use) as well as processes and outputs, in addition to evaluating the outcomes
- Support improved coordination between PIOJ, MOFP, Cabinet Office and MDAs to strengthen the linkage between planning, budgeting and demand for M&E
- Leverage resources and budgetary allocations to build and strengthen the technical capacity for M&E at all levels
- Nurture participatory M&E

#### **Institutional Framework**

An important component of an M&E system is the institutional framework to guide the various processes and activities to be undertaken. In keeping with the guiding principle of broad-based participation, the institutional arrangements are based on a partnership model of technical committees and working groups.

The monitoring and evaluation system fulfils its core objectives through an institutional arrangement comprising bodies at three levels: political, technical and consultative. At the highest level – the political level – are the Parliament and the Cabinet. The institutional framework for the implementation, monitoring and evaluation of MTF 2015-2018 includes the following main elements (see Figure 28 below):

- 1. Parliament
- 2. Cabinet Committee Economic Development Committee
- 3. Minister of Finance and Planning
- 4. National Stakeholder Forum
- 5. Technical Monitoring Committee
- 6. Thematic Working Groups
- 7. Vision 2030 Jamaica National Secretariat

Table 58: MTF 2015-2018 - Institutional Framework

Body	<b>Key Roles and Responsibilities</b>	Reporting/Meetings
Parliament	<ul> <li>Receive the key output of the M&amp;E system, the Vision 2030 Jamaica Annual Progress Reports</li> <li>Through relevant parliamentary committees, review and discuss policy recommendations proposed</li> <li>Ensure that the interests and priorities of Jamaicans under Vision 2030 Jamaica and the MTF are protected</li> </ul>	8
Cabinet	<ul> <li>Provide approval of the MTF</li> <li>Ensure that the budget is being used to provide resources for the prioritized activities in the MTF</li> </ul>	Sends relevant reports to Parliament
Economic	Deliberate on the recommendations made by	Reports to Cabinet
Development	the monitoring and evaluation regime and	_
Committee	subsequently inform Cabinet and Parliament	A minimum of two meetings
(Committee of	on progress and emerging policy implications	annually of this committee should focus on the
Cabinet)	<ul> <li>Ensure that implementation issues highlighted in reports submitted by the Vision 2030 Jamaica Technical Monitoring Committee are discussed and recommendations made to address them</li> </ul>	achievement of results and progress of MTF 2015-2018
National Stakeholder	An annual event which will:	This annual event will take
Forum (Annual)	<ul> <li>Report on the attainment of key performance indicators under Vision 2030 Jamaica</li> <li>Report on the progress of critical programmes and projects and flag issues/roadblocks which could delay implementation initiatives</li> <li>Provide feedback on progress reports and make proposals for resolving the strategic issues/problems relating to the implementation, coordination and monitoring of Vision 2030 Jamaica</li> <li>Strengthen partnerships and commitment towards the achievement of the national goals and outcomes of Vision 2030 Jamaica</li> </ul>	place in August or September following the completion of the Annual Progress Report on Vision 2030 Jamaica and before the Annual Budget Call

Body	Key Roles and Responsibilities	Reporting/Meetings
Vision 2030 Jamaica	Provide oversight for technical coordination	Sends reports to Economic
Technical	and monitoring of Vision 2030 Jamaica and	Development Committee,
Monitoring	MTF	Cabinet and Parliament
Committee (TMC)	<ul> <li>Provide evidence-based policy</li> </ul>	
	recommendations to Cabinet/Parliament via	Minimum of two meetings
	monitoring and evaluation reports	per year
	<ul> <li>Ensure preparation and timely submission of</li> </ul>	
	Annual Progress Report to Economic	
	Development Committee, Cabinet and	
	Parliament	
	<ul><li>Ensure the comprehensive review/evaluation</li></ul>	
	of the MTF and guide the preparation of	
	successor MTFs	
Thematic Working	Provide input into new and existing sectoral	Chaired by Permanent
Groups	policies and strategies relating to thematic	Secretaries or senior
	areas	Government officials
	Review progress of implementation of the	
	MTF and provide feedback on performance	Reports to Vision 2030
	relative to sectoral targets and act as a forum	Jamaica Technical
	for strategic assessment and analysis of key results areas of the NDP	Monitoring Committee
		Minimum of two mootings
	<ul> <li>Facilitate effective partnerships towards the implementation of MTF and achievement of</li> </ul>	Minimum of two meetings
	Vision 2030 Jamaica goals and outcomes	per year
Vision 2030 Jamaica	Conduct ongoing and systematic monitoring	Reports to Vision 2030
National Secretariat	and reporting on Vision 2030 Jamaica	Jamaica Technical
(at PIOJ)	outcomes and priority areas through ongoing	Monitoring Committee
	collaboration with MDAs	8 1 8 1
	<ul> <li>Coordinate the participation of key</li> </ul>	Ongoing liaison with all parts
	stakeholders (private sector, NGOs, IDPs,	of the M&E system
	Academia, FBOs) in the monitoring and	-
	evaluation processes	
	<ul> <li>Analyze and interpret social, economic and</li> </ul>	
	environmental data and information and	
	consolidate into various outputs (including	
	progress reports)	
	<ul> <li>Collaborate with MDAs to identify shifts in</li> </ul>	
	policies and programmes to maintain	
	alignment with Vision 2030 Jamaica and the	
	MTF	
	<ul> <li>Coordinate the preparation of successive</li> </ul>	
	MTFs	
	Provide support for the operation of the TMC	
B dimintula a	and TWGs	Contain Found Deliver Park
Ministries,	Implement strategies, actions and	Sectoral Focal Points liaise
Departments and	programmes of the NDP through alignment	with the Vision 2030 Jamaica

Body	Key Roles and Responsibilities	Reporting/Meetings
Agencies (MDAs)	of strategic and operational plans and budgets with the MTF and Sector Plans  Collaborate with the Vison 2030 Jamaica National Secretariat on refinement of performance indicators and targets  Provide timely data and information on the selected indicators and strategic actions required on the sector/thematic area  Collaborate with the National Secretariat in the preparation of annual reports as well as successive MTFs  Support the effective functioning of TWGs and regularly participate in meetings	National Secretariat

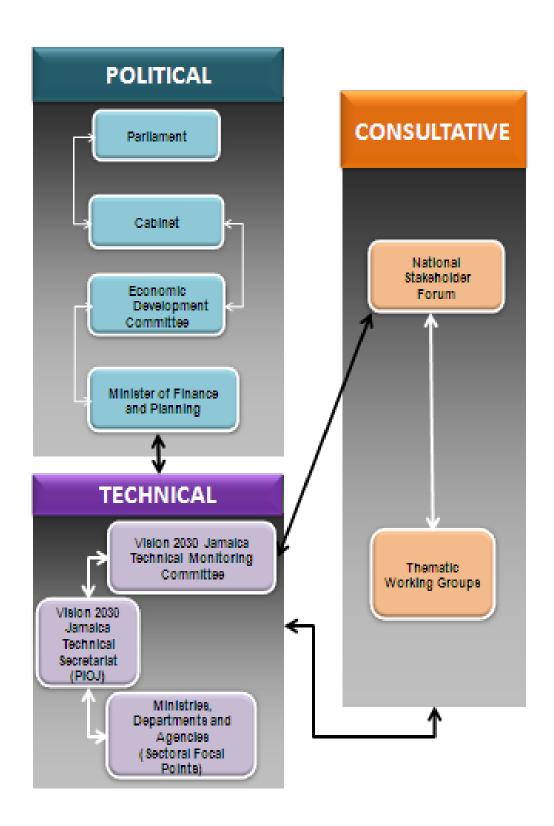


Figure 28: Institutional Framework for Monitoring and Evaluation of MTF 2015-2018

# MTF 2015-2018 Indicators and Targets

A total of some 62 indicators from both national and international data sources will be used to track progress of the implementation of MTF 2015-2018 against targets, mainly on an annual basis. Many of the data time series for these indicators are already provided by STATIN and other MDAs. The data time series are also stored on the JAMSTATS database, and an online interface has been developed for the National e-Dashboard of Indicators for Vision 2030 Jamaica.

However, there are several gaps in the indicator framework which should

be addressed. These include the need for systematic and regular production

of data particularly in the social, governance and environmental sectors. Where there are gaps in the data, it is expected that the Vision 2030 Jamaica National Secretariat will work with stakeholders to resolve these in a timely manner. The coordinating mechanism and partners will review these indicators and will update them as needed on an annual basis, as part of the annual review process.

The monitoring system will build on existing frameworks and through a comprehensive reporting system will ensure that the indicators are regularly tracked.

JAMSTATS is the comprehensive national database being used to monitor the long-term plan – Vision 2030 Jamaica. The database reports on over 300 indicators in sectors including demography, economy, education, environment, gender equity, health, information and communication, governance, and national security.

Efforts will be made to strengthen the existing data collection mechanisms within MDAs so that quality data on various measurable development indicators are generated and used for programme assessment and improvement as well as for monitoring progress.

The national framework of indicators and targets for Vision 2030 Jamaica has undergone comprehensive review and amendment during the process of preparation of MTF 2015-2018, including the following:

- · Updating of data time series for all indicators, including inclusion of most recent data values and revisions of past data values as required based on the most recent information from data sources
- Deletion of existing indicators and addition of new indicators, based on considerations of relevance and data availability
- Preparation of new targets for 2018 and review and revision of targets for 2030 as required

The main steps taken in the comprehensive review and amendment of the national framework of indicators and targets for Vision 2030 Jamaica during the process of preparation of MTF 2015-2018 are summarized in Appendix 2.

# **Performance Reporting**

Performance reporting on MTF 2015-2018 is important for enabling monitoring of progress towards achievement of medium- and long-term development targets, and providing a basis for making adjustments in implementation to remain on track. Regular and predictable performance reporting also contributes to domestic accountability systems and stimulates demand for information on performance.

Under the previous MTF (2012-2015), important steps were taken in advancing the progress reporting on the implementation of Vision 2030 Jamaica, including preparation of the Three-Year Progress Report on the implementation of MTF 2009-2012 and the draft Two-Year Progress Report on the implementation of MTF 2012-2015, quarterly reporting on the National Dashboard of Indicators to monitor progress toward meeting the established targets for Vision 2030

Jamaica, and development and introduction of an online interactive e-Dashboard of Indicators to monitor progress towards meeting the established targets for Vision 2030 Jamaica.

The timely preparation and submission of progress reports and other monitoring and evaluation outputs form an integral part of the monitoring process for Vision 2030 Jamaica and MTF 2015-2018.

# Main Outputs of the M&E System

Annual Reports: Annual reports on the status of implementation of MTF 2015-2018 will be prepared by the Vision 2030 Jamaica National Secretariat. Periodic and annual reviews will be conducted at the national and sector levels in order to more effectively address obstacles and accelerate progress.

National Dashboard of Indicators: Reporting on key indicators of national well-being under eight main reporting areas - Health Status, Education Status, Labour Force Quality, Security Status, Justice Status, Economic Growth, Employment and Environmental Stewardship Status – is a key component of the PIOJ quarterly press briefings, which report on the performance of the economy at the macro and sectoral levels. Specifically this helps to focus attention on how the country is advancing towards its national development goals as framed under Vision 2030 Jamaica.

E-Dashboard of Indicators: The online interactive e-Dashboard of Indicators will provide a globally accessible and user-friendly mechanism to monitor progress towards meeting the established targets for Vision 2030 Jamaica and MTF 2015-2018.

National Stakeholder Forum: The National Stakeholder Forum is a high-level strategic consultative mechanism among the Government, private sector, international community, civil society organizations and academia, for which the National Secretariat, with inputs from the Technical Monitoring Committee, is responsible for planning and executing on an annual basis.

#### **Reporting Arrangements**

The Vision 2030 Jamaica National Secretariat is responsible for coordinating the reporting arrangements for Vision 2030 Jamaica and MTF 2015-2018, and for providing the main outputs of the M&E system as described above. The reporting process for MTF 2015-2018 will be aligned to the wider M&E framework in the public sector, including the new GOJ Whole-of Government Business Plan which is linked to tracking outputs and outcomes at the level of MDAs, and which in turn is aligned to Vision 2030 Jamaica and the MTFs. On an annual basis, MDAs are required to report on their performance based on the requirements of this framework. The Vision 2030 Jamaica monitoring system will therefore utilize the outputs of this framework to support its reporting. Through the TWGs, efforts also will be made to enhance performance reporting by non-state actors (including NGOs and IDPs) on key priority projects and programmes. The introduction of Medium Term Results Based Budgeting (MTRBB) among MDAs will also contribute to the reporting arrangements for Vision 2030 Jamaica and MTF 2015-2018.

#### MTF 2015-2018 Communication Programme

An important element of the monitoring system is a feedback mechanism into the policy review process. Providing information on the progress towards achieving outcomes and targets will help to impact decision-making and mobilize and sustain public participation. The communication and information dissemination strategies of MTF 2015-2018 will ensure that the outputs of the system are tailored to different stakeholders and utilize a variety of media to stimulate public debate and enhance accountability.

The Communication Programme will be purposive, persuasive, goal-directed, audience-oriented and interventionist

by nature. Such an approach will facilitate stakeholder participation through consultation and collaboration as well as ensure the incorporation of components of horizontal communication and capacity building among all stakeholders. Ultimately, this will increase the sustainability of their participation and ensure genuine ownership of the process towards achievement of Vision 2030 Jamaica over the short-, medium- and long-term.

During the period, the communication strategies will be designed with the broad objectives of:

- informing and educating stakeholders about the key components of MTF 2015-2018;
- engaging stakeholders in the MTF implementation, monitoring and progress reporting processes;
- establishing conducive environments for stimulating conversations on the key elements of implementation, monitoring and progress reporting;
- inducing positive change/buy-in/participation among stakeholders into the process
- managing expectations around the pace and progress of implementation of priority actions

Specifically, these strategies will focus on communicating the:

- Context (country and global) within which the Framework is designed
- Challenges and opportunities for implementation
- Strategic Medium Term Socio-Economic Priorities for 2015 2018 (National and Sectoral)
- The institutional arrangement for implementation, monitoring and evaluation and the importance of Thematic Working Groups (TWGs)
- Annual progress: 2015-2016; 2016-2017; 2017-2018
- Summative Report and Review- Achievements over 2015-2018 period

These will be communicated via various channels including:

- Interpersonal/face-to-face consultations and presentations
- National Forum for progress reporting
- Quarterly Press Briefings (Dashboard of Indicators)
- Mass media
- Website: http://www.vision2030.gov.jm/
- Facebook: http://www.facebook.com/Vision2030Ja
- YouTube
- Twitter

#### **Evaluations**

It is envisaged that evaluations will be done at four levels:

- 1. Internal monitoring and evaluation through the production of the Annual Progress Reports and other forms of implementation reports
- 2. Use of existing/on-going and new evaluation mechanisms including IDP and GOJ programme and project evaluations, the outputs of the PIMS M&E operations, the outputs of the PMEU evaluations, and other assessments
- 3. Comprehensive national review via National Stakeholder Forum
- 4. Independent evaluation of MTF 2012-2015 and MTF 2015-2018

## **Capacity Strengthening**

Effective monitoring and evaluation of MTF 2015-2018 requires capacity to generate and effectively use high-quality and timely data to track progress and capacity for participatory monitoring and evaluation involving the public sector, communities, civil society and the public.

During implementation of MTF 2012-2015, the Vision 2030 Jamaica National Secretariat in collaboration with the Cabinet Office hosted a workshop on Results-Based Management (RBM) from June 3 to 7, 2013. Steps included preparation of the course programme for RBM training, execution of an MOU between the PIOJ and the Cabinet Office for the staging of the RBM workshop, and securing consultants from the United Nations Development Programme (UNDP) for course delivery. The course focused on advanced topics in monitoring and evaluation (M&E) and was attended by 27 participants including the Corporate Planners of Ministries and other key M&E staff in the public sector.

While positive steps have been taken towards the development of an M&E framework, important and significant capacity gaps still exist for M&E at all levels and among the key actors. Building and strengthening technical and institutional capacity for the effective implementation, monitoring and evaluation of MTF 2015-2018 require substantial resources, partnership and long-term commitment.

During this period, capacity strengthening initiatives will include:

- Advanced training in RBM and Development Evaluation
- Training in the use of the Vision 2030 Jamaica E-Dashboard of Indicators
- Support for the implementation of a Community of Practice in Development Evaluation
- Participation in capacity development associated with the establishment of the Public Investment Management System (PIMS) and Medium Term Results Based Budgeting (MTRBB) in the public sector

#### Conclusion

The purpose of Vision 2030 Jamaica and the MTF is to transform the Jamaican economy and society by exploiting higher forms of capital, achieving higher value-added production, and changing the mindset and culture of the society to one favourable to innovation, while advancing the mainstreaming of sustainable development and environmental resilience across all sectors.

Undergirded by the guiding principles of Vision 2030 Jamaica, which put people at the centre of Jamaica's development, MTF 2015-2018 will continue to give priority attention to elements that are essential to delivering a world-class quality of life for all Jamaicans, and reflect the key pillars of change needed to achieve Jamaica's development goals.



Appendix 1: Vision 2030 Jamaica – National Development Plan (NDP): Indicator Matrix for MTF 2015-2018

	;	Baseline				Actual	_					Tar	Target		Dashboard
Indicator	i O	2007	2008	2009	2010	2011	2012	2013	2014	2015	2012	2015	2018	2030	(2015)
Goal 1: Jamaicans are Empowered to Achieve their Fullest Potential															
Outcome 1: A Healthy and Stable Population															
Human Development Index	Index	n/a	0.710	n/a	0.712	0.714	0.715	0.715			0.745	≥0.754	≥0.754	≥0.8	Yellow
Life expectancy at birth	Years	74.13	74.13	74.13	74.13	74.15	74.15	74.15	74.15		72.8	73.4	74.3	76.4	Green
Population growth rate	Per cent	0.3	0.4	0.4	0.3	0.3	0.3	0.2	0.2		0.45	0.35	0.2	0	Green
Outcome 2: World-Class Education and Training															
Adult literacy rate (estimated)	Per cent	98	86.4	8.98	91.7	91.7	91.7	91.7	91.7		89.7	≥91.6	≥ 91.6	≥ 98.3	Green
Gross enrolment rate at tertiary level	Per cent	31.5	29.5	30.8	32.8	33.1	29.5	28.9	28.9			35	38	20	Red
Percentage of labour force that is certified	Per cent	18.5	19.6	20.1	21.2	23.2	23.5	24.4	24.6		25	30	30	50 (prov.)	Yellow
Outcome 3: Effective Social Protection															
Percentage of children in consumption quintile 1 receiving PATH benefits	Per cent	65.8	69	68.2	72		82.3					80	90 (prov.)		Green
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	Per cent	75.0	70.0	66.5	67.1		61.7					70 (prov.)	75 (prov.)		Red •
Poverty headcount ratio	Per cent	6.6	12.3	16.5	17.6		19.9				12.1			10	Red
Outcome 4: Authentic and Transformational Culture															
Use of Cultural Resources Index	Index		1.7	1.6		1.6		1.6		4.1	2.1	2.5	1.8	4.7	Red •
Goal 2: The Jamaican Society is Secure, Cohesive and Just															
Outcome 5: Security and Safety															
Major Crime rate (Category 1)	Per 100,000 population	280	377	447	418	396	406	362	320		216	182	280 (prov.)	43	Red •
Murder rate	Per 100,000 population	59.5	9.09	62.8	53.8	42.0	40.6	44.2	36.9		20	35	30 (prov.)	10	Yellow
Outcome 6: Effective Governance															
Case clearance rate	Per cent	93.78	89.55	80.06	94.03	82.73	92.09	95.33				92	95 (prov.)	100	Green

		:										ı			:
Indicator	Unit	Baseline				Actual	_				•	larget	get		Dashboard
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2012	2015	2018	2030	(2015)
Control of Corruption Index	Index	-0.49	-0.49	-0.44	-0.38	-0.29	-0.36	-0.37			-0.24	0.13	0.13	1.59	Yellow
Government Effectiveness Index	Index	0.30	0.29	0.21	0.20	0.22	-0.02	-0.02			0.18	0.45	0.45	1.51	Red
Regulatory Quality Index	Index	0.31	0.33	0.28	0.28	0.30	0.23	0.23			0.33	0.53	0.53	1.35	Red
Rule of Law Index	Index	-0.46	-0.40	-0.48	-0.50	-0.42	-0.41	-0.39			-0.3	0.04	0.04	1.41	Yellow
Voice and Accountability Index	Index	09:0	0.53	0.55	0.42	0.43	0.44	0.50			0.78	0.88	0.88	1.27	Red
Goal 3: Jamaica's Economy is Prosperous															
Outcome 7: A Stable Macroeconomy						Ī		Ī	Ī	П	Ī	Ī	Ī		
Annual inflation rate	Per cent	16.8	16.8	10.2	11.7	0.9	8.0	9.5	6.4		10	10	9	≥10	Green
Debt to GDP ratio (Fiscal Year)	Per cent	109.42	118.59	131.57	133.86	131.77	135.24	133.34	130.62		100	132	98.5	09	Green
Fiscal balance as a percentage of GDP	Per cent	-4.61	-7.44	-11.12	-6.20	-6.42	4.07	0.12	-0.47	П	0	0	2.2	0	Yellow
Nominal GDP per capita	\$SN	4,780	5,121	4,523	4,908	5,340	5,460	5,229	5,055		5,354	6,629	5,512	≥12,736	Yellow
Real GDP annual growth rate (base 2007)	Per cent	1.43	-0.81	-3.42	-1.45	1.40	-0.47	0.20	0.53		က	1.7	2.7	2	Red
Outcome 8: An Enabling Business Environment															
Ease of Doing Business Ranking	Rank	20	62	29	62	85	88	06	82	7.1	28	53	52	34	Red •
Unemployment rate	Per cent	9.7	10.6	11.4	12.4	12.6	13.9	15.2	13.7		10	7.5	10.6 (prov.)	4	Red •
Labour Market Efficiency Index		4.42	4.34	4.33	4.23	4.22	4.32	4.33	4.28	4.28	4.50	4.60	4.60	4.75	Red •
Outcome 9: Strong Economic Infrastructure															
Connectivity and Technology Infrastructure Index	Index	3.7	3.8	5.15	4.75						4.35	6.4		7.5	Green
Infrastructure Index	Index	3.54	3.54	3.84	3.91	3.74	3.59	3.49	3.75	3.74	3.69	3.84	4.0	4.59	Yellow
Outcome 10: Energy Security and Efficiency															
Energy Intensity Index	BTU per US\$ GDP	14,587	13,657	13,657	11,018	10,675	10,316	10,313	10,406		12,422	9,359	6,000	4,422	Yellow
Percentage of renewables in energy mix	Per cent	5	5	6.3	7.3	8.1	8.3	8.6	8.9		7	12.5	4	20	Yellow
Outcome 11: A Technology-Enabled Society															
E-readiness Index	Index	5.05	5.17	5.33	5.21						5.5	9		8	Yellow
# of scientific publications	per million population	48		o	64	65	38	33	23		≥55	≥62	99⋜	>105	Yellow
Resident patent filings	per million population	2.2	5.6	5.9	4.8	7.4	9.2	8.1	12.1		≥12	×18	×18	×53	Yellow

1 0 10 2	# -	Baseline				Actual						Tar	Target		Dashboard
Indicator		2007	2008	2009	2010	2011	2012	2013	2014	2015	2012	2015	2018	2030	(2015)
Outcome 12: Internationally Competitive Industry Structures															
Agriculture Production Index	Index	100	93.7	106.2	106.6	117.6	119.8	119.1	117.9		124.6	132.2	135.1	176.4	Yellow
Growth rate of services (Financing and Insurance and Real Estate and Business Services)	Per cent	4.12	2.22	0.91	-2.21	-0.24	-0.17	0.20	0.48		2.25	2.25	2.25 (prov.)	4.02	Red •
Percentage change in export earnings from the bauxite industry	Per cent	14.65	4.05	-65.88	14.27	38.64	-15.77	3.48	4.48		4				O A/N
Percentage change in export earnings of Manufacturing (value not volume) (rolling 3-year average)	Per cent	26.26	30.25	3.74	-6.37	-8.84	12.12	8.72	-0.79		10	13	10 (prov.)	√1 4	Red •
Percentage change in labour productivity of Construction and Installation sector	Per cent	-0.26	5.11	3.13	1.36	2.25	2.93	0.94			3.00	3.00	3.00	3.00	Yellow
Growth rate of Recreational, Cultural and Sporting Activities	Per cent	1.59	1.62	-0.40	-2.60	0.32	2.24	0.45			3.00	2.00	2.00 (prov.)	2.00	Red
Percentage change in foreign exchange earnings from tourism	Per cent	2.11	3.42	-2.54	3.94	0.35	3.05	2.09	6.39		3.98	3.98	≥5.0	≥4.1	Green
Percentage share of global GDP based on PPP	Per cent	0.029	0.028	0.027	0.025	0.024					0.035	0.026	0.027	0.032	Red
Travel and Tourism Competitiveness Index	Rank	48	22	09		92		29		92	24	48		35	Red
Goal 4: Jamaica has a Healthy Natural Environment															
Outcome 13: Sustainable Management and Use of Environmental and Natural Resources															
Environmental Performance Index	Index		79.1		58.8		54.4		58.3		80.1	82.2	≥60.2	>80	Red
Outcome 14: Hazard Risk Reduction and Adaptation to Climate Change															
Hazard damage as a percentage of GDP	Per cent	3.4	2		1.9	0.1	0.8				2.5	1.5	1.3	-	Green
Outcome15: Sustainable Urban and Rural Development															
Housing Quality Index	Index	68.1	71.4	70.9	71.5		72				71.34	73.77	92	98	Green
Proportion of households with access to secure tenure	Per cent	80.5	81.8	80.5	80.9		77.5				82	82	88	92	Red
Poverty in rural areas	Per cent	15.3	17	22.5	23.2		21.3				16.8			s12	Red

Traffic Lights: (based on results up to and including 2015)

- Met or exceeded target for 2015

Green

Note:

- Equal to or worse than baseline year of 2007

Red

Grey - Improved over baseline but did not meet target for 2015

Where data are available for 2013, 2014 or 2015, the traffic light dashboard is based on comparison with the target for 2015 - Not applicable Yellow <sup>(</sup>

Where data are available only up to 2012 or earlier, the traffic light dashboard is based on comparison with the target for 2012

# Appendix 2: Revision of Indicators and Targets for MTF 2015-2018

In general, the data value time series for each indicator in the framework of indicators and targets for Vision 2030 Jamaica – National Development Plan have been comprehensively updated to include the most current available data as a part of the process of preparation of the new Medium Term Socio-Economic Policy Framework (MTF) 2015-2018.

The following table outlines the specific revisions and amendments that have been made to the framework of indicators and targets for Vision 2030 Jamaica during the preparation of MTF 2015-2018, which go beyond the updating of the data value time series for each indicator. These revisions and amendments also build on changes that were made to the

Table 59: Specific Revisions and Amendments to the Framework of Indicators and Targets

Indicator/Target	Revisions
National Goal 1: Jamaicans are E	impowered to Achieve Their Fullest Potential
Human Development Index	The Human Development Report 2010 introduced a new methodology for calculation of the Human Development Index (HDI). <sup>43</sup> The values for the HDI indicator for Jamaica were revised based on the new methodology. The available HDI data values for 2008-2013 for Jamaica have been included based on the Human Development Report 2014, to ensure comparability in methodology across years. The target for 2030 remains at 0.800, the level required for very high human development. The target for 2018 is set at the same level as the previous target for 2015.
Life expectancy at birth	The data for life expectancy at birth has been updated based on the most recent census of 2011, and disaggregated by sex. The target for 2018 has been set based on linear projection to the 2030 target.
Health indicators	New indicators have been introduced to better measure the performance of the health sector over time.
Adult literacy rate	Adult literacy data for 2006-2009 are based on UNESCO estimates. The figure for 2010 and 2011 are based on the Literacy Module of the JSLC 2010. The target for 2015 was revised upward to be equal to the figure for 2010 and 2011. The target for 2030 has been retained. The target

<sup>&</sup>lt;sup>43</sup>Human Development Report 2010.

Indicator/Target	Revisions
	for 2018 is set at the same level as the previous target for 2015.
Grade 4 literacy rates – total, male, female	This indicator has been introduced to measure the performance on the Grade 4 Literacy Test. The rates are the percentage of children (total and disaggregated by sex) sitting the test who achieved mastery. The targets for 2018 and 2030 are those set by the Ministry of Education.
Grade 4 numeracy rate – total	This indicator has been introduced to measure the performance on the Grade 4 Numeracy Test. The rate is the percentage of children (total) sitting the test who achieved mastery. The targets for 2018 and 2030 are those set by the Ministry of Education.
Percentage of students sitting CSEC exams passing 5 or more subjects including English Language and/or Mathematics	This indicator has been introduced to measure the performance on the CSEC examinations. It measures the percentage of students sitting the CSEC exams who pass 5 or more subjects (i.e. achieve grades of I-III) including English Language and/or Mathematics. Provisional targets have been set for 2018 and 2030.
Gross enrolment rate at tertiary level	This indicator replaces the percentage of population with tertiary level certification (24+ year olds) as an indicator, based on better data availability.
Enrolment rate at secondary level	This indicator has been introduced to measure the enrolment rate at secondary level. Provisional targets have been set for 2018 and 2030 by the Ministry of Education.
Attendance rates	These indicators have been introduced to measure the attendance rates at the early childhood, primary and secondary levels. Provisional targets have been set for 2018 and 2030 by the Ministry of Education.
Percentage of labour force that is certified	The targets for this indicator have been provisionally set at 30 per cent for 2018 and 50 per cent for 2030, based on forecasting of trends and the projected impact of planned training programmes.
Percentage of children in consumption quintile 1 receiving PATH benefits	This indicator replaces the percentage of the eligible population benefiting from social assistance programmes (including PATH), based on better data availability and relevance. The provisional target for 2018 has been set based on projected improvements over the most recent result in 2012.
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	This indicator replaces the percentage of the eligible population benefiting from social assistance programmes (including PATH), based

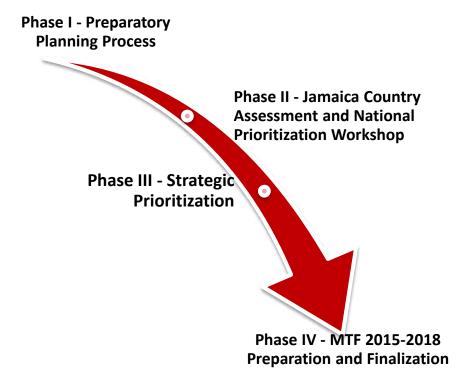
Indicator/Target	Revisions
	on better data availability and relevance. The provisional target for 2018 has been set based on projected improvements over the most recent result in 2012.
National Goal 2: The Jamaican So	ociety is Secure, Cohesive and Just
Major Crime rate/Category 1 crime rate per 100,000 population	From January 13 2013, Major Crimes has been replaced by Category 1 Crimes, including Serious and Violent Crimes and Acquisitory Crimes, by the Jamaica Constabulary Force (JCF). The provisional target for 2018 has been set based on 50 per cent of rate of decline from 2009 to 2014.
Murder rate per 100,000 population	The provisional target for 2018 has been set based on 50 per cent of rate of decline from 2009 to 2014.
Worldwide Governance Indicators	The targets for 2030 for the Worldwide Governance Indicators (World Bank) have been revised downward based on performance to 2014. The targets for 2018 have been set at the same levels as the targets for 2015.
Case clearance rate	This indicator has been introduced to measure the performance of the justice sector. Case clearance rate is calculated as the number of cases disposed of annually in Resident Magistrates' Courts as a percentage of the number of cases filed (excluding traffic cases). The provisional targets for the case clearance rate are set at levels that will reduce the backlog of cases over time.
National Goal 3: Jamaica's Econo	omy is Prosperous
Real GDP annual growth rate (base year 2007)	The data values for this indicator have been revised based on the change of the base year from 2003 to 2007. The targets for 2018 and 2030 have been revised to be consistent with the targets for the GOJ Medium Term Economic Programme.
Ease of Doing Business Ranking	The data values for this indicator have been revised based on the revised values published for each year for Jamaica in the annual Doing Business Reports. The target for 2018 has been set based on projected business environment reforms to be implemented in the medium term.
Connectivity and Technology	This indicator is not included in MTF 2015-2018, due to lack of

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Indicator/Target	Revisions
Infrastructure Index	adequate data availability.
E-readiness Index	This indicator is not included in MTF 2015-2018, due to lack of adequate data availability.
Number of scientific publications per million population	This indicator has been re-introduced in MTF 2015-2018, based on improved data availability for Jamaica.
Agricultural Production Index	The data values and targets for this indicator have been revised based on the change of the base year from 2003 to 2007. The target for 2018 has been set based on forecasting of trends and the projected impact of planned agricultural investment and development projects.
Percentage change in Export Earnings of Manufacturers (value)	The data values for this indicator have been revised based on updated data. The data are reported in MTF 2015-2018 as a rolling three-year average, rather than as an average over a fixed period as stated in Vision 2030 Jamaica – National Development Plan (2009).
Percentage change in export earnings from the bauxite/alumina industry	No target for this indicator has been set beyond 2012, based on the continued market uncertainty in this industry.
Percentage change in labour productivity of Construction and Installation sector	This indicator has replaced the previous indicator of Unit Labour Productivity Index - Construction, based on data availability from the Jamaica Productivity Centre. The target for 2018 is set at the same level as the previous target for 2015.
Growth rate of Recreational, Cultural and Sporting Activities	This indicator has been introduced to measure the economic contribution of cultural and creative industries, including sport, based on the Jamaica Industrial Classification 2005 (Division 92), Recreational, Cultural and Sporting Activities include Motion Picture, Radio, Television and other Entertainment Activities, News Agency Activities, Library, Archives, Museums and other Cultural Activities, Sporting and other Recreational Activities. The provisional target for 2018 is set at approximately the overall growth rate for the Jamaican economy targeted for the medium term to 2018.
Growth rate of services (Financing and Insurance and Real Estate and Business Services)	The data values for this indicator have been revised based on the change of the base year from 2003 to 2007. The provisional target for 2018 is set at the same level as the previous target for 2015.
Travel and Tourism	This indicator is not included in MTF 2015-2018, due to limited

Indicator/Target	Revisions
Competitiveness Index (Rank)	relevance for Jamaica as determined by tourism stakeholders' analysis of the components of the index.
Tourism indicators	New indicators for percentage change in visitor arrivals (stopover), percentage change in visitor arrivals (cruise passenger), and percentage change in the number of persons employed in the accommodations sector have been introduced to better measure the development of the industry over time.
National Goal 4: Jamaica has a Heal	thy Natural Environment
Greenhouse Gas Emissions (Mt per annum)	This indicator has been reintroduced in MTF 2015-2018, despite the data availability challenges for Jamaica, due to the importance of this indicator for compliance with the new international climate change agreement. The targets for 2018 and 2030 will be finalized based on the conclusion of Jamaica's commitments under the new international climate agreement.
Number of parishes with sustainable development plans not older than 5 years	This indicator has been reintroduced in MTF 2015-2018, despite the data availability challenges, due to the importance of this indicator for sustainable development.

Appendix 3: Process for Preparation of MTF 2015-2018



**Phase I – Preparatory Planning Phase:** This preparatory phase involved the establishment of a coordination mechanism – the MTF 2012-2015 Preparation Committee – to oversee the preparation process. International best practice recommends a central entity, body or committee to provide overall guidance and oversight as well as coordinate the meaningful involvement and effective participation of the various stakeholders in the process of national development planning. The Committee, comprising senior technical officers from the PIOJ and the Vision 2030 Jamaica National Secretariat, met as required to achieve the objectives.

Key stakeholders were duly informed of the preparation process for MTF 2015-2018 in March 2015 through a sensitization letter from the Director General of the PIOJ. The letter outlined the key activities to be undertaken during the preparation process, the timelines for each activity and the stakeholder involvement required.

Committee members also met with select key stakeholders to sensitize them about the plans for MTF preparation and to garner support.

During this phase, documents were produced to guide the MTF planning process. These included:

- An environmental scan, which highlighted the key trends at the international and national levels and which were relevant to the development of Jamaica over the medium term
- A country assessment report
- A listing of development issues and challenges affecting Jamaica

Phase II - Jamaica Country Assessment: The Vision 2030 Jamaica Country Assessment and National Prioritization Workshop for the preparation of MTF 2015-2018 was held on June 11, 2015. The country assessment served as an overview and analysis of the development situation in the country, highlighting the issues and challenges that the country faces within current political, social, environmental and economic spheres. At the end of the workshop, there was agreement by participants on:

- the main development issues and challenges that Jamaica must address over the next medium-term (three-year) period 2015-2018
- the country's key national priorities and related strategies for the next three years within the context of a new Medium Term Socio-Economic Policy Framework

The assessment provided justification and relevance, ensuring that the new medium-term priorities are aligned with the most urgent needs and initiatives in the country.

**Phase III – Strategic Prioritization:** This phase involved a series of intense consultations at the sector level with critical stakeholders. The objective of the strategic prioritization process was to agree on the sectoral and industry priorities (linked to the key development issues and challenges identified during the previous phases) to be addressed over the three-year period. Priority strategies and actions to support the achievement of the expected results, articulated in a set of results matrices, were the main outputs delivered. During this stage a total of 21 sector planning workshops were held (see below). Approximately 700 stakeholders – from the public sector, private sector, civil society, academia and development partners – participated in these planning workshops. Following the workshops, stakeholders were provided with draft National Outcome or Industry chapters for their review and feedback.

**Phase IV – Preparation and Finalization of MTF 2015-2018:** Utilizing the outputs from the previous phases, a draft MTF 2015-2018 was prepared for internal and external review by stakeholders. The final draft MTF 2015-2018 has benefitted from extensive stakeholder review and feedback. The final draft MTF 2015-2018 was submitted to Cabinet and approved in September 2015, subject to final editing.

## **Preparation of MTF 2015-2018 - Sector Planning Workshops 2015**

Sector Planning Workshop	Date	Venue
Disasters and Climate Change	May 7, 2015	ODPEM
2. Tourism	May 13, 2015	Devon House
3. Energy	June 2, 2015	PIOJ
4. Mining and Quarrying	June 2, 2015	PIOJ
5. Environment and Planning (including housing)	June 3, 2015	PIOJ
6. Education and Training	June 12, 2015	MIND
7. Population	June 24, 2015	PIOJ
8. STI and ICT	June 30, 2015	PIOJ
9. Health	July 3, 2015	PIOJ
10. Social Protection	July 7, 2015	Medallion Hall Hotel
11. Manufacturing	July 9, 2015	JMA
12. Services	July 10, 2015	PIOJ
13. Security and Safety	July 13, 2015	PIOJ
14. Governance and Justice	July 14, 2015	MLGCD
15. Transport, Infrastructure and Construction	July 14, 2015	PIOJ
16. Enabling Business Environment	July 21, 2015	PIOJ
17. Culture, Cultural and Creative Industries	July 23, 2015	PIOJ
18. Sport	July 23, 2015	PIOJ
19. Agriculture	July 29, 2015	Medallion Hall Hotel
20. Children	August 17, 2015	PIOJ
21. Youth	August 21, 2015	PIOJ

## Appendix 4: Jamaica's Progress towards the MDGs

MDG	Progress	Explanation	Comment
Goals/Targets		(Selected	
		Data)	
Goal 1: Eradicate	Lagging	Poverty levels	There is no clear indication
poverty & hunger		1990:28.4%	whether the country will be
		2001:16.8%	able to achieve the overall goal
		2012: 19.9%	by the end of 2015.
1a. Halve, between 1990			The country made good
and 2015, the proportion			progress and had achieved the
of people below the			goal in 2007.
poverty line			Setbacks due to the global
			recession and the consequent
			social and economic impact on
			Jamaica have led to a rise in the
			prevalence of poverty since then.
			then.
1b. Halve, between 1990	Achieved		Although there has been an
and 2015, the proportion	, tomeved		increase in the percentage of
of people who suffer			underweight children under five
from hunger			years of age, the increase has
			not been sufficient to reverse
			achievement of the target.
Goal 2: Achieve	Achieved	Enrolment at the	Jamaica has enjoyed universal
universal primary	Acmeved	primary level	enrolment at the primary level
education		1990: 95.6%	for more than a decade.
		2001: 96.2%	Despite this, there have been
2a. Ensure that, by 2015,		2014: 99.4%	concerns about the quality of
children everywhere,			education to which children
boys and girls alike, will			have access.
be able to complete a			
full course of primary			
schooling	100-10-	Dutin of state to the	Ashiousanastatausastatus
Goal 3: Promote gender equality and empower	Lagging	Ratio of girls to boys at the primary level	Achievements towards this goal include increases in the
women		1990: 0.99	proportion of female
		2001: 0.96	representatives in the Houses
3a. Eliminate gender		2014: 0.95	of Parliament.
disparity in primary and			Gains have been made also in
secondary education,		Ratio of girls to boys	the labour market, as women
preferably by 2005, and		at the secondary	now account for almost 50.0
to all levels of education		level	per cent of wage labourers in
no later than 2015		1990: 1.07	the non-agriculture sector.

MDG	Progress	Explanation	Comment
Goals/Targets	1 1 061 033	(Selected	Comment
		Data)	
		2001: 1.03	Problems of underperformance
		2014: 1.06	of boys in education undermine
			efforts to meet this goal.
		Ratio of girls to boys	_
		at tertiary level	
		1990: 1.26	
		2001: 1.99	
		2014: 1.9	
Goal 4: Reduce child	Far behind	Under-five Mortality	Since the 2009 report, child
mortality		Rate (per 1,000)	mortality rates have further
As Dadwa hutuus		1993:28.5	decreased by 13 per cent and
4a. Reduce by two-		2000:26.6	overall child mortality has
thirds, between 1990 and 2015, the under-five		Infant mortality rate	declined by 25 per cent since 1990. However, the target of 75
mortality rate		reduced by almost	per cent reduction will not be
mortality rate		one-third	met for 2015.
Goal 5: Improve	Far Behind	Maternal Mortality	The maternal mortality ratio
maternal health	Tar Bermia	Ratio (per 100,000)	has not undergone any change
		1990: 119.7	since 2008.
5a. Reduce by three-		2001:106.2	While this figure is 21 per cent
quarters, between 1990		2010: 93.7	lower than 1990 levels, it is still
and 2015, the maternal			far below the target set under
mortality rate			this goal. The target will not be
			met.
5b. Achieve by 2015,	On track		Progress has been made in the
universal access to			provision of reproductive health
reproductive health			services and that target can be
Cool C. Combat	On track	Number of IIIV/AIDC	met.
Goal 6: Combat HIV/AIDS, malaria and	On track	Number of HIV/AIDS cases	HIV prevalence has remained below 2 per cent over the past
other diseases		1990: 70	10-15 years. As at the end of
other discuses		2002: 6,401	2013, the estimated prevalence
6a. Have halted by 2015		2013: 30,313	and number of persons living
and begun to reverse the			with HIV were 1.7 per cent and
spread of HIV/AIDS			30,313 respectively; it was also
			estimated that 25 per cent of
			PLHIV were unaware of their
			status.
			UNAIDS estimates a purported
			25 per cent reduction in new
			infections and a 50 per cent
			reduction in AIDS-related
			deaths (2010 vs. 2000).

MDG Goals/Targets	Progress	Explanation (Selected Data)	Comment
		Dataj	
6b. Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it	On track		At the end of 2014, 8,553 adults and 588 children were retained on anti-retroviral (ARV) drugs; this represents 54 per cent of those in need; 92 per cent of pregnant women with HIV received ARV treatment to prevent mother-to-child transmission (MTCT) of HIV with a MTCT rate of 1.2 per cent which is in keeping with the elimination target.
6c. Have halted by 2015	On track		An outbreak of malaria in
and begun to reverse the incidence of malaria and			2006/07 was effectively contained. There have been no
other major diseases			new reported cases since.
Goal 7: Ensure	Lagging		Jamaica has had mixed results
environmental			in meeting this goal.
sustainability			While there has been improvement in attempts to
7a. Integrate principles			ensure that environmental
of sustainable			consideration is included in
development into			policy and planning, greater
country policies and			integration is still needed.
programmes and reverse the losses of			
environmental resources			
7b. Reduce biodiversity	Unable to		Due to lack of data, a
loss, achieving by 2010, a	assess		comprehensive assessment of
significant reduction in the rate of loss			performance on this target cannot be made.
7c. Halve by 2015 the	Achieved	Proportion of	Over 90 per cent of the
proportion of people		households with	population has access to safe
without sustainable		main source of	drinking water.
access to safe drinking water and basic		drinking water that is not pipe:	
sanitation		1990: 21.7%	
		2001: 16.0% 2012: 22.9%	
7d. By 2020 have	Unable to		Due to lack of data, a
achieved a	assess		comprehensive assessment of
significant improvement in the lives of at least			performance on this target cannot be made.
100 million slum			camiot be made.

MDG Goals/Targets	Progress	Explanation (Selected	Comment
		Data)	
dwellers			
Goal 8: Developing Global Partnerships for Development	On track		
8a. Address the special needs of landlocked developing countries and small island developing states			
8b. Deal comprehensively with debt problem of developing countries through national and international measures in order to make debt sustainable in the long term	On track		Jamaica struggles with high levels of indebtedness, although it is taking steps to reduce the debt to a more sustainable level. The 2010 IMF Stand-by Arrangement and the 2013 IMF Extended Fund Facility (EFF) had debt restructuring as prior actions to the signing of the respective programmes. The four-year EFF has a raft of initiatives geared towards debt sustainability many of which were implemented and legislated during FY2013/14.
8d. In cooperation with the private sector, make available the benefits of new technologies, especially information and communications technologies	On track	Fixed telephone lines per 100 population: 1990: 4.46/100 2001: 19.6/100 2014: 9.3 (prelim.)  Mobile telephones per 100 population: 1990: 0 2001: 24.5	The country has had much success in relation to targets for improving access to information and communications technologies.

Source: Planning Institute of Jamaica. (2011). A Comprehensive Assessment of Jamaica's Progress Towards Achieving the Millennium Development Goals (MDGs) - Final Draft (unpublished).

## Appendix 5: Comprehensive List of Issues and Challenges Identified for the Medium Term

Development	Symptoms/Consequences
Issues/Challenges	
, 5	
<b>GOAL 1: Jamaicans Are Empowered to</b>	Achieve Their Fullest Potential
1.1 Migration	Brain drain
	Contribution to Diaspora
	Remittance flows
1.2 Unhealthy and risky lifestyles	Non-communicable diseases (NCDs)
	Sexually Transmitted Diseases (STDs)
1.3 HIV/AIDS	Decline in new infections and deaths
	Persistent prevalence in key groups
	Possible end of funding support from Global Fund
1.4 Inadequate health care facilities	Shortages of supplies, equipment and trained staff
	Overcrowding particularly at secondary and tertiary
	facilities
	High infant and maternal mortality
1.5 Inadequate early childhood	Shortage of trained teachers
development	<ul> <li>Inadequate numbers of certified institutions</li> </ul>
1.6 Inadequate education system	Inadequate access to system
	Anti-social behaviour and insecure school plants
	Inadequate teacher quality
	Low levels of performance particularly at the primary and
	secondary levels
	<ul> <li>Inadequate alignment with demands of the economy</li> </ul>
1.7 Rising levels of poverty	Increased prevalence of poverty in last 2 years
	<ul> <li>Highest poverty levels in rural areas and among women,</li> </ul>
	children and the elderly
1.8 Inadequate social protection system	Need to improve PATH
	Limited scale of Steps to Work Programme
	Low percentage of population participation in pension plans
	<ul> <li>Inadequate provision for persons with disabilities</li> </ul>
1.9 Low social capital	Need for positive core values
	Low levels of trust between individuals and of institutions
1.10 Weakened family and parenting	High level of single-headed households
structures	<ul> <li>Inadequate participation in parenting by fathers</li> </ul>
1.11 Inadequate cultural and sport	Aspects of cultural heritage at risk of being lost
development	Inadequate sports infrastructure and trained technical
	personnel
1.12 Inadequate youth development	Unattached and at-risk youth
	Limited youth participation in governance

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Development	Symptoms/Consequences	
Issues/Challenges		
issues/ chaneliges		
	High level of youth involvement in crime	
<b>GOAL 2: The Jamaican Society is Secur</b>		
2.1 High levels of crime and violence	High levels of major crimes and murders	
	Insecurity and unease of citizens	
	Marginalization of communities	
	High cost of crime	
2.2 Look of reconset for human rights	Barrier to competitiveness and investment	
2.2 Lack of respect for human rights	High levels of shootings and abuse of citizens by police     Trafficking in page 18.	
	Trafficking in persons     Violence against we man and shildren	
2.3 Gaps in gender equity	<ul> <li>Violence against women and children</li> <li>Under-representation of women in parliament and business</li> </ul>	
2.5 Gaps in genuer equity	<ul> <li>Under-representation of women in parliament and business leadership</li> </ul>	
	Underperformance of males in the education system	
2.4 Inadequate mechanisms for	High incidence and perception of corruption	
transparency and accountability	Barrier to competitiveness and investment	
2.5 Inefficient justice system	Delays in disposing of cases	
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Inadequate technology and court infrastructure	
2.6 Inefficient public sector	Weak management and administrative systems	
·	<ul> <li>Delays in drafting and passage of legislation</li> </ul>	
	Inadequate customer service	
<b>GOAL 3: Jamaica's Economy is Prosper</b>		
3.1 Macroeconomic vulnerability	Persistent fiscal deficits	
	High public debt	
	Loss-making public enterprises	
	Small open economy	
3.2 Inefficient tax system	Complex and distortionary system of tax incentives	
	Narrow tax base	
	Low levels of tax compliance	
2.2.1	Complicated process of tax payment	
3.3 Low economic growth rates	Persistent underperformance of the economy     Limited resources for public investment	
	<ul><li>Limited resources for public investment</li><li>Limited improvement in per capita wealth</li></ul>	
3.4 High unemployment	Particularly high unemployment among youth and women	
3.4 mgn anemployment	<ul> <li>Particularly high unemployment among youth and women</li> <li>Contribution to poverty and at-risk youth</li> </ul>	
3.5 Uncompetitive business	Delays in obtaining approvals and licences	
environment	<ul> <li>Delays in obtaining approvals and iterates</li> <li>Difficulties in acquisition, titling and transfer of land</li> </ul>	
	Delays in import and export procedures	
	Inadequate use of trade policy and investment promotion	
	Inadequate support for MSMEs	
3.6 Low labour productivity	Reduced economic competitiveness	
· · · · · · · · · · · · · · · · · · ·	1	

Development	Symptoms/Consequences
Issues/Challenges	
	Low economic growth and low wage growth
3.7 Poor road transport infrastructure	<ul> <li>Inadequately maintained road surfaces</li> </ul>
	Difficulties in transport of goods by road
	Increased costs of vehicle maintenance
	Reduced road safety
3.8 Maritime transport and logistics	Underutilized port capacity
	Lack of modernized maritime legislation
2.0 km da	Delays in developing logistics facilities
3.9 Inadequate water and sanitation	High levels of system losses
system	Inadequate water distribution infrastructure
2.10 Look of anarov conveits and	Limited sewerage systems in rural areas
3.10 Lack of energy security and efficiency	Dependence on imported petroleum     Inefficient use of energy
eniciency	Inefficient use of energy      High cost of energy
	High cost of energy     Low levels of renewable energy
3.11 Low levels of science, technology	<ul> <li>Low levels of renewable energy</li> <li>Low levels of investment in research and development</li> </ul>
and innovation	Gaps in framework for protection of intellectual property
and innovation	
3.12 Internationally competitive	Inadequate science and technology education     Relatively low company conhictication and productivity.
industries	<ul><li>Relatively low company sophistication and productivity</li><li>Limited inter-sectoral linkages</li></ul>
maddics	<ul> <li>Limited inter-sectoral linkages</li> <li>Limited application of "green" technology</li> </ul>
i. Agriculture	Sector-Specific Issues
	Sector-specific issues
ii. Manufacturing	Sector-Specific Issues
iii. Mining and Quarrying	Sector-Specific Issues
iv. Construction	Sector-Specific Issues
v. Cultural and Creative Industries	Sector-Specific Issues
including Sport	
vi. ICT	Sector-Specific Issues
vii. Financial, Business and	Sector-Specific Issues
Distribution Services	
viii. Tourism	Sector-Specific Issues
GOAL 4: Jamaica Has a Healthy Natura	l Environment
4.1 Threats to natural environment	Loss of biodiversity
	Degradation of key ecosystems
	Inadequate policy, legal, institutional and enforcement
	framework for environmental management

Development Issues/Challenges	Symptoms/Consequences
4.2 Inadequate waste management	<ul> <li>Lack of comprehensive waste management policy</li> <li>Inadequate infrastructure for disposal of solid and liquid waste</li> <li>Lack of system for handling hazardous waste</li> </ul>
4.3 Vulnerability to hazards	<ul> <li>Limited data on hazard mapping and risk assessment</li> <li>Inadequate resilience of infrastructure and human settlements</li> <li>Weaknesses in disaster preparedness and response</li> </ul>
4.4 Threat of climate change	<ul> <li>Threats from rising sea levels, increased severity of floods and droughts, and extreme weather events</li> <li>Inadequate awareness of and adaptation to climate change</li> </ul>
4.5 Inadequate land use planning	<ul> <li>Fragmented and inefficient planning system</li> <li>Lengthy development approvals process</li> </ul>
4.6 Inadequate provision of housing / shelter	<ul> <li>Inadequate access to affordable housing</li> <li>High levels of informal settlements ("squatting")</li> </ul>

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