



Government  
of Jamaica

# VISION 2030 JAMAICA

## MEDIUM TERM SOCIO-ECONOMIC POLICY FRAMEWORK

2018 - 2021



Planning Institute of Jamaica  
16 Oxford Road, Kingston 5  
Tel: 906-4469-72/906-4463-4/960-9339/906-4463 Fax: 906-5011  
E-mail: [ndp@pioj.gov.jm](mailto:ndp@pioj.gov.jm)  
Website: [www.pioj.gov.jm](http://www.pioj.gov.jm)



© 2018 by the Planning Institute of Jamaica  
All rights reserved. Published 2018

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

Vision 2030 Jamaica – National development plan: medium term socio-economic  
policy framework 2018 - 2021

p. : ill. ; cm.

**ISBN 978-976-8103-80-2**

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: Vision 2030 Jamaica Secretariat

# Table of Contents

	Page #
Foreword	5
Acknowledgements	7
Acronyms and Abbreviations	8
Structure of MTF 2018-2021	22
<b>Section 1 – Introduction, Background and Setting the Context</b>	23
Vision 2030 Jamaica – National Development Plan	24
Medium Term Socio-Economic Policy Framework 2018 - 2021	25
The Jamaica We Want by 2030	27
Key Requirements, Roles and Responsibilities in the Implementation, Monitoring and Evaluation of Vision 2030 Jamaica	31
Cycle for Monitoring and Reporting of MTF 2018 - 2021	34
Using the Medium Term Socio-Economic Policy Framework (MTF)	34
The Alignment of Vision 2030 Jamaica with the Sustainable Development Goals	34
Financing Vision 2030 Jamaica – Financing Our Country’s Development	35
The Relevance of Vision 2030 Jamaica for the Future	36
Communicating Vision 2030 Jamaica – National Development Plan and the Jamaica We Want by 2030	37
Lessons Learned in the Implementation of Vision 2030 Jamaica and MTF 2015 - 2018	38
Key Risks for Consideration under MTF 2018 - 2021	38
Process for Preparation of MTF 2018 - 2021	40
<b>Section 2 – Country Context, Challenges and Opportunities</b>	
Snapshot of the Current Social, Governance, Economic and Environmental Situation	43
Implementation Progress – Analyzing Jamaica’s Development Results – 2009/10 – December 2018	52
Development Challenges and Opportunities – SWOT Analysis of Jamaica 2018	60
<b>Section 3 – Medium Term Strategic Priorities to Advance Jamaica’s Development Results 2018 - 2021</b>	61
Methodology for Determining Medium Term Priorities	62
Strategic Priorities under MTF 2018 - 2021	63
Medium Term Strategic Priorities, Priority National Outcomes and Strategic Areas of Focus under the 4 National Goals	64
Snapshot of Main Transformational Projects in the Medium Term - MTF 2018 –	68



	Page #
2021 under the 15 National Outcomes	
<b>Section 4 – Medium-Term Priority Strategies and Actions under the 15 National Outcomes</b>	<b>74</b>
National Outcome # 1 – A Healthy and Stable Population	75
National Outcome # 2 – World-Class Education and Training	104
National Outcome # 3 – Effective Social Protection	120
National Outcome # 4 – Authentic and Transformational Culture	134
National Outcome # 5 – Security and Safety	144
National Outcome # 6 – Effective Governance	158
National Outcome # 7 – A Stable Macroeconomy	174
National Outcome # 8 – An Enabling Business Environment	187
National Outcome # 9 – Strong Economic Infrastructure	209
National Outcome # 10 – Energy Security and Efficiency	224
National Outcome # 11 – A Technology-Enabled Society	231
National Outcome # 12 – Internationally Competitive Industry Structures	237
1. Agriculture	242
2. Manufacture	254
3. Mining and Quarrying	260
4. Construction	266
5. Cultural and Creative Industries	270
6. Sport	275
7. Information and Communication Technology	279
8. Services	284
9. Tourism	289
National Outcome # 13 – Sustainable Management and Use of Environmental and Natural Resources	296
National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change	312
National Outcome # 15 – Sustainable Urban and Rural Development	324
APPENDIX 1: How to Align Your Strategic/Corporate and Operational Plan and/or Country Programme with the MTF	334
APPENDIX 2: Implementation Progress – A Snapshot of Key Achievements under the 15 National Outcomes over the Period 2015 – 2018 (Programmes, Projects and Initiatives)	339
APPENDIX 3: Performance under the national outcome indicators measured against targets for 2012, 2015 and 2018	370

## Foreword

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 ensure a secure and prosperous future for all Jamaicans and is based on the vision statement: *“Jamaica, the place of choice to live, work, raise families and do business”*. This vision statement embodies the clear message that emerged from the inclusive plan development process and encapsulates the yearning of our people for a secure and prosperous future. It calls for every citizen to participate in both the responsibilities and benefits of national development... as a fundamental strategy to advance our nation’s progress.

Vision 2030 Jamaica introduces a new paradigm, which since its promulgation has continued to redefine the strategic direction for Jamaica – one which puts us on a different path – a path to sustainable prosperity – one that moves us from dependence on the lower forms of capital to developing and sustaining the higher forms of capital – our cultural, human, knowledge and institutional capital stocks to move us into the higher stages of development but also position us to add value to the lower forms of capital... moving us into an innovation-driven stage of development. Whilst exploiting the lower forms of capital, for example, our natural resources for tourism, bauxite, agriculture among others, provides the foundation for development, it is the higher forms of capital that will enable us to create the levels of prosperity required for sustained economic and social development.

Today, Vision 2030 Jamaica – National Development Plan continues to endure a national development planning framework underpinned by strong consensus of a wide range of stakeholders and has been benchmarked to regional and global best practices and is considered as a best practice in development planning in Latin America and the Caribbean. The Plan and its associated processes continue to support deepening integration with results-based planning, budgeting and monitoring and evaluation (M&E) processes in GoJ and it is accepted and used by our international development partners as the basis for preparation of country strategy programmes for Jamaica

A distinguishing feature of Vision 2030 Jamaica is its focus on implementation and accountability. At the heart of this is an emphasis on prioritization and action. The primary tool and critical success factor for Plan implementation is the Medium Term Socio-Economic Policy Framework (MTF) which translates the Plan from a roadmap to action. MTF 2018 - 2021 – is the fourth in a series of seven consecutive 3-year plans and is aligned to the overall vision, goals and national outcomes of Vision 2030 Jamaica – National Development Plan and allows for a stage by stage operationalization of the long term National Development Plan. It is an implementation framework underpinned by an extensive strategic planning and prioritization process to guide stakeholders to achieve the goals and outcomes of the long-term development plan. MTF 2018 - 2021 is based on the nation’s development aspirations and guiding principles as articulated in the country’s long-term development plan and is aligned to Agenda 2030

Sustainable Development Goals (SDGs) MTF 2018 - 2021 will consolidate the gains made in the previous MTFs for 2009-2012, 2012-2015 and 2015 - 2018 and strengthen the foundations for achieving the country's long-term results, taking into account the many opportunities that surround us, the current developmental challenges we are confronted with and the global context.

The preparation process for the MTF was led by the Vision 2030 Jamaica Secretariat at the Planning Institute of Jamaica (PIOJ) and ensured high levels of stakeholder consultation and input and the participation of over 800 key stakeholders from the public and private sectors, civil society organizations, international development partners and youth and children – through 50 planning workshops.

MTF 2018 – 2021 therefore 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 2018 - 2021 and the long-term goals and outcomes of Vision 2030 Jamaica. Under MTF 2018-2021, Jamaica will advance the mainstreaming of the 2030 Agenda and its 17 SDGs within the implementation of Vision 2030 Jamaica. MTF 2018-2021 shows the following alignments: the alignment of the National Outcomes (of the 4 National Goals) of Vision 2030 Jamaica and the SDGs; and, the alignment of the priority sector strategies to advance each National Outcome with relevant SDG targets (see table of priorities for each outcome)

MTF 2018 – 2021 builds on the successes and lessons learned from the implementation of its predecessors: MTF 2009 – 2012, MTF 2012-2015 and MTF 2018 - 2021. The cumulative effect of the implementation of priority strategies and actions under the previous two MTFs has resulted in improvements in key social, economic and environmental indicators of development including, life expectancy, inflation, employment, and the development of local sustainable development planning frameworks, which will serve to strengthen the synergies between national and local level development processes. MTF 2018 - 2021 presents the priority strategies and actions over the medium term and serves as a framework for all Jamaicans – those in the public and private sectors and in civil society, along with our institutions and our development partners to work towards the achievement of our country's agreed development goals within a common development framework,

***ensuring a secure and prosperous future for our people... and making “Jamaica, the place of choice, to live, work, raise families and do business”***

Dr. Wayne Henry  
Director General  
Planning Institute of Jamaica

## Acknowledgements

The Planning Institute of Jamaica (PIOJ) expresses sincere appreciation to all stakeholders from the public and private sectors, civil society, and the international development community, who participated over several months to prepare the Medium Term Socio-Economic Policy Framework (MTF) for the period 2018 – 2021.

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 Vision 2030 Jamaica Secretariat, for their role in finalizing MTF 2018 – 2021.

MTF 2018 - 2021 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 twelve years ago, as well as the previous MTFs for 2009-2012, 2012-2015 and 2015-2018. 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.

## Acronyms and Abbreviations

AAJ	Airports Authority of Jamaica
ABM	Automated Banking Machine
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
APSE	Alternative Pathways to Secondary Education
ARB	Architects Registration Board
ARV	Anti-retroviral
ASYCUDA	Automated System for Custom Data
ATO	Accredited Training Organization
ATT	Arms Trade Treaty
AVL	Automatic Vehicle Location
B&B	Bed and Breakfast
BFHS	Bath Fountain Hotel and Spa
BGA	Bureau of Gender Affairs
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 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
CCCJ	Council of Community Colleges of Jamaica
CCIs	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
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEO	Chief Executive Officer
CFATF	Caribbean Financial Action Task Force
CFCU	Communication Forensics and Cybercrime Unit
CFTC	Commodity Futures Trading Commission
CGF	Caribbean Growth Forum
CHASE Fund	Culture, Health, Arts, Sports and Education Fund
CHEC	China Harbour Engineering Company
CIB	Central Investigations Bureau
CIC	Construction Industry Council
CIFTA	The Inter-American Convention Against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials
CIP	Confidential Informant Program
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
CLMIS	Contraceptive Logistics Management Information System
CLMIS	Contraceptive Logistics Management Information System
CMI	Caribbean Maritime Institute
CMS	Court Management System
CNCD	Chronic Non-Communicable Disease
CO <sub>2</sub>	Carbon Dioxide
COJ	Companies Office of Jamaica
COMET II	Community Empowerment and Transformation Project
COP 21	21 <sup>st</sup> Conference of the Parties (to the UNFCCC)
CPC	Chief Parliamentary Council
CPFSA	Child Protection and Family Services Agency
CPI	Consumer Price Index
CPTC	Creative Production and Training Centre Limited

CPTED	Crime Prevention through Environmental Design
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
C-TOC	Counter-Terrorism and Organized Crime Investigation Branch
CTMS	Central Treasury Management System
CVQ	Caribbean Vocational Qualification
CVSS	Council of Voluntary Social Services
DAC	Development Area Committee
DAVLS	Dispatch and Automated Vehicle Location System
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)
DHIS	District Health Information System
DNA	Deoxyribonucleic Acid
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
EGC	Economic Growth Council
eGovJa	eGov Jamaica Limited
EIA	Environmental Impact Assessment
EII	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
FIES	Food Insecurity Experience Scale
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
GAC	Gender Advisory Council
GAP	Gender Ambassadors Programme
GAP	Good Agricultural Practices
GASC	Growth Agenda Subcommittee
GCI	Global Competitiveness Index
GCM	Global Compact Migration
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
HAI	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
IAEG-SDGs	Inter-Agency and Expert Group on Sustainable Development Goal Indicators
IAPIS	Interactive Advanced Passenger Information System
IBRD	International Bank for Reconstruction and Development (World Bank)
ICCPR	International Covenant on Civil and Political Rights
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
IMD	International Migration and Development
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
IRCC	Immigration Restriction Commonwealth Citizen

IRM	Involuntary Returned Migrant
ISCED	International Standard Classification of Education
ISCF	Island Special Constabulary Force
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
JAIP	Jamaica Athletes Insurance Plan
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
JBİ	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-ICVIS	Jamaica Crime Observatory – Integrated Crime and Violence Information System
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
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
JMB	Jamaica Mortgage Bank
JMEA	Jamaica Manufacturers' and Exporters Association Limited
JNA	Jamaica Netball Association
JNCVS	Jamaica National Crime Victimization Survey
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
LEDSP	Local Economic Development Support Programme
LEGS	Learn, Earn, Give and Save
LFMC	Local Forestry Management Committee
LMIS	Labor Market Information System

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
MCGES	Ministry of Culture, Gender, Entertainment and Sport
MCM	Monetary and Capital Market Division
MCRU	Mosquito Control and Research Unit
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goal
MDP	Master Drainage Plan
MEFP	Memorandum of Economic and Fiscal Policies
MEGJC	Ministry of Economic Growth and Job Creation
Met Service	Meteorological Service, Jamaica
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MFI	Micro Financial Institution
MGD	Mines and Geology Division
MIC	Middle-Income Country
MICAF	Ministry of Industry, Agriculture and Fisheries
MIDA	Micro Investment Development Agency
MIDP	Major Infrastructure Development Programme
MIND	Management Institute for National Development
MLGCD	Ministry of Local Government and Community Development
MLSS	Ministry of Labour and Social Security
MIDP	Major Infrastructure Development Programme
MNS	Ministry of National Security
MOCA	Major Organized Crime and Anti-Corruption Agency
MOEYI	Ministry of Education, Youth and Information
MOFPS	Ministry of Finance and the Public Service
MOH	Ministry of Health
MOJ	Ministry of Justice
MOT	Ministry of Tourism
MOU	Memorandum of Understanding
MPO	Modernization Programme Office
MQAJ	Mining and Quarrying Association of Jamaica
MSET	Ministry of Science, Energy and Technology
MSM	Men who have Sex with Men
MSME	Micro, Small and Medium-sized Enterprise
MTAP	Medium Term Action Plan
MTCT	Mother-to-Child Transmission
MTEF	Medium Term Expenditure Framework

MTEP	Medium Term Economic Programme
MTF	Medium Term Socio-Economic Policy Framework
MTM	Ministry of Transport and Mining
MTRBB	Medium Term Results Based Budgeting
MVP	Maximizing Velocity and Power
MW	Megawatt
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
NHRI	National Human Rights Institute
NHT	National Housing Trust
NIB	National Intelligence Bureau
NIC	National Irrigation Commission
NIDS	National Identification System
NIF	National Insurance Fund
NIIP	Non-Intrusive Inspection Program
NIN	National Identification Number
NIP	National Irrigation Programme
NIR	Net International Reserves
NIRA	National Identification and Registration Authority
NRA	National Identification and Registration Authority
NIS	National Insurance Scheme

NLA	National Land Agency
NLJ	National Library of Jamaica
NMIA	Norman Manley International Airport
NPACV	National Plan of Action for an Integrated Respond to Children and Violence
NPGE	National Policy for Gender Equality
NPSC	National Parenting Support Commission
NPSC	National Policy for Senior Citizens
NQF-J	National Qualifications Framework
NRA	National Registration Agency of Jamaica
NRC	National Registration Commission
NROCC	National Road Operating and Construction Company
NRV	Natural Resource Valuation
NRW	Non-Revenue Water
NSAP-GBV	National Strategic Action Plan to Eliminate Gender-Based Violence
NSC	National Standard Curriculum
NSC	National Sports Council
NSDS	National Strategy for the Development of Statistics
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
NTA	National Transfer Accounts
NTFATIP	National Task Force Against Trafficking in Persons
NUYP	National Unattached Youth Programme
NVQ-J	National Vocational Qualification of Jamaica
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
ODPP	Office of the Director of Public Prosecutions
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
PLWD	Persons Living with Disabilities
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
POA	Programme of Action
PPP	Public-Private Partnership
PPCR	Pilot Programme for Climate Resilience
PQPI	Plant Quarantine and Produce Inspection
PR	Public Relations
PRCU	Poverty Reduction Coordinating Unit
PROMAC	Programme for the Reduction of Maternal and Child Mortality
PROPEL	Promotion of Regional Opportunities for Produce through Enterprises and Linkages
PSIP	Public Sector Investment Programme
PSMD	Public Sector Modernization Programme
PSMEU	Public Sector Monitoring and Evaluation Unit
PSMTD	Public Sector Modernization and Transformation Division
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
SALWs	Small Arms and Light Weapons
SAMOA	SIDS Accelerated Modalities of Action
SBA	Stand-By Arrangement
SBAJ	Small Business Association of Jamaica
SBDC	Small Business Development Centre
SCDP	Sports for Community Development Programme
SCHIP	Southern Coastal Highway Improvement Project
SDC	Social Development Commission
SDF	Sports Development Foundation
SDG	Sustainable Development Goal
SEP	School Education Programme
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
SPF	Social Protection Floor
SPM	Stockpile Management
SPS	Social Protection Strategy
SRC	Scientific Research Council
SRH	Sexual and Reproductive Health
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
TIP	Trafficking in Persons
TIS	Tablets in Schools
TJ	Things Jamaican
TMC	Technical Monitoring Committee
TNOC	Trans-National Organized Crime
TPDCo	Tourism Product Development Company
TRIPS	Trade-Related Aspects of Intellectual Property Rights
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
UIC	Unique Identifier Code
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
UNIDROIT	International Institute for the Unification of Private Law
UNTOC	United Nations Convention against Transnational Organized Crime
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
WADA	World Anti-Doping Agency
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
YCA	Youth Club Assistants
YEP	Youth Entrepreneurship Programme
YICs	Youth Innovation Centres
ZOSO	Zones of Special Operations

## Structure of MTF 2018 - 2021

This document, the Medium Term Socio-Economic Framework 2018 - 2021, is organized into four sections.

**Section 1** covers the introduction, background and context and provides an introduction to the preparation of MTF 2018 - 2021; key requirements, role and responsibilities in the implementation, monitoring and evaluation of Vision 2030 Jamaica; the alignment of Vision 2030 Jamaica with the Sustainable Development Goals; and financing Vision 2030 Jamaica

**Section 2** outlines the country context within which MTF 2018 - 2021 was developed, highlighting the key aspects of the current social, governance, economic and environmental situation, policy context, major challenges and opportunities facing Jamaica as well as key achievements under the previous MTF 2015 - 2018. It provides key information on the implementation progress of Vision 2030 Jamaica to date based on the 67 national outcome indicators and targets of the Plan's monitoring and evaluation framework.

**Section 3** presents the medium term priorities necessary to advance and improve Jamaica's development results and will assist in moving Jamaica forward towards: 'a secure and prosperous future for our people'. This section also presents the alignment of the medium term strategic priorities and the strategic areas of focus under the priority national outcomes under each of the country's four national goals; and provides a snapshot of the main transformational projects for the medium term under each national outcome.

**Section 4** presents the medium-term priorities and actions under the 15 national outcomes and for each of the 9 industry structures under national outcome #12, including the agencies responsible for implementation and the key indicators and targets to be achieved over the medium term. Under this section, and specifically under the priority strategies and actions, is the alignment of the each strategy or action's contribution to achieving SDG targets.

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

# Section 1 – Introduction, Background and Setting the Context



**Vision 2030 Jamaica... ensuring a secure and prosperous future for our people**

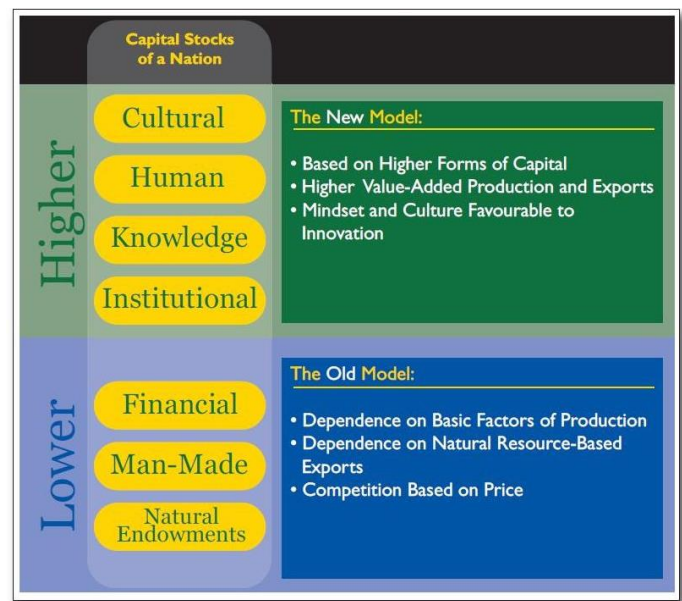


## Vision 2030 Jamaica – National Development Plan

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"*. This vision statement embodies the clear message that emerged from the inclusive plan development process and encapsulates the yearning of our people for a secure and prosperous future. It calls for every citizen to participate in both the responsibilities and benefits of national development... as a fundamental strategy to advance our nation's progress.

Ensuring a secure and prosperous future for all Jamaicans requires a major transformation from a middle income developing country to a country which can afford its citizens a high quality of life and world-class standards in a range of areas – education, health care, nutrition, civility and social order, access to environmental goods and services such as clean air and water among others. Fundamental to this is ensuring that as a country we take the necessary steps to advancing a sustainable society by integrating and balancing the economic, social, environmental and governance components of national development... towards meeting *"the needs of the present generation without compromising the ability of future generations to meet their own needs"*.

Vision 2030 Jamaica therefore introduces a new paradigm, which since its promulgation has continued to redefine the strategic direction for Jamaica – one which puts us on a different path – a path to sustainable prosperity – one that moves us from dependence on the lower forms of capital to developing and sustaining the higher forms of capital – our cultural, human, knowledge and institutional capital stocks to move us into the higher stages of development but also position us to add value to the lower forms of capital... moving us into an innovation-driven stage of development. Whilst exploiting the lower forms of capital, for example, our natural resources for tourism, bauxite, agriculture among others, provides the foundation for development, it is the higher forms of capital that will enable us to create the levels of prosperity required for sustained economic and social development.



Vision 2030 Jamaica is built on a results-based management framework (RBM) and focuses attention on achieving our national goals and outcomes, establishing indicators and targets for monitoring process of our development agenda and allowing us to take corrective action along the way thereby facilitating continuous improvement.

A distinguishing feature of Vision 2030 Jamaica is its focus on implementation and accountability. At the heart of this is an emphasis on prioritization and action. Vision 2030 Jamaica is implemented through a series of Medium Term Socio-Economic Policy Frameworks (MTFs), which identify the priority strategies and actions under each of the country's 15 national outcomes for each three-year period from 2009 to 2030.

Key attributes of the national development plan:

- It has a long-term planning horizon with a strategic focus
- Enjoys bi-Partisan support
- Is underpinned by high levels of stakeholder involvement and engagement
- Takes into account the views and aspirations of our children and youth
- Is underpinned by a well-defined implementation framework, the Medium-Term Socio-Economic Policy Framework (MTF)
- Has a robust monitoring and evaluation framework comprising indicators and interim targets that allow for the quantitative assessment of progress
- It is underpinned by the principles of sustainability and ensures that all areas of development – economic, social, and environmental are taken into account
- Is easily aligned with key national and international frameworks – the most recent example being Agenda 2030 – Sustainable Development Goals which are expected to be achieved through the implementation of Vision 2030 Jamaica
- Has a strong focus on transparency and accountability by undertaking and making public its performance reports and the country's development results

### **Medium Term Socio-Economic Policy Framework 2018 - 2021**

The Medium Term Socio-Economic Policy Framework (MTF) is the implementation framework of Vision 2003 Jamaica – National Development Plan, and is aligned to the overall vision, goals and national outcomes of Vision 2030 Jamaica – National Development Plan and allows for a stage by stage operationalization of the long term National Development Plan. It is an implementation framework underpinned by an extensive strategic planning and prioritization process to guide stakeholders to achieve the goals and outcomes of the long-term development plan.

Each MTF therefore serves as a companion document to the Vision 2030 Jamaica – National Development Plan, comprising the medium term priority strategies and actions that will be pursued in the implementation of the Plan. The MTF is aligned with the country's long-term vision, goals and national outcomes as contained in the NDP and allows for implementation that incorporates continuous improvement.

MTF 2018 – 2021 is the 4<sup>th</sup> medium term strategic programme to advance the implementation of the Vision 2030 Jamaica – National Development Plan. MTF 2018 - 2021 is based on the

nation's development aspirations and guiding principles as articulated in the country's long-term development plan and is aligned to Agenda 2030 Sustainable Development Goals (SDGs) MTF 2018 - 2021 will consolidate the gains made in the previous MTFs for 2009-2012, 2012-2015 and 2015 - 2018 and strengthen the foundations for achieving the country's long-term results, taking into account the many opportunities that surround us, the current developmental challenges we are confronted with and the global context.

The preparation process for the MTF was led by the Vision 2030 Jamaica Secretariat at the Planning Institute of Jamaica (PIOJ) which ensured high levels of stakeholder consultation and input and the participation of over 800 key stakeholders from the public and private sectors, civil society organizations, international development partners and youth and children. MTF 2018 – 2021 process recognizes and took into account other planning documents and frameworks such as: Cabinet Priorities, the Economic Growth Council's *"Call to Action"*, Whole of Government Business Plan, the corporate and operational plans of government ministries, departments and agencies (MDAs); Agenda 2030 Sustainable Development Goals and the associated targets under each goal as well as the defined SDG accelerators contained in "Jamaica's Road Map for the Implementation of the SDGs", among others.

MTF 2018 – 2021 therefore 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 2018 - 2021 and the long-term goals and outcomes of Vision 2030 Jamaica.

Today, Jamaica continues to face many challenges – ranging from economic, social and national security challenges, pressures on its natural environment, and the increasing impacts of global climate change. Notwithstanding, there continues to be consensus by stakeholders on the need to undertake fundamental reforms to consolidate our macroeconomic gains over the years, 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 environments. MTF 2018 - 2021 presents the priority strategies and actions over the medium term and serves as a framework for all Jamaicans – those in the public and private sectors and in civil society, along with our institutions and our development partners to work towards the achievement of our country's agreed development goals within a common development framework,

**ensuring a secure and prosperous future for our people... and making  
"Jamaica, the place of choice, to live, work, raise families and do business"**

## The Jamaica We Want by 2030

The Jamaica we want by 2030 is one in which each Jamaican can secure sustained and broad-based improvement in his/her quality of life and one in which our country can transform into “the place of choice to live, work, raise families and do business”. In other words what we want is sustainable prosperity and inclusive growth, equity and good governance.

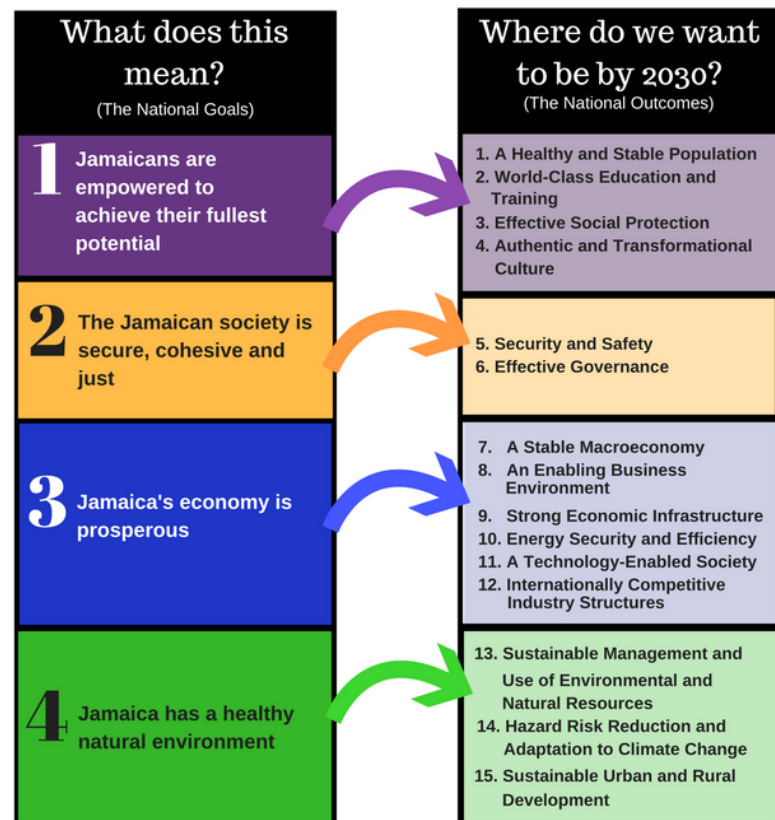
To achieve this, Vision 2030 Jamaica - National Development Plan articulates a comprehensive and integrated strategy around four 4 national goals and 15 national outcomes as presented in Figure 1. These National Goals are mutually reinforcing and synergistic in design, and their achievement cannot be realized in isolation from each other. These goals and their associated national outcomes, along with national strategies, programmes, projects and activities collectively represent a development planning approach that is broad in scope, participatory in design and implementation, long-term in reach and transformational in character. Vision 2030 Jamaica therefore provides a comprehensive framework in which the linkages among economic, social, environmental and governance spheres of development are made, and presents a broad strategic thrust for the transformation of the Jamaican economy and society towards sustainable development and prosperity for the Jamaican people.

By focusing on sustainable development, the Plan ensures that the three dimensions of sustainability are fully integrated within a Results-Based Management (RBM) Framework. The four goals and 15 national outcomes of Vision 2030 Jamaica cover these three dimensions: goals 1 and 2 are social goals; goal 3 is an economic goal; and goal 4 is an environmental goal. Additionally, the design and plan implementation frameworks of Vision 2030 Jamaica comprise key prerequisites for the realization of development practice that integrates the three dimensions of sustainability. These include:

## Jamaica's National Goals and National Outcomes

# NATIONAL VISION

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



- The long term horizon of the plan which covers a 21-year implementation period;
- A people-centred approach to development, which directs guiding principles that encompass the three dimensions of sustainable development and good governance, including partnership and transparency and accountability;
- An outcomes based medium term planning framework, which centres on the achievement of outcomes through a multi-dimensional strategic framework that requires intersectoral and cross sectoral collaborations;
- A monitoring and evaluation framework - characterized by national outcome/impact indicators aligned with the goals and outcomes; and representative of the 3 dimensions of sustainability.

### ***A Snapshot of The Jamaica we Want: A Perspective from our Youth***

As part of the MTF preparation process, Vision 2030 Jamaica engaged with youth and children to inform the development priorities to advance their development. The consultative framework underpinned by Vision 2030 Jamaica seeks to ensure that youth and children are not only beneficiaries of development but are allowed to play an active role in deciding the future they want. Below is a snapshot of the key perspectives expressed by them.

<b>Policy Recommendation (to select challenges)</b>	<b>Recommended Policy Priorities from the Youth Perspective</b> <i>To address Key Development Challenges</i>	
	<b><i>What Youth Should Do</i></b>	<b><i>What Government Should Do</i></b>
<b>1. Improve Environmental Sustainability</b>	<ul style="list-style-type: none"> <li>• Contribute to anti-pollution initiatives and effective waste management</li> <li>• Hold state entities accountable to fulfil their mandates</li> <li>• Engage in a primary and secondary education campaign on environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse urban planning strategies</li> <li>• Promote crop diversity and produce more wealth yielding crops</li> <li>• Review legislation on land and property rights</li> <li>• Promote environmentally friendly farming practices</li> </ul>
<b>2. Institute Cultural Change in the Values, Mindset and Attitudes of the People</b>	<ul style="list-style-type: none"> <li>• Promote innovation and creativity as part of Jamaica's core values</li> <li>• Advocate changes in attitudes towards civic responsibility</li> <li>• Promote the mainstreaming of gender perspectives</li> <li>• Promote increased government transparency</li> <li>• Promote greater levels of</li> </ul>	<ul style="list-style-type: none"> <li>• Reorient culture through promoting national core values and engaging families and schools to transmit and institutionalize the values</li> <li>• Make mandatory, youth participation in youth clubs and programmes focused on the core values and attitudes necessary for Jamaica's development</li> </ul>

Policy Recommendation (to select challenges)	Recommended Policy Priorities from the Youth Perspective <i>To address Key Development Challenges</i>	
	<b><i>What Youth Should Do</i></b>	<b><i>What Government Should Do</i></b>
	respect for religious diversity and its impact on core values and attitudes	
<b>3. Improve Access to Tertiary Education</b>	<ul style="list-style-type: none"> <li>• Restructure scholarship programmes and include more initiatives like JAMVAT</li> <li>• Include more requirements for community service within youth organizations to increase the eligibility and access to scholarships by members</li> <li>• Advocate for government to implement policies which mandate parental support for tertiary education</li> <li>• Support more innovative and greater engagement of public financial resources to support tertiary education</li> <li>• Engage more public-private partnerships</li> <li>• Encourage voluntary monetary contribution from the private sector, civil society and multi-national organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Provide and facilitate access to financing mechanisms for tertiary education including student loan, scholarships/grants and jobs</li> <li>• Strengthen the mechanisms for tertiary education financing to be more student-driven, providing timely and accurate information and structured to meet the needs of all who are eligible/meet matriculation requirements</li> <li>• Improve alignment between 'education and training' and the labour market to facilitate greater ease in transition from school to work; and provide an enabling environment for greater levels of diversification and entrepreneurship in the application of education and training</li> </ul>

***The Youth Perspective on How to Advance Vision 2030 Jamaica: National Development Plan: What Should We Do to Advance the Achievement of Vision 2030 Jamaica***

***Government's Role***

1. Build parenting skills and capacity for the protection and development of children and youth
2. Make information on the plans for national development (Vision 2030 Jamaica) simple and easy to understand by all Jamaicans;
3. Use creative methods to engage the citizenry, including music, drama, social media and entertainment (population Dancehall artistes etc.)

4. Tell the citizens how Vision 2030 Jamaica improves their lives – knowing about it does not directly improve the well-being of citizens
5. Engage in sustainable strategic partnerships – including civil society organizations, private sector etc.
6. The political leaders should champion the engagement of communities in sustainable development – and utilize the political apparatus to engage the citizenry in consultations & demonstrate that they value each and every citizen
7. Implement policies and programmes for cultural integration to bridge the divides between social classes
8. Make youth engagement more inclusive and participatory – engage those who are typically disconnected from development planning, such as the uneducated and “unattached”
9. Engage the children and youth as ambassadors of Vision 2030 Jamaica – in the planning process and communication of the plan
10. Prioritize human capital development among youth; and engage them in the civil service in building the skills and competencies of the workforce
11. The mental health, basic needs and core values of the population should be addressed as part of equipping them for participation in development processes
12. Revise the sexual and reproductive health curriculum in schools
13. Engage youth in inner-cities for peer to peer communication on Vision 2030 Jamaica
14. Address perceptions regarding lack of execution of Vision 2030 Jamaica and the MTF in advancing youth development
15. Put in place infrastructure that is friendly/accessible to persons with disabilities (PWDs), including sidewalks, wheelchair ramps and increase the number of schools catering to persons with disabilities and disorders
16. Undertake more targeted planning to improve the well-being of persons with special needs
17. Integrate civics and Jamaican culture in the school curriculum
18. Develop a vibrant sport industry

***All Partners in National Development, including each Jamaican citizen should:***

1. Systematically dismantle systems of corruption and reform key institutions – increase transparency and accountability and make mechanisms more accessible to the Jamaican people
2. Implement programme of resocialization and mind set change
3. Address cultural breakdown and rebuild a “Godly” culture
4. Examine the major challenges impacting Jamaica’s development
5. Buy Jamaican – support local businesses, products and services
6. Integrate greater use of technology in schools
7. Rebuild civic pride

8. Develop national consensus for working collectively towards our national goals under Vision 2030 Jamaica
9. Demonstrate greater levels of respect and regard for each other
10. Institute behaviour change programmes in schools towards culture change
11. Provide greater opportunities for employment and entrepreneurship among residents of inner-city communities
12. Create an enabling environment for more competitive and productive businesses – build the capacity of small businesses for global trade and promote the protection of intellectual property rights (copyrighting, patenting etc.)

### **Key Requirements, Roles and Responsibilities in the Implementation, Monitoring and Evaluation of Vision 2030 Jamaica**

The framework for the implementation, monitoring and evaluation of Vision 2030 Jamaica is critical in ensuring that the country's national goals and outcomes are achieved.

The implementation of MTF 2018 - 2021 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 2018 - 2021 in the strategic and operational plans and budgets of MDAs.

The Vision 2030 Jamaica Secretariat, located within the PIOJ will be the main coordination mechanism for implementation of MTF 2018 - 2021. Risk management will be important to mitigate the risks inherent in the implementation of the key priorities for the medium term.

Specifically,

- ***The Vision 2030 Jamaica Secretariat, PIOJ will:***
  - Monitor and evaluate MTF 2018 – 2021 as part of the accountability framework for Vision 2030 Jamaica and the GOJ towards managing for results
  - report on progress of implementation and achievement of results and report these at the PIOJ quarterly press briefings
  - Produce annual reports on progress in a timely manner, including reporting on the progress towards achievement of the SDGs. This would involve consolidating information submitted by sectoral and other interests into annual reports as a means of reporting on achievements and results
  - Complete the institutional framework for Vision 2030 Jamaica including establishment of the Technical Monitoring Committee and the full complement of Thematic Working Groups (TWGs) as has been requested by key stakeholders



- Strengthen the communication programme employing a combination of media, messages and innovative tools of developmental communications to provide information on the Plan, progress towards achievement of the MTF and to also mobilize and sustain participation in and commitment to the country's broad vision and achievement of its 4 national goals
  - Work with MDAs to build capacity in priority setting as well as the alignment of their corporate plans with MTF 2018 – 2021
  - Work with the Cabinet Office to simplify the reporting requirements for MDAs by clarifying and agreeing on the information required by both the Vision 2030 Jamaica Secretariat and PMEB
  - Systematically analyze and interpret social, environmental and economic data and information to be able to make adjustments along the way thereby ensuring that Plan implementation is dynamic and flexible and in keeping with current trends and realities, but without losing the long-term vision
  - Support the establishment and effective functioning of thematic working groups (TWGs)
- ***Office of the Cabinet*** will:
    - Ensure that the call for strategic plans and assessment of the plans be done in collaboration with Vision 2030 Jamaica Secretariat, PIOJ, and direct Ministries to send draft plans to both PIOJ and Cabinet Office simultaneously for review
    - Share the Whole of Government performance report with the Vision 2030 Jamaica Secretariat for validation.
    - Assess Cabinet Submissions to ensure that policies align with, and contribute to the National Goals and Outcomes contained in Vision 2030 Jamaica - National Development Plan and successive MTFs
    - Structure Cabinet Retreats to ensure that there is adequate time for the discussions on country's development results (achievement of set targets), and the implementation of successive MTFs. The Vision 2030 Secretariat must be integrally involved in the retreat.
    - Review the public-sector transformation and modernization programme to ensure the interventions are targeted to support the achievement of the MTF targets
- ***Ministry of Finance and the Public Service*** will:
    - Ensure that budgets of MDAs are effectively aligned with Vision 2003 Jamaica and specifically MTF 2018 – 2021
    - Collaborate with the PIOJ in prioritizing expenditures for MTF 2018 – 2021

- Provide the necessary resources to ensure that priority and transformational projects under MTF 2018 – 2021 are adequately financed
- ***Vision 2030 Jamaica Thematic Working Groups*** will:
  - Continue to act as consultative bodies to improve coordination, planning, implementation and monitoring of programmes and projects
  - Provide feedback on performance relative to targets
  - Facilitate effective partnerships
- ***Public Investment Management System (PIMS) Secretariat*** will:
  - Ensure that in streamlining the preparation, appraisal, approval and management of all Government projects, due consideration is given to the alignment of these projects to Vision 2030 Jamaica and specifically MTF 2018 – 2021
- ***MDAs*** will:
  - Identify departments and key focal points that are assigned responsibility for monitoring and assessment of the sectoral components of Vision 2030 Jamaica
  - Provide timely updates on progress to the Vision 2030 Jamaica Secretariat to facilitate timely completion of annual reports under MTF 2018 – 2021
  - Provide data for updating the framework of indicators and targets as these become available
  - Ensure that all draft national policies are reviewed by the Vision 2030 Jamaica Secretariat to facilitate alignment of the policy with the National Development Plan and the MTF; and utilize the TWG mechanism where it exists as a vehicle through which policies can be technically reviewed using a multi-stakeholder process
- ***Private Sector, Civil Society and other stakeholders*** will:
  - Contribute data and information on key projects and national strategies being pursued and implemented by their organizations to inform annual reporting under Vision 2030 Jamaica bearing in mind that a national development plan is multi-sectoral in nature
- ***International Development Partners*** will:
  - Work with the Planning Institute of Jamaica and other MDAs to ensure that country work programmes are aligned to Vision 2030 Jamaica and MTF 2018 - 2021

## **Cycle for Monitoring and Reporting of MTF 2018 – 2021**

Monitoring, evaluation and reporting on progress are integral components of the RBM methodology. Monitoring in RNM requires timely reporting and feedback which then frames the next stage of planning. The monitoring and reporting system has been designed to be highly participatory and will require the inputs of stakeholders within government, the private sector, civil society and the IDP community.

The Vision 2030 Jamaica Secretariat will prepare an annual report for each of the three years of the MTF. This report will be made available three months after the fiscal year ends. To facilitate the timely preparation of this report the Secretariat will require updates from stakeholders no later than the last day of March of each year.

It is envisaged that the Vision 2030 Jamaica Annual Progress Report will be presented to Cabinet for deliberation and discussion.

## **Using the Medium Term Socio-Economic Policy Framework (MTF)**

Because of the cross-cutting nature of the MTF, stakeholders are reminded that priority activities to be undertaken may be scattered throughout the document reflecting the integrative nature of sustainable development.

The priorities in each MTF are strategic and goal-oriented and are positioned to facilitate policy and programme coherence across all spheres of development and engage all development actors, including the citizenry. These priorities comprise the results of evidence-based, participatory assessments to identify the key approaches and interventions that must be pursued if Jamaica is to advance towards the achievement of developed country status. See Appendix x - How to Align Your Strategic/Corporate and Operational Plan and/or Country Programme with the MTF.

## **The Alignment of Vision 2030 Jamaica with the Sustainable Development Goals**

Vision 2030 Jamaica serves as the axis around which efforts to achieve the Sustainable Development Goals will be organized. The SDGs were adopted by the 193 Member States of the United Nations in September 2015 and came into force on January 1, 2016. This landmark agreement envisions the creation of a better world that is free of poverty and underpinned by universal peace and where 'no one is left behind'. The SDGs is therefore an agenda to advance - People, Planet, Prosperity, Peace and Partnership (5Ps). This is not dissimilar to the overarching vision of Jamaica and the goals and outcomes contained in the National Development Plan. In fact, Vision 2030 Jamaica served as the framework for the development of the country's National Outcome Document for the SDGs.

Vision 2030 Jamaica's position regarding the implementation of Agenda 2030 was cemented in the *Road Map for SDG Implementation in Jamaica*<sup>1</sup>, which identifies Vision 2030 Jamaica and specifically the Medium Term Socio-Economic Policy Framework (MTF) as the vehicle for

---

<sup>1</sup> Approved by Cabinet in June 2017

implementation of the Agenda. The Road Map states a 91 per cent alignment between Jamaica's national development agenda<sup>2</sup> and the SDGs; and presents a broad framework for strengthening the Plan Implementation process towards accelerated concurrent achievement of Jamaica's national development goals and outcomes, and the SDGs. The areas covered to accelerate the achievement of the goals include: an action framework; financing; data monitoring and reporting; coordination – institutional mechanisms; and advocacy. The recommendations have been incorporated in MTF 2018-2021 with the accelerators aligned to prioritized strategic actions being pursued to advance the achievement of the 4 Goals and 15 National Outcomes of Vision 2030 Jamaica.

Under Medium Term Socio-Economic Policy Framework (MTF) 2018-2021, Jamaica will advance the mainstreaming of the 2030 Agenda and its 17 SDGs within the implementation of Vision 2030 Jamaica. MTF 2018-2021 shows the following alignments:

- The alignment of the National Outcomes (of the 4 National Goals) of Vision 2030 Jamaica and the SDGs
- The alignment of the priority sector strategies to advance each National Outcome with relevant SDG targets (see table of priorities for each outcome)

Key priorities for the period 2018 - 2021 to advance the mainstreaming of Agenda 2030 in Vision 2030 Jamaica Plan Implementation and build Jamaica's capacity for monitoring and reporting on the SDGs include:

- Strengthening the coordination mechanisms for mainstreaming, and monitoring and reporting on the SDGs
- Building national capacity for aligning the SDGs and respective targets with national and local level development processes – beyond planning to action
- Building national data and statistical capacity, which will support the monitoring of the SDGs Global Indicators
- Building national capacity for achieving policy coherence in advancing integrated sustainable and inclusive development
- Preparing reports on Jamaica's progress in implementing and monitoring the SDGs

## **Financing Vision 2030 Jamaica – Financing Our Country's Development**

It is well recognized globally that financing for development is a complex task and would require coordination among public and private sectors, public sector and the international development partner community and also coordination with civil society organizations. Coupled with coordination would be the need for meaningful commitment of all stakeholders. Resources for the implementation of MTF 2018 - 2021 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

---

<sup>2</sup> The major policy, strategic and planning documents were examined, including Vision 2030 Jamaica – National Development Plan to which the other documents are aligned.

environment, framework and impetus for growth and development. Some of the key assumptions underlying support for MTF 2018-2021 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

As was the case with the 3 previous MTFs, emphasis will be placed on ensuring that planning, budgeting and resource allocation mechanisms are successfully aligned and integrated for the implementation of MTF 2018 – 2021 priorities. The Ministry of Finance and the Public Service 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 MFPS also is 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 2018 - 2021, 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

### **The Relevance of Vision 2030 Jamaica for the Future**

The following key elements support the importance of Vision 2030 Jamaica – National Development Plan to 2030.

- The Plan continues to endure a national development planning framework underpinned by strong consensus of a wide range of stakeholders
- It has been benchmarked to regional and global best practices and is considered as a best practice in development planning in Latin America and the Caribbean
- It supports deepening integration with results-based planning, budgeting and monitoring and evaluation (M&E) processes in GoJ
- It is accepted and used by IDPs as basis for preparation of country strategy programmes for Jamaica

- It is effectively alignment with Agenda 2030 Sustainable Development Goals (SDGs)
- Addresses long-term sustainable development challenges including climate change
- It is built on and supports a highly participatory planning processes open to all stakeholders
- It is open to innovation and built on continuous improvement with the MTF playing a key role in facilitating continuous improvement and allowing for changes to be made along the way

## **Communicating Vision 2030 Jamaica – National Development Plan and the Jamaica We Want by 2030**

The communication programme of Vision 2030 Jamaica will employ development communication methodologies and approaches and use a combination of media to provide information: on the progress towards achieving outcomes and targets as set out in Vision 2030 Jamaica – National Development Plan; and, to mobilize and sustain participation in, and commitment to, the implementation of MTF 2018 - 2021 and Vision 2030 Jamaica by stakeholders and the public. To this end, the communication programme for MTF 2018-2021 will utilize an inclusive and interactive platform through which the population will be informed and sensitized on implementation progress, but it would also provide a mechanism through which all Jamaicans may share their views and provide inputs on implementation and progress.

Similar to previous MTFs, the objectives of the communication plan for MTF 2018-2021 will:

- Inform and educate stakeholders on implementation progress making use of a wide variety of communication tools, including multimedia tools and a range of platforms
- Build awareness, amongst stakeholders, on the alignment of Vision 2030 Jamaica to the SDGs and how the implementation of Vision 2030 Jamaica is advancing the achievement of the SDGs
- Highlight the integral role of key stakeholders' in the implementation, monitoring and reporting process
- Create the necessary spaces and avenues to encourage and facilitate conversations and dialogue regarding the key elements of implementation, monitoring and progress reporting
- Creatively present Vision 2030 Jamaica to encourage change/buy-in/participation amongst stakeholders in the development process
- Effectively manage the expectations around the pace of implementation and development progress

## **Lessons Learned in the Implementation of Vision 2030 Jamaica and MTF 2015 - 2018**

Much of the lessons learned under this MTF period are similar to those of previous MTFs. These are listed below:

- I. The successful implementation of Vision 2030 Jamaica is dependent on the institutionalization and mainstreaming of processes to align the MTF with the strategic and operational plans and budgets of MDAs as well as through government projects and alignment of the national budget with MTF priorities.
- II. Regular and timely reporting of performance is an integral element to notify stakeholders on the country's progress, the development results and to engender accountability, trust and commitment by stakeholders.
- 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 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 2018 - 2021.

## **Key Risks for Consideration under MTF 2018 – 2021**

There are several risks inherent in the implementation of the key priorities of MTF 2018 – 2021, 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.

### MTF 2018 - 2021 - 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 style="list-style-type: none"> <li>Continue to undertake 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 style="list-style-type: none"> <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 style="list-style-type: none"> <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 style="list-style-type: none"> <li>Strengthen the operation of institutional mechanisms to expedite the implementation of reforms and projects</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 style="list-style-type: none"> <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 and vulnerability</li> </ul>
Reform fatigue	Likely	Moderate	<ul style="list-style-type: none"> <li>Ensure proper planning and sequencing of structural reforms</li> <li>Undertake capacity development of implementing</li> </ul>



Risk	Likelihood	Impact	Mitigating Strategies
			agencies and provide technical assistance for reforms as required ▪ Implement a public campaign on achievements and their implications
Loss of social cohesion and	Likely	Moderate	▪ Engage key stakeholders in the implementation and monitoring of the growth agenda through a range of mechanisms including the Economic Programme Oversight Committee (EPOC), Economic Growth Council ▪ Engender national unity and continued bi-partisan and stakeholder support for Vision 2030 Jamaica
Business and consumer confidence	Likely	Moderate	▪ Implement a communication strategy to inform the private sector and consumers of the progress and benefits of improvements in the economy and business environment
National security concerns which continue to stymie aspects of development	Likely	High	▪ Enhance implementation of community renewal, education and parenting initiatives ▪ Strengthen collaboration with international partners in dismantling organized criminal networks and gangs
Insufficient ownership of the MTF by key stakeholders	Moderate	Medium	▪ Strengthen the institutional arrangements, for monitoring and evaluating of the MTF ▪ Working closely with the Cabinet Office to simplify the reporting requirements for MDAs by clarifying and agreeing on the information required by both the Vision 2030 Jamaica Secretariat and PMEB ▪ Make greater use of TWGs as consultative vehicles to ensure the implementation of the MTF ▪ Bolster the Vision 2030 Jamaica Secretariat's communication programme to regularly target and engage key stakeholders using a mix of methods

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.

### Process for Preparation of MTF 2018 - 2021

The preparation of MTF 2015-2018 utilized a participatory and inclusive approach which has been the hallmark of the Vision 2030 Jamaica process. The Planning Institute of Jamaica (PIOJ), through its Vision 2030 Jamaica Secretariat guided the process for the preparation of MTF 2018

- 2021, ensuring the participation of key stakeholders in the public sector, private sector, trade unions, civil society, academia, the international development community, youth and children. The Secretariat led 50 workshops and meetings with over 800 stakeholders over the period January to June. Appendix x provides a detailed overview of the process for preparation of MTF 2018 - 2021

## Section 2: Country Context, Challenges and Opportunities



## **Snapshot of the Current Social, Governance, Economic and Environmental Situation**

The cumulative effect of the implementation of priority strategies and actions under the previous three MTFs (2009 – 2012, 2012 – 2015 and 2015 – 2018) has resulted in improvements in key social, economic and environmental indicators of development including life expectancy at birth, annual inflation rate, literacy rates, government effectiveness and sustainable development planning among others.

### **Economic**

Over the implementation period of MTF 2015 – 2018, macroeconomic conditions continued to improve as the country recovers and advances beyond the legacies of the economic downturn of 2008-2009. This is evidenced by stronger fiscal and external positions; public debt placed on a firm downward path; modest inflation and five consecutive years of economic growth. In 2015, there was growth of 0.9 per cent which increased further to 1.4 per cent in 2016. The outturn for 2016 was the highest growth recorded since 2007 where growth of 1.5 per cent was recorded. In 2017, there was growth of 0.7 per cent, representing the fifth consecutive year of growth. This resulted in average growth rate of 1.0 per cent for the 2015 – 2017. The annual inflation rate fell from 3.4 per cent in 2015 to 1.7 per cent in 2016. The outturn for 2016 was the lowest rate recorded since 1964. For 2017, the annual inflation rate increased to 5.2 per cent. The ratio of debt to GDP declined from 122.3 per cent at the end of FY2015/2016 to 121.2 per cent at the end of FY2016/2017 and to an estimated 102.1 per cent at the end of FY2017/2018. This represents five consecutive fiscal years of decline in the debt to GDP ratio due largely to ongoing prudent and proactive debt management. The Fiscal Balance also showed notable improvements, as it moved from -0.4 per cent of GDP in FY2015/2016 to -0.2 per cent of GDP in FY2016/2017, while a fiscal balance of 0.0 per cent of GDP is estimated for FY2017/2018.

For 2017, real GDP grew by an estimated 0.7 per cent. Growth stemmed from an increase in the value added of the Services Industry by 1.0 per cent which outweighed a 0.4 per cent decline in the Goods Producing Industry. All the Services industries recorded growth, with Hotels & Restaurants<sup>3</sup> and Finance & Insurance Services being the largest contributors to the increase. Growth was however stymied by declines in the Agriculture, Forestry & Fishing and the Mining & Quarrying industries.

The positive out-turn for 2017 was fueled by, inter alia:

- improved performances in the economies of Jamaica's main trading partners, leading to increased external demand for some Jamaican goods and services

---

<sup>3</sup> The Hotels & Restaurants industry captures most of the tourism sector.

- growth in domestic demand, driven by an increase in the average employed labour and the higher stock of loans and advances from commercial banks for production and consumption purposes
- continued macroeconomic stability.

Further growth was, however, tempered by heavy rains and flooding which hampered agriculture and mining activities and damaged the island's road network. Additionally, challenges at some production facilities also hindered output.

Domestic labour market conditions also improved evidenced by an increase in the average employed labour force, a reduction in the unemployment rate and improved labour market efficiency. The unemployment rate fell from 13.2 per cent in 2015 to 11.7 per cent in 2017. The average employed labour force moved from 1 138 700 in 2015 to 1 201 750 persons in 2017. In regards to labour market efficiency, Jamaica registered an increase in the score recorded on the Labour Market Efficiency Index over the 2015-2017 period. The Global Competitiveness Report 2017-2018 showed that Jamaica recorded a score of 4.5 for the Labour Market Efficiency Index, up from 4.28 in the 2015-2016 reporting period.<sup>4</sup>

At the microeconomic level, Jamaica continues to make progress in making it easier to do business. Based on the 2018 Doing Business Report, the country continues to show improvement with regard to adopting and adapting to global best practices as measured by the Distance to Frontier score. Jamaica registered a distance to frontier<sup>5</sup> score of 67.27 for 2018 up from 66.70 for 2017. This performance resulted from higher scores in the areas of *Starting a business*, *Getting electricity*, *Trading across borders*, *Dealing with construction permits*, and *Resolving insolvency*. Despite recording higher scores over the period, Jamaica lost ground on the ease of doing business rank, falling 3 places to 70. The lower rank was mainly attributed to the faster pace of implementation of necessary reforms by other countries.

With respect to infrastructure, the country continues to make important strides towards the development of strong resilient economic infrastructure aimed at, among other things, enhancing the efficient movement of persons, goods and services and information. Jamaica recorded an improvement on the infrastructure sub-index of the Global Competitiveness Index (GCI) over the period 2015 – 2017. The country's infrastructure was scored at 4.09 in the 2017/2018 GCI report, up from 3.74 in the 2015/2016 report. Also, the Building Bill 2017 was promulgated. This Bill institutes a modern legislative framework that will serve to reduce the

---

<sup>4</sup> The Labour Market Efficiency Index is a sub-index of the Global Competitiveness Index.

<sup>5</sup> The distance to frontier score helps assess the absolute level of regulatory performance over time. It measures the distance of each economy to the "frontier," which represents the best performance observed on each of the indicators across all economies in the *Doing Business* sample since 2005.

vulnerability of Jamaica's built environment and ensure public safety. The legislation also seeks to streamline the permit application system as well as safeguard the rights of persons with disabilities in terms of accessibility, safety and user-friendliness.

With respect to energy, since 2007, significant progress has been made towards reducing the reliance on imported fossil fuels and over the last three years, the Government continued its thrust towards diversifying the energy supply, enhancing energy conservation efforts and reducing the costs of energy towards improving growth prospects and strengthening competitiveness of industries. With respect to renewable energy, Jamaica is considered a leader in the transition to more sustainable forms of energy. In fact, Wigton Wind Farm stands out among other renewable energy projects in the Caribbean for its scale, ambition and continued development. The wind farm accounts for 6.2 per cent of the grid's installed generating capacity and 3.7 per cent of Jamaica's electricity generation on an annual basis. The growth in renewable energy in Jamaica in the last few years can be attributed to the dynamic policy framework that exists for energy in Jamaica as well as the increasing cost-competitiveness of energy from renewable sources. Other renewable energy projects as well as alternative energy projects were implemented as a means of reducing the reliance on fossil-fuel based energy.

Efforts over 2015 - 2018 period for example, included modernizing the energy infrastructure as well as amending regulatory and legislative frameworks. In terms of the legislative framework, the Electricity Act, 2015 was passed and repealed the 100-year old Electric Lighting Act, the Electricity (Frequency Conversion) Act and Electricity Development Act, which previously governed the electricity sector. This new Act also consolidates and modernizes the laws relating to the generation, transmission, distribution, supply, dispatch and use of electricity. Over the period there was also focus on the linkages between the transportation and energy sectors. To this end, the Smart LED Streetlight installation programme began implementation with over 35,000 smart LED (energy efficient) streetlights placed in 8 of 14 parishes across the island.

Across the region, Jamaica's National Energy Policy 2009 – 2030 has been cited as a forward-looking and dynamic framework and is viewed as a model that policy-makers can adopt and adapt. The policy itself has been designed to lead to “a modern, efficient, diversified and environmentally sustainable energy sector providing affordable and accessible energy supplies with long-term energy security and supported by informed public behaviour on energy issues and an appropriate policy, regulatory and institutional framework.” The Policy is now in its eighth year of implementation.

To improve the competitiveness of industry structures, NEPA in collaboration with other key stakeholders developed the concept and implementation plan for the Green Business Jamaica Programme (similar to an environmental management system programme) and green certification programme (ECO-Label for businesses). This programme is designed to help businesses become aware, learn and implement best practices in the area of environmental stewardship in an effort to reduce operational cost and sustain natural resources. Components of the programme include: pollution prevention (P2) activities, resource Conservation (energy, water and recycling), and corporate social responsibility principles, training and engagement with staff, vendors, customers and communities.

## **Social**

Jamaica remained in the second tier, High Human Development category, of the Human Development Index (HDI) in 2017, with a value of 0.732 and a rank of 97 out of 189 countries and territories. A comparatively low national income was the major factor for the country not ascending to the top tier, Very High Human Development Category, as life expectancy at birth and years of schooling were comparable to the countries in the top tier. In 2017, Jamaica's population stood at 2,728,900<sup>6</sup>, with a growth rate of 0.0 per cent<sup>7</sup>, representing an achievement of the 2030 target 13 years in advance. Jamaica has progressed from the intermediate stage of the demographic transition and has entered the advanced stage – the country is now categorized as having an ageing to “old” population. The country has continued to experience high rates of migration, particularly among the younger cohorts in the working population; and reductions in general fertility rates, while the rate of adolescent pregnancies have continued to pose concerns. Life expectancy at birth has steadily increased; and there have been concurrent increases in the rate of chronic non-communicable diseases (NCDs) associated with pre-mature mortality, morbidity, and various disabilities and impairments that impact quality of life and increase the health care burden.

The utilization of public health facilities has increased among Jamaicans, although the data suggests that women continue to show higher levels of engagement with the public health system. Jamaica's epidemiological profile demonstrates an increasing disease burden as it relates to chronic non-communicable diseases (NCDs). The probability of pre-mature death from a major chronic NCD steadily increased over the period 2007-2015 and was 20.1 per cent in 2015. Generally, this is attributed to the social determinants of health, including unhealthy lifestyle practices in a number of key areas, such as nutrition and physical activity. The upgrading of the country's health infrastructure, facilities and systems is creating an environment for improved and more specialized patient care throughout the care pathway. This includes the introduction of specialist centres and units such as the National Cancer

---

<sup>6</sup> ESSJ, 2017

<sup>7</sup> *ibid*

Treatment Centres at the Cornwall Regional and St. Joseph's Hospitals. Public health care facilities have been made more accessible as the no-user fee policy introduced in 2007 has continued; and a Reduced Waiting Time Initiative has been introduced to facilitate greater access to quality health care. This has included extended opening hours for health centres and upgrading the Triage System<sup>8</sup> in Emergency Rooms through such initiatives as capacity building of staff and the introduction of an electronic triage (eTriage) system for greater efficiencies in patient care. Jamaica is strengthening its capacity in the development and application of technology to improve accessibility, efficiency and quality of health care and service delivery, including advancing Smart Health Facilities, the e-Health architecture and tele-health.

Under the Jamaica Social Protection Strategy (SPS), 2014, Jamaica has adopted an approach to social protection which extends prioritized focus beyond poverty to wider social and income security imperatives associated with vulnerabilities throughout the life course. Also, the country's capacity to reduce poverty was strengthened with the approval of the National Policy on Poverty and National Poverty Reduction Programme in 2017. A critical element of the SPS is the social protection floor, which establishes a minimum acceptable level of social protection for the citizenry that the state should guarantee, and the costing of the elements of the floor was approved in the reporting period. Data on the prevalence of poverty for the period 2007 – 2016, showed an increasing trend up to 2015 with the rate for 2016 (17.1), the lowest since 2007. The prevalence of extreme food poverty declined over the period 2013 – 2016; and approximately 40 per cent of the population were reported to experience some levels of food insecurity. Over three quarters (77.3 per cent) of the poor were employed in 2016; and the real change in annual minimum wage fluctuated over the period, recording its highest level in 2016 with 8.17 per cent. In 2017, there was an average increase of 30 per cent in the monetary value for all beneficiary categories under the Programme of Advancement Through Health and Education (PATH) – Jamaica's largest cash transfer social assistance programme that caters to the most vulnerable across all age groups. There is inadequate participation in social insurance arrangements as data for 2016 show that 48 per cent of the eligible population were contributing to the National Insurance Scheme (NIS); and 38 per cent of the population 60 years and over were receiving a pension<sup>9</sup>. A process of enhancing the financial viability of the National Insurance Fund (NIF) was undertaken to improve the sustainability of the NIS.

Jamaica has made significant advancements in improving access to and the quality of education and training within formal institutions of learning and is reported to have universal enrolment at the pre-primary, primary and secondary levels of education. The Government of Jamaica (GoJ) through the Ministry of Education, Youth and Information (MoEYI) is implementing a strategic and integrated programme of education and training that includes a standardized programme for the pre-primary to the secondary levels, which is linked to tertiary education

---

<sup>8</sup> The Triage System allows for prioritization in ordering the treatment of patients based on the degree of severity of ailments and complaints.

<sup>9</sup> From public and/or private pension schemes



and skills training, with support for transitioning into the labour market upon completion of secondary and/or tertiary level education. This includes the implementation of a Grade One Readiness Programme at the pre-primary level; a National Standard Curriculum (NSC) at the primary and secondary levels; extending the secondary level educational programme from grades 7-11 to 7-13; and strengthening the offerings of the HEART Trust/NTA through a merger with the Jamaica Foundation for Lifelong Learning (JFLL) and the National Youth Service (NYS) to facilitate more inclusive service delivery and training, and linking training with job readiness and placement programmes as well as support for entrepreneurship.

The cultural development programme of Jamaica received significant boosts with the 2015 inscription of the Blue and John Crow Mountains as a UNESCO World Heritage Site in recognition of its cultural and natural heritage – making it the first mixed site in the Caribbean; and the 2016 designation of Kingston as a UNESCO Creative City of Music. Led by the MoEYI, a National Values and Attitudes Committee was established in 2016 and has significantly advanced the development of a National Values and Attitudes Programme to build on previous efforts.

The rate of serious crimes generally continued to show a downward trend with the exception of 2017 (298 per 100,000), which showed an increase to above the rate for 2015 – however, the murder rate continued to increase from the period low of 36.9 in 2014, recording in 2017 its second highest rate of 62, since 2007. There was continued modernization of key elements of the national security apparatus, including strengthening the state’s capacity for policing through consent, intelligence gathering and strengthening systems for the rehabilitation and reintegration of custodial and non-custodial clients of the correctional services; and integrating the use of technology for the recording of reported incidences of crime and the development of a centralized database on crime.

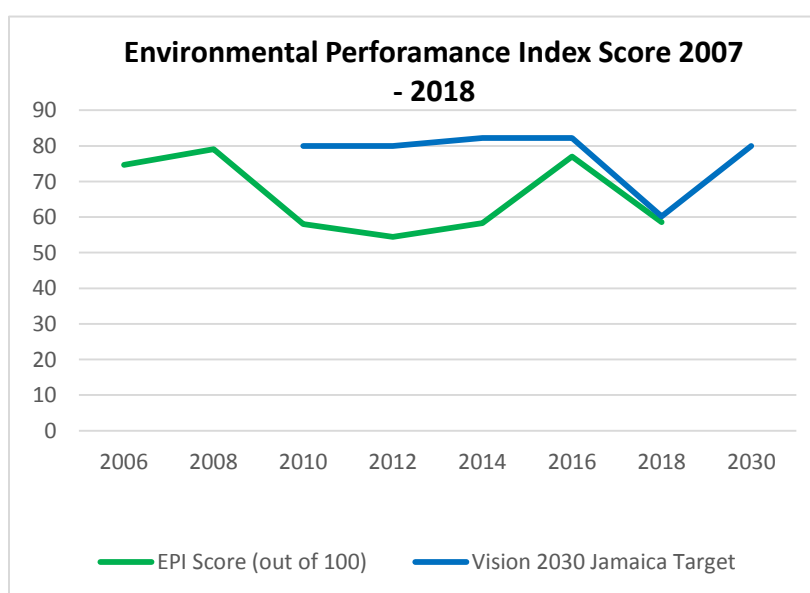
Vision 2030 Jamaica proposes a strengthening of the current model of governance to overcome the various challenges that cut across our country’s developmental spheres. The Plan recognizes the following as fundamental to the development of our society: strong and accountable institutions; political commitment to effective management of the State; transparency in government; a justice system that is accessible and fair; equity; and tolerance and respect for human rights and freedoms.

Over the previous reporting period, 2015 – 2018, much resources and effort were spent on creating a world class justice system, strengthening the process of citizens participation in local governance and in creating a more efficient and effective public sector. Also of significance were the efforts made to include civil society in key policy developments as well as efforts to ensure respect for human rights and freedoms. One key accomplishment over the period was the entrenchment of local government in the Constitution. The Act titled “The Constitution

(Amendment) (Local Government) Act” which allows for local authorities to perform regulatory functions to facilitate the management, improvement and development of resources of local communities. This Act also allows Parliament to make provision for local authorities to generate and spend their own revenue, and to provide for the holding of local government elections. The three strategic laws under the Act that would further advance local government reform and citizen participation in governance - Jamaica Social Welfare Commission Act, Local Government (Unified Service & Employment) and, Local Government Financing and Financial Management Act were promulgated in March 2016. With respect to government effectiveness, the GOJ portal was created and launched, which brings all services of government – approximately 200 services into one place. The programme of justice reform continued and included improved access to justice services through 13 night courts, the expansion of court facilities and strengthening the legislative framework and institutional and human resource capacity for the implementation of alternative dispute resolution approaches. The Bureau of Women’s Affairs was transitioned into the Bureau of Gender Affairs in 2016; and The National Strategic Action Plan to Eliminate Gender-Based Violence (NSAP GBV) 2017 – 2027 was launched in December 2017. The legislative framework and key business processes for establishing Jamaica’s National Identification System (NIDS) were developed with plans to commence implementation of the NIDS in the medium-term period, 2018-2021. The modernization of the Statistical Institute of Jamaica (STATIN) advanced with key systems transitioned from manual and paper-based to electronic; and the statistical capacity of key ministries, departments and agencies (MDAs) was built through training and other forms of support.

## Environmental Sustainability, Planning and Climate Change

Vision 2030 Jamaica continues to postulate the need for a strong relationship between environmental sustainability and economic growth and stresses that pitting economic growth against environmental sustainability is a false dichotomy. The Plan recognizes the role that environmental sustainability must play in advancing Jamaica’s economic growth prospects and in achieving developed country status. This notion is further supported by Agenda 2030 Sustainable Development Goals which articulates the central role the environment and natural resources to the achievement of all the other sustainable development goals (SDGs).



At the beginning of the reporting period, or Year 1 of MTF 2015 – 2018, Jamaica's score and ranking on the Environmental Performance Index improved. This Index is the outcome indicator used under Vision 2030 Jamaica to measure the state of the natural environment. The country's score on the EPI increased to a score of 77.0 in 2016, up from a score of 58.3 in 2014, while Jamaica's ranking under the EPI improved to 54th out of 180 countries, up from 55th out of 178 countries in 2014. In the 2016 Index Jamaica scored high in the areas of environmental risk exposure (that is protection of human health from harm due to environmental exposures), air quality and protection of biodiversity and habitat. In 2018, the index dropped by 20 points over the 2016 EPI, pushing the country further away from meeting the 2030 target of an EPI higher than 80. The EPI score for 2018 of 58.8 shows that Jamaica has not met the 2018 target under Vision 2030 Jamaica. The target for 2015 also was not met which had resulted in a recalibration of the target for 2018. Jamaica scored 7<sup>th</sup> out of 12 amongst Caribbean countries, falling behind countries such as Cuba, Trinidad & Tobago and Antigua.

In 2016, Jamaica scored high in four of the eight core issues assessed—Biodiversity and Habitat (90.5), Health Impacts (91.3), Air Quality (91.9), and Water and Sanitation (77.7). The 2018 EPI shows a decline in all the scores above as follows: Biodiversity and Habitat (83.12), Health Impacts (68.48), Air Quality (78.74), and Water and Sanitation (51.04).

Notwithstanding, the country made notable progress in some areas. The National Forest Policy was promulgated, which would facilitate the development of forest management plans; mechanisms governing forest management data collection; the demarcation of jurisdictional boundaries; the regulation of (1) activities on Crown and privately owned lands, (2) the forest sector, and (3) forest-based industries. The National Forest Management and Conservation Plan - the country's first climate resilient sector plan was completed and the Protected Areas Master Plan was approved by Cabinet. These policies and plans represent important steps in biodiversity conservation and ecosystems management.

To reverse loss of environmental resources through restoration initiatives, the Fisheries Division and NEPA completed the Marine Spatial Plan for the Pedro Bank and the Pedro Cays and along with other key stakeholders, implementation of the Management Plan began. With the support of the Tourism Enhancement Fund, work began on the rehabilitation of 8 public beaches. During the reporting period, rehabilitation works were completed at some of these beaches including among others - Burwood Beach (Trelawny), Negril Community Beach, and Boston Beach (Portland). The rehabilitation work is aimed at improving the recreational facilities at public beaches and providing unrestricted access to these beaches to both locals and visitors at no cost. The beaches are furnished with children's play areas; seating with tables; picnic areas and gazebos; restrooms and changing rooms; adequate parking; lifeguard towers; and utilities, inclusive of running water and electricity.

Over the period, the proper management of waste continued to pose a serious challenge to the country's environmental sustainability. Per capita waste generation was estimated to be about 1.2 kg/day. This per capita waste generation is consistent with the amounts of waste generated

per person in developed countries such as the UK and Australia. Jamaica lacks not only a comprehensive legislative, regulatory and institutional framework but also the technical and financial resources to adequately manage waste, recognizing that emphasis has to be placed on managing all forms of waste and not only solid waste (solid waste – solid non-hazardous discarded materials must be distinguished from waste generated in a solid form which could be solid waste or white waste or medical waste etc. – there is increasing amounts of hazardous waste, e-waste, white waste, agricultural and medical waste that needs to be disposed of.

With respect to air quality, the Road Traffic Act was amended to reflect the air quality standards for vehicular emissions (mobile sources of pollution), the Open Burning Order was promulgated to prohibit/limit open burning and three additional air quality monitoring sites were established in Portmore, Mandeville and Constant Spring bringing the total to 11 air monitoring sites across the island.

Over the reporting period, the country continued to build its capacity building Jamaica's capacity to prepare for and respond to natural hazards and enhance the country's reputation throughout the Caribbean as a reliable disaster response partner. Three key policy and legislative framework documents were completed that are expected to have positive impacts on the country's ability to reduce its vulnerability to natural hazards and adapt to the impacts of climate change. These are: the promulgation of the National Climate Change Policy and Action Plan; the Promulgation of the Disaster Management Act (2015); and, the advancement of work on the National Policy on Disaster Risk Reduction. Additionally the preparation of development orders started to include the incorporation of risk assessments as a means of reducing vulnerability.

Currently, 5 out of 14 parishes have developed and are in varying stages of implementing their local sustainable development plans (LSDPs) which are aimed at guiding the orderly growth, development and investment in the parishes. The parishes of Manchester, Clarendon, St. Elizabeth, Trelawny and St. Catherine all have LSDPs. With respect to investments, the LSDPs are also designed to assist in attracting local and international investment in developmental projects across the parishes. Each LSDP is underpinned by five thematic areas: natural environment; socio-cultural environment; economic development and wealth creation; built environment and governance; and civic participation and empowerment.

## **Implementation Progress – Analyzing Jamaica’s Development Results – 2009/10 – 2017/18**

The results based management framework that underpins Vision 2030 Jamaica, ensures that monitoring, evaluation and reporting on progress are integral to the overall development process. This RBM framework is a life-cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability. This approach allows us to move beyond implementation or a process-focused approach which monitors what is being done to an emphasis on results – a focus not just on the immediate output level results but extending to the desired effects or benefits.

Monitoring of Vision 2030 Jamaica takes place at two different levels, results and implementation – both of which are important. The latter tracks the inputs, activities and outputs, while results-based monitoring, tracks changes in the indicators which are a reliable means of measuring achievements, impact and effectiveness. It is therefore the indicators at the result level that signal success and/or failure. Progress in the achievement of the goals and outcomes of Vision 2030 Jamaica is therefore measured through use of national outcome indicators aligned to the 4 goals and 15 national outcomes. These indicators signal the extent to which the implementation of strategic priorities under Vision 2030 Jamaica is achieving the intended results.

For MTF 2015-2018, 67 indicators were used to assess progress in meeting the medium term targets and advancement towards the 2030 targets and goals. Measurement of the national development results is against 2018 targets for indicators with 2016, 2017 and 2018 data and against 2015 targets for indicators with pre-2016 data. **Based on the latest available data as at end December 2018**, The overall progress of implementation of Vision 2030 Jamaica – National Development Plan under successive MTFs (2009-2012, 2012-2015 and 2015-2018) has been mixed. Over the period 2015 - 2018, Jamaica saw development gains in several areas:

- Human capital development
- Macroeconomic stability
- Reduction in unemployment
- Increases in the use of non-fossil fuel based energy such as alternatives and renewables
- Governance particularly in control and corruption and government effectiveness
- Key economic industries particularly tourism and agriculture
- Infrastructural development

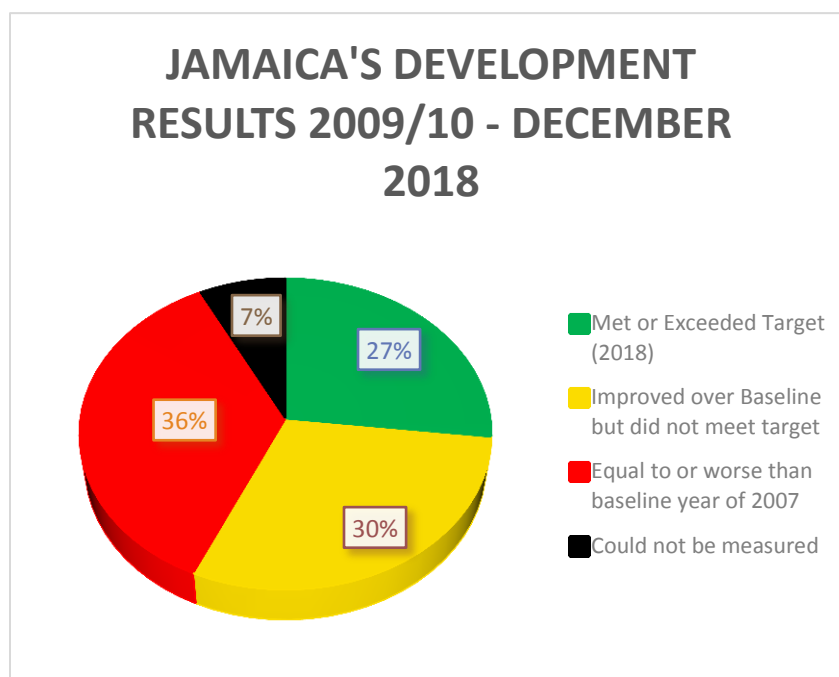
However, the period also saw increases in crime rates, low levels of economic growth, a general increase in the number of communicable diseases, a fall in environmental sustainability, and poverty, particularly rural poverty remains at undesirable levels.

The overall progress of implementation of Vision 2030 Jamaica – National Development Plan under successive MTFs (2009-2012, 2012-2015 and 2015-2018) has been mixed. A summary of

the progress made under the framework of national outcome indicators and targets for the Vision 2030 Jamaica – National Development Plan indicates that of a total of 67 indicators, 56.8 per cent have shown improvement over the baseline year 2007 based on results to 2017/18, while 35.8 per cent showed no improvement or worsened relative to the baseline year of 2007.

This can be further broken down as follows:

- 26.9 per cent of the Vision 2030 Jamaica targets were met or exceeded in 2017/18 compared with 25.4 per cent for the 2016/17 period
- 29.9 per cent of the indicators showed some improvement over the baseline year 2007 compared with 38.8 per cent for the 2016/17 period
- 35.8 per cent of the indicators showed no improvement or worsened compared to 31.3 per cent for the 2016/17 period
- 7.5 per cent of the indicators could not be compared in this way due to lack of agreed targets for the relevant period
  - Per cent staff/population ratio (physicians, nurses and mid-wives) per 1000 population
  - Poverty in rural areas
  - Percentage change in export earnings from the bauxite industry
  - Percentage of Renewables in Energy Mix
  - National Poverty Rate (prevalence)



### Analysis of Indicators Meeting or Exceeding Targets

An examination of the indicators which met or exceeded the Vision 2030 targets revealed the following:

- Of the 26.9 per cent of the indicators which met or exceeded the Vision 2030 Jamaica targets, the majority, relate to the social and economic areas. Regarding the social area, some of the targets which were achieved include life expectancy, adult literacy (male), grade 4 literacy (male and female) and population growth rate.
- Notably, with respect to governance, the target for government effectiveness was achieved.
- In the economic area, targets for annual inflation were exceeded, representing subdued inflationary impulses over the 2015-2018 period. Regarding economic infrastructure, the 2018 target for the infrastructure index, was exceeded. Notably, all the indicators tracking progress of the tourism sector exceeded their respective targets. These are:
  - percent change in foreign exchange earnings from tourism
  - per cent change in visitor arrivals (stopover)
  - per cent change in visitor arrivals (cruise)
  - per cent change in the number of persons employed in the accommodations sector
- With regard to the environment, one (1) indicator, Hazard Damage as a per cent of GDP met the 2018 target.

### **Analysis of Indicators Improving over the Baseline but not Meeting Target**

At the end of the FY2017/18 period, approximately 30 per cent of the indicators showed some improvement towards meeting the targets. This compares with 39 per cent at the end of FY 2016/17. A further disaggregation of the data shows that:

- 60 per cent improved over the baseline and are moving in the direction of the target. This compares with 58 per cent for the 2016/17 period. Some of these indicators include:
  - Percentage of the labour force certified
  - Voice and accountability index
  - Nominal GDP per capita
  - Fiscal balance as a percentage of GDP (Fiscal Year)
  - Grade 4 literacy rates – both sexes
- 40 per cent improved over the baseline but are not moving towards meeting target. This compares with 42 per cent for the 2016/17 period. Some of these indicators include:
  - Energy intensity index
  - Housing quality index
  - Agriculture production index
  - Rule of law index
  - Resident patent filing

## Analysis of Indicators Remaining Same as Baseline (2007) or Worsening

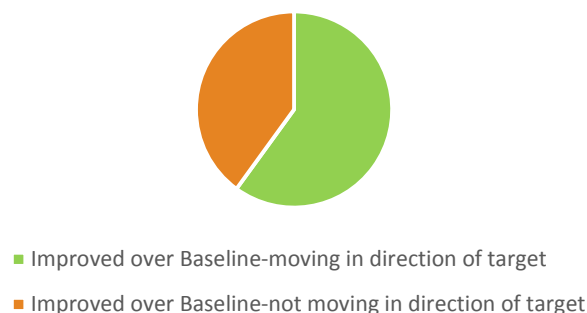
At the end of the FY2017/18 period, 35.8 per cent of the 67 indicators showed no improvement or worsened relative to the baseline year of 2007. This compares with 31 per cent at the end of FY2016/17, reflecting an increase of 4.8 per cent. Though the increase represents development losses in

the overall progress of implementation, the changes that occurred resulted from the net effect of development losses and gains in various areas across the 4 goals and 15 national outcomes. Hence, it is important to examine these changes to determine if the country is realizing the intended results (sustainable development gains) or experiencing development losses. This is particularly important if the country is losing development gains which it is striving to lock in.

An examination of these changes showed that:

- With regard to health, *Maternal mortality* and the *Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases* have worsened relative to the baseline
- In the area of *Education and Training*, attendance rates at the early childhood, primary and secondary levels declined below the baseline year of 2007. It is important to note that for 2012 all targets for attendance rates were met.
- The national poverty rate continues to be at undesired levels as it remained consistently worse than the baseline (2007) over the period 2008 – 2016. The percentage of PATH beneficiaries in consumption quintiles 1 and 2, is also worse than the baseline.
- Of particular concern is safety and security as category 1 crimes/100,000 population, murder rate/100,000 population and recidivism have all worsened relative to the baseline
- Five (5) consecutive years of growth has been recorded for the Jamaican economy (2013 – 2017). However, the performances for each year remained below the baseline.
- The unemployment rate remained worse than the baseline despite four consecutive years of improvement.
- Jamaica's position on the ease of doing business rank remained worse than the baseline.
- The respective indicators for manufacture; construction; recreational, cultural and sporting activities; financing and insurance real estate and business service industries all show performances worse than the baseline year. These indicators are: *Percentage change in export earnings from manufacturers, Percentage change in labour productivity*

Breakdown of Indicators Showing  
Improvement Over Baseline 2007 but Not  
Achieving Target (Indicators in Yellow)





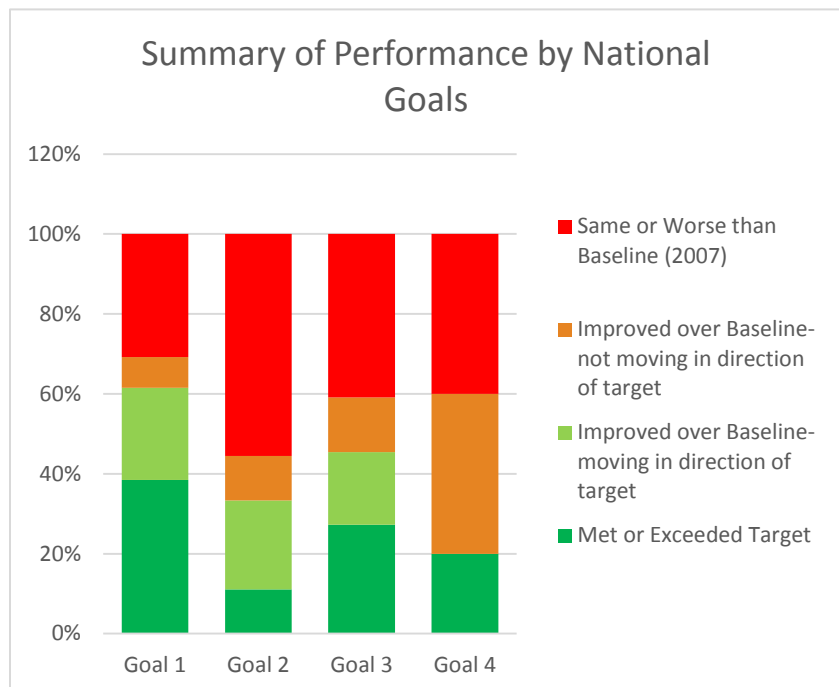
*of Construction and Installation sector, Growth Rate of Recreational, Cultural and Sporting Activities, Growth Rate of Services (Financing and Insurance and Real Estate and Business Services).*

- The proportion of households with access to secure tenure and poverty in rural areas have remained below the baseline for the duration of the implementation period of MTF 2015 – 2018.
- With regard to the environment, Jamaica’s score on the environmental performance index fell from a high of 77.02 for 2016 to 58.58 for 2018.

## Summary of Performance by the National Goals

The following chart shows the summary of performance under each of the four (4) national goals. The chart shows the following:

- The largest development gains were under Goal 1: “Jamaicans are Empowered to Achieve their Fullest Potential”, followed by Goal 3: “Jamaica’s Economy is Prosperous”
- Whilst there are many development gains under Goal 1 such as life expectancy, child mortality rate, grade 4







- literacy rates, grade 4 numeracy rates, per cent of labour force (14 to 65) that is certified, secondary level enrolment rates among others, there is need to be mindful of the high levels of poverty, including rural poverty, as well as the effects of non-communicable diseases (e.g. diseases of the circulatory system, cancer, respiratory among others).
- The area of greatest concern for the country is Goal 2 “The Jamaican Society is Secure, Cohesive and Just”. All indicators tracking progress in the area of safety and security showed performances which were worse than the baseline year of 2007. These include category 1 crimes/100,000 population, murder rate /100,000 population and recidivism.
- With respect to effective governance, which also captures justice related results, majority of the indicators have shown improvements over the baseline year of 2007 based on data up to 2017. The outturn for the government effectiveness index exceeded the target for 2018 while the indicators voice and accountability index, control



of corruption index and rule of law index all showed improvements over the baseline year of 2007 but did not achieve the 2015 nor 2018 targets. The case clearance rate and the regulatory quality index both showed worse performances relative to the baseline year.

- Under Goal 3 “Jamaica’s Economy is Prosperous”, the greatest gains were realized in the macroeconomy and the tourism industry.
- With respect to the macroeconomy, the target for annual inflation rate was met while debt to GDP ratio (fiscal year), fiscal balance as a percentage of GDP (fiscal year), and nominal GDP per capita are moving towards meeting their respective targets. Moreover, all targets for the tourism sector have been met for 2018.
- There are also development gains in the build out of strong economic infrastructure as the target for the infrastructure index was achieved.
- Under Goal 4, Jamaica has a healthy natural environment, Jamaica continued to perform better than the baseline year of 2007 with respect to the housing quality index and the proportion of households with access to secure tenure based on data up to 2015, the latest available. However, the 2015 targets for both indicators were not achieved. Rural poverty, which is also used as an indicator for rural and urban development, remains a concern for the country. With respect to environmental performance, there were some development losses in this area for the country evidenced by a fall in the country’s 2018 score on the environmental performance index. This outturn is below the baseline performance of 2007 and requires urgent attention.

## Summary of Indicators by performance against Targets and Baseline

Traffic Signal	No. of Indicators	%	Examples of Selected Indicators
Green 	18	26.9%	Goal 1: Life expectancy at birth, Population growth rate, Grade 4 literacy rates (male), Grade 4 literacy rates (female) Goal 2: Government Effectiveness Index Goal 3: Annual inflation rate, Infrastructure Index, Percentage change in foreign exchange earnings from tourism, Goal 4: Hazard damage as a percentage of GDP
Yellow 	21	29.9%	Goal 1: Human Development Index, Adolescent (10-19 y.o.) Fertility Rate, Percentage of labour force that is certified, Grade 4 Numeracy Rates-both sexes Goal 2: Control of Corruption Index, Rule of Law Index, Voice and Accountability Index Goal 3: Fiscal balance as a percentage of GDP (Fiscal Year), Nominal GDP per capita, Energy intensity index, Resident patent filing, Agriculture production index, Goal 4: Number of parishes with Sustainable Development Plans not older than 5 years, Housing quality index
Red 	24	35.8%	Goal 1: Maternal Mortality Ratio, Percentage of PATH beneficiaries in consumption quintiles 1 and 2, Use of Cultural Resources Index Goal 2: Regulatory Quality Index, Case Clearance Rate Goal 3: Real GDP annual growth rate (base 2007), Ease of Doing Business Ranking, Unemployment rate, # of scientific publications, Growth rate of services (Financing and Insurance and Real Estate and Business Services), Percentage change in export earnings of Manufactures (value not volume) (rolling 3-year average), Travel and Tourism Competitiveness Index Goal 4: Proportion of households with access to secure tenure, and Environmental Performance Index
Grey 	5	7.5%	Goal 1: Child (<5 yrs.) mortality ratio, % staff/population ratio (physicians, nurses and mid-wives) per 1000 population
<b>TOTAL</b>	<b>67</b>	<b>100%</b>	
<p><u>Traffic Signals (based on results up to and including September 2018):</u></p> <p>Green - Met or exceeded target (2018)</p> <p>Yellow - Improved over baseline year of 2007 but did not meet target (2018)</p> <p>Red - Equal to or worse than baseline year of 2007</p> <p>Grey - Not applicable</p> <p>Note:</p> <ul style="list-style-type: none"> <li>Measurement is against 2018 target based on the latest available data for the indicators and against the 2015 target for 2013, 2014, or 2015 data.</li> </ul> <p>Dash “—” represents data not yet available or data not produced.</p>			

## Summary: Indicators showing improvement over baseline but not achieving target

Traffic Signal	No. of Indicators	%	Examples of Selected Indicators
Lime Green 	12	60%	Goal 1: Adult Literacy Rate (15 and over) – Female, Grade 4 literacy rates – Both sexes (1), Grade 4 Numeracy Rates, % of labour Force (14 to 65) that is certified - Both sexes, Goal 2: Voice and Accountability Index, Rule of Law Index Goal 3: Nominal GDP per capita, Fiscal balance as a percentage of GDP Goal 4: - No indicators in lime green
Orange 	8	40%	Goal 1: % of students sitting CSEC exams passing 5 or more subjects including English Language and/or Maths Goal 2: Control of Corruption Index Goal 3: Energy Intensity Index, (Fiscal Year), Agriculture Production Index, Resident Patent Filing Goal 4: Housing Quality Index, Number of parishes with sustainable development plans not older than 5 years
TOTAL	20	100%	
<u>Traffic Signals (based on results up to December 2018):</u> Lime Green - Improved over the baseline and moving in the direction of the target Orange - Improved over the baseline but showing declining trends or growing at a declining rate			

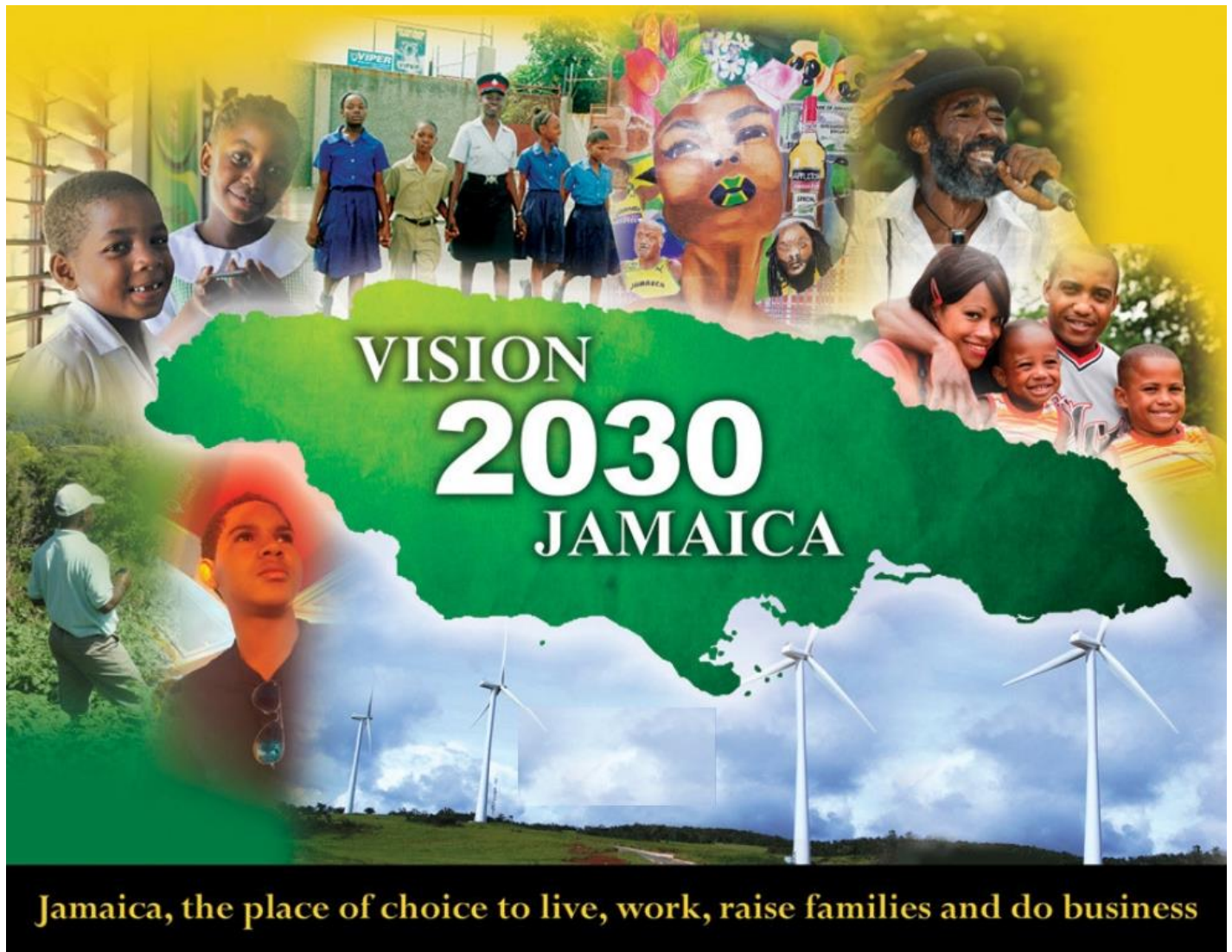
## Development Challenges and Opportunities - SWOT Analysis of Jamaica 2018<sup>10</sup>

The SWOT (strengths, weaknesses, opportunities and threats) presented below A summary of the context for our path to sustainable prosperity, based on our country's main strengths and weaknesses, as well as the opportunities and threats we face are presented below.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Universal access to education</li> <li>• Large marine resources</li> <li>• Consultative and inter- sectorial approach to planning</li> <li>• Youthful Population</li> <li>• High productive entrepreneurial spirit</li> <li>• Strong Nation Brand- Brand Jamaica</li> <li>• High levels of community engagement</li> <li>• High levels of press freedom</li> <li>• Unique sport culture</li> <li>• Strong legislative framework</li> <li>• Strong and active Diaspora</li> <li>• Strong alignment between our national development plan and the global development agenda – Agenda 2030</li> <li>• Sports and entertainment</li> <li>• High levels of success in some industries such as tourism</li> <li>• Strong relationship and partnerships with international organizations</li> <li>• Strong Public/Private Relationships</li> <li>• Passage of the NID's legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Low government investment in research in critical areas (Health, education, social protection)</li> <li>• High cost of production inputs</li> <li>• High Crime Rate; cybercrimes, murders, gender-based violence</li> <li>• Inefficient justice system</li> <li>• High levels of informality in the society and business community</li> <li>• Degrading social attitudes</li> <li>• Slow legislative process</li> <li>• High youth unemployment rates</li> <li>• Disparity in incomes and low economic growth and relatively high public debt</li> <li>• Gap between policy formulation and implementation</li> <li>• Perception of corruption</li> <li>• Aging infrastructure in many sectors – e.g. health</li> <li>• Prevalence/ increase of non- communicable diseases</li> <li>• Persistent inequalities in gender, class, location, colour and sexual identity</li> <li>• Inability to capitalize on demographic bonus (Youthful population)</li> <li>• High levels of poverty</li> <li>• Inadequate risk management framework and insufficient arrangements for business continuity</li> <li>• Poor environmental management</li> <li>• Brain Drain and Migration</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Low labour cost which could attract FDI's</li> <li>• Growing access to training and education</li> <li>• Strengthening regional alliances and increasing access to regional and global markets</li> <li>• Growing industries – cannabis, sports, eco and health tourism and growth in economic value of global cultural industries and markets</li> <li>• Geo-Political location; advantageous for Trade and foreign policy</li> <li>• Large Jamaican Diaspora</li> <li>• Creation of jobs by the BPO sector; decrease in unemployment rates and youth unemployment.</li> <li>• Alternative and renewable energy resources</li> <li>• High demand for marine products/blue economy</li> <li>• Transitioning into digital and e-commerce and growing access to internet-based businesses</li> <li>• Strength of Jamaica's Nation Brand</li> <li>• Development of the green and blue economies</li> </ul>	<ul style="list-style-type: none"> <li>• Increase of involuntary migrants (Deportees)</li> <li>• External shocks; Change in US foreign policy and Brexit</li> <li>• Transnational Criminal Network; Guns and Drugs Trade</li> <li>• Decrease in external funding</li> <li>• Geopolitical tensions</li> <li>• Vulnerability to natural hazards and impacts of climate change</li> <li>• The economic disadvantages presented with the advancement of the marijuana industry in other countries</li> <li>• Food Security</li> <li>• Global Perception; Homophobic Culture</li> </ul>

<sup>10</sup> This SWOT Analysis emerged out of a combined/multi-stakeholder planning workshop held at the beginning of the MTF planning process and included the consensus of over 125 stakeholders

## **Section 3 – Medium Term Strategic Priorities to Advance Jamaica's Development Results 2018 - 2021**



## **Methodology for Determining Medium Term Priorities**

Jamaica's development results – based on analysis of performance against targets under the framework of national outcome indicators and targets, the SWOT Analysis as well as the implementation progress under MTF 2018 – 2021 served as the basis for determining the prioritized medium-term national outcomes under MTF 2018 – 2021. The results based monitoring comprises tracking changes in the indicators which are therefore used as a means of measuring achievements and impact and also was used to determine the strategic areas of focus that require attention under each of the prioritized national outcomes. Additionally, a list criteria for prioritization also supported this process as well as the selection of the transformational projects and programmes under each of the 15 national outcomes. These criteria are listed below:

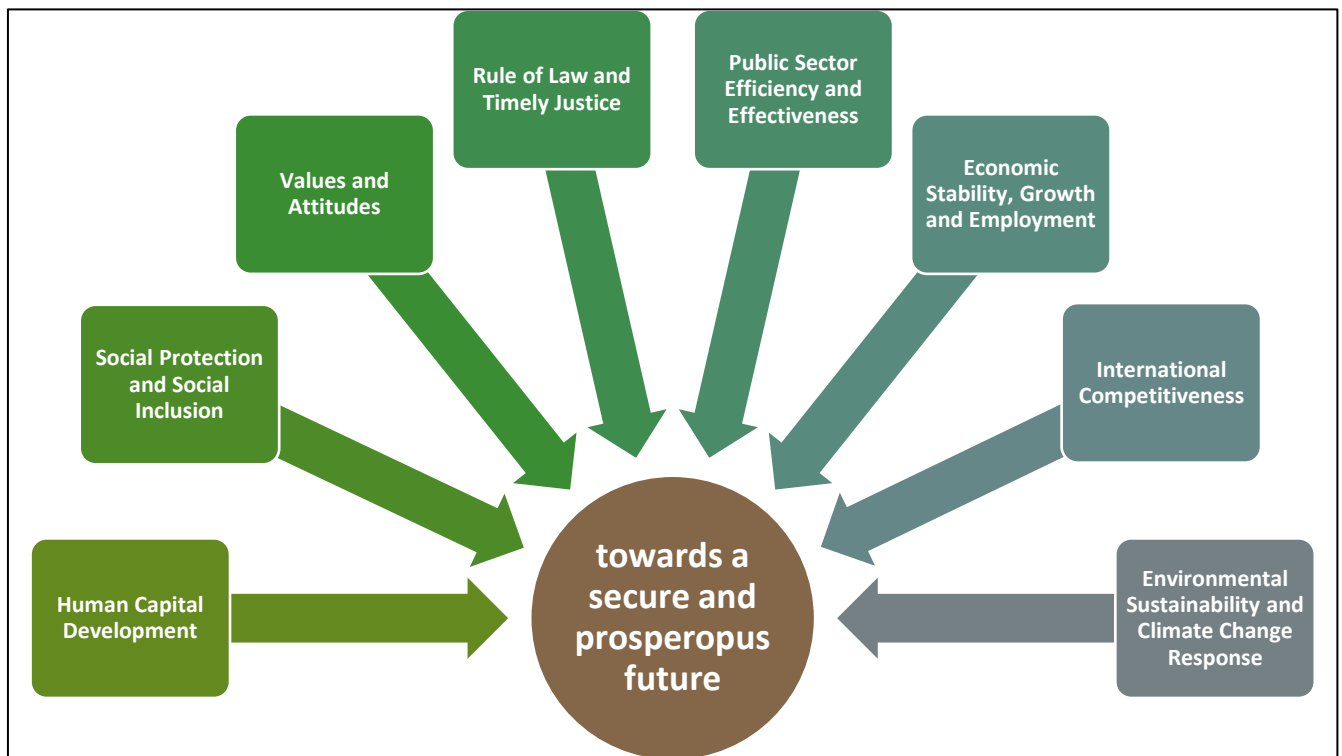
- Seriousness of the problem - the number of persons affected and the number of development areas that are affected by the issue
- Interest and demand of the society
- Burden of condition – based on Vision 2030 Jamaica development (M & E framework of indicators and targets) results and progress reports
- Feasibility of addressing a particular issue – reach and transformative potential
- Issues that are currently having the most negative impact on the nation's development (derived from popular concern and empirical data)
- Issues, when addressed, will have the highest positive impact on the country's development in the medium term
- Issues, if addressed, will have the greatest long-term transformational impact
- An analysis of cross-cutting trends, issues and implications for planning were considered:
  - Loss of some correspondent banking relationships
  - Climate Change
  - Ageing population and young demographics
  - Migration (Vocational)
  - Increase in Non-Communicable Diseases
  - Emerging Communicable Diseases and re-emerging communicable diseases
  - Antibiotic Resistance
  - Increasing Environmental Health Issues
  - Human Trafficking
  - Cyber Security
  - Empowerment of Women
  - Leaving no one behind
  - The internet and wireless explosion - connectivity and convergence
  - Emerging Markets
  - Change in economic structures in some countries
  - Brexit
  - Slowing of the Chinese Economy
  - The US Economy

- Smart cities/Sustainable Cities
- Blue, Green and Circular Economies
- Sustainable Consumption and Production patterns
- Innovating to Zero - zero waste, zero emissions

### Strategic Priorities under MTF 2018 - 2021

Similar to MTFs 2012 – 2015 and 2015 – 2018, MTF 2018 - 2021 identifies strategic national priorities advance and improve Jamaica’s development results, which are aligned to the four (4) National Goals of Vision 2030 Jamaica, and will assist in moving Jamaica forward towards: ‘a secure and prosperous future for our people’ Accordingly, the Medium-Term National Strategic Priorities to be addressed under MTF 2018 - 2021 are:

- Human Capital Development
- Social Protection and Social Inclusion
- Values and Attitudes
- Rule of Law and Timely Justice
- Public Sector Efficiency and Effectiveness
- Economic Stability, Growth and Employment
- International Competitiveness
- Environmental Sustainability and Climate Change Response





Accordingly, the priority national outcomes for the medium term are:

- National Outcome #1 – A Healthy and Stable Population
- National Outcome #2 – World-Class Education and Training
- National Outcome #3 – Effective Social Protection
- National Outcome #4 – Authentic and Transformational Culture
- National Outcome #5 – Security and Safety
- National Outcome #6 – Effective Governance
- National Outcome #7 – A Stable Macroeconomy
- National Outcome #8 – Enabling Business Environment
- National Outcome #12 – Internationally Competitive Industry Structures
- National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources
- National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change
- National Outcome #15 – Sustainable Urban and Rural Development

### **Medium Term Strategic Priorities, Priority National Outcomes and Strategic Areas of Focus under the 4 National Goals**

The table below shows the alignment of the medium term strategic priorities and the strategic areas of focus under the priority national outcomes under each of the country's four national goals.

<b>National Goals</b>	<b>Priority National Outcomes</b>	<b>Strategic Priorities to Advance/Improve Jamaica's Development Results</b>	<b>Strategic Areas of Focus under the National Outcomes</b>
National Goal #1: Jamaicans are Empowered To Achieve Their Fullest Potential	National Outcome #1 – A Healthy and Stable Population	Human Capital Development	<ul style="list-style-type: none"> <li>• Prevention and control of non-communicable diseases</li> <li>• Communicable Disease Surveillance, Prevention and Mitigation</li> <li>• Human capital development and capitalizing on the demographic dividend</li> <li>• Protection and Care for Children and Youth</li> </ul>
	National Outcome #2 – World Class Education and Training		<ul style="list-style-type: none"> <li>• Improving attendance rates at all levels of the education system</li> <li>• Labour force certification</li> <li>• Aligning education and training with the labour market needs</li> </ul>

<b>National Goals</b>	<b>Priority National Outcomes</b>	<b>Strategic Priorities to Advance/Improve Jamaica's Development Results</b>	<b>Strategic Areas of Focus under the National Outcomes</b>
	National Outcome #3– Effective Social Protection	Social Protection/Social Inclusion	<ul style="list-style-type: none"> <li>• Poverty reduction</li> <li>• Sustainable livelihoods</li> <li>• Income and social security</li> </ul>
	National Outcome #4 – Authentic and Transformational Culture	Values and Attitudes	<ul style="list-style-type: none"> <li>• Values and attitudes</li> <li>• Parenting skill development and effective parenting</li> <li>• Cultural preservation, protection and promotion</li> <li>• Sport</li> </ul>
National Goal #2: The Jamaican Society is Secure, Cohesive and Just	National Outcome #5 – Security and Safety	Rule of Law	<ul style="list-style-type: none"> <li>• Reducing the incidence of crime and violence, including youth and gender-based violence</li> <li>• Community safety and Community renewal</li> <li>• Implement anti-crime strategies</li> <li>• Investment and capacity building of security forces</li> <li>• Protection of the Borders and Territorial Waters</li> <li>• Rehabilitation and Reintegration of Criminal Offenders</li> <li>• Cyber Security</li> </ul>
	National Outcome #6 – Effective Governance	Timely Justice Outcomes  Public Sector Efficiency and Effectiveness	<ul style="list-style-type: none"> <li>• Public sector transformation, efficiency and effectiveness</li> <li>• Access to justice and justice system reform</li> <li>• Rights Protection (Children, Elderly, Disabled)</li> <li>• Control of corruption</li> <li>• Gender Equality and Equity</li> <li>• National identification System (NIDS)</li> <li>• Coordination National Statistics System (NSS)</li> </ul>
	National Outcome #7 – A Stable Macroeconomy	Economic Stability,	<ul style="list-style-type: none"> <li>• Increasing GDP growth</li> <li>• Price stability</li> <li>• Tax reform, including tax compliance</li> </ul>

National Goals	Priority National Outcomes	Strategic Priorities to Advance/Improve Jamaica's Development Results	Strategic Areas of Focus under the National Outcomes
National Goal #3: Jamaica's Economy is Prosperous		Growth and Employment	<ul style="list-style-type: none"> <li>• Maintain financial system stability</li> <li>• Fiscal and debt management</li> </ul>
	National Outcome #8 – Enabling Business Environment		<ul style="list-style-type: none"> <li>• Labour market reform</li> <li>• Develop MSMEs, recognizing the potential of this sector to economic growth</li> <li>• Trade facilitation</li> <li>• Access to credit</li> <li>• Intellectual property</li> <li>• Diaspora engagement</li> <li>• Emerging industries (cannabis, bamboo, Nutraceuticals)</li> </ul>
	National Outcome #12 – Internationally Competitive Industry Structures	International Competitiveness	<ul style="list-style-type: none"> <li>• Financial inclusion</li> <li>• Advancing the green and circular economies and moving away from the red economy by including greater use of clean technologies to advance competitiveness in industries such as manufacture and mining &amp; quarrying</li> <li>• Implement programmes to support value chain efficiency and scaling up</li> <li>• Infrastructural development – mega projects in tourism, agricultural production zones</li> <li>• Pursuing the purple and orange economies, especially to advance the culture, cultural and creative industries and the innovation of our people</li> <li>• Using ICTs to advance educational outcomes, public sector effectiveness and health outcomes among others</li> <li>• Advance knowledge process outsourcing and business process outsourcing industries</li> <li>• Leveraging Sport, Entertainment,</li> </ul>

National Goals	Priority National Outcomes	Strategic Priorities to Advance/Improve Jamaica's Development Results	Strategic Areas of Focus under the National Outcomes
			Culture & Heritage
National Goal #4: Jamaica has a Healthy Natural Environment	National Outcome #13 – Sustainable Use and Management of Environmental and Natural Resources	Environmental Sustainability and Climate Change Response	<ul style="list-style-type: none"> <li>• Ecosystems management</li> <li>• Waste management (taking into account all forms of waste)</li> </ul>
	National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change		<ul style="list-style-type: none"> <li>• Climate change adaption</li> <li>• Hazard risk reduction, risk management</li> </ul>
	National Outcome #15 – Sustainable Urban and Rural Development		<ul style="list-style-type: none"> <li>• Reducing rural poverty</li> <li>• Improving access to shelter and housing and reducing the incidence of squatting /land titling</li> <li>• Spatial planning including an emphasis on the blue economy and exploiting the EEZ</li> <li>• Local Sustainable Development Planning</li> </ul>

## Snapshot of Main Transformational Projects in the Medium Term - MTF 2018 – 2021 under the 15 National Outcomes

A snapshot of the priority programmes, projects and activities to be pursued over the medium term 2018 – 2021 under each of the national goals and national outcomes of Vision 2030 Jamaica – National Development Plan are presented in the table below. It is important to note that all the priority projects and programs contained herein and in each of the 15 National Outcome and 9 industry structures align with the Government of Jamaica Strategic Priorities.

National Goals	National Outcomes	Priority Programmes Projects and Activities 2018 – 2021
<b>Goal 1: Jamaicans are Empowered to Achieve their Fullest Potential</b>	#1 – A Healthy and Stable Population	<ul style="list-style-type: none"> <li>• Revise the 1995 National Population Policy</li> <li>• Strengthen primary health care and health promotion</li> <li>• Implement cancer care system of excellence</li> <li>• Complete and operationalize the 10-year strategic plan for health and implement the 3-year operational plan</li> <li>• Develop and operationalise the Universal Access to Health and Universal Health Coverage Roadmap</li> <li>• Develop and implement the SMART Health Care Facilities Policy and Action Plan</li> <li>• Strengthen inter-sectoral mechanisms to support gender mainstreaming</li> <li>• Introduce quotas as a special temporary measure to increase female participation in decision-making</li> </ul>
	#2 – World-Class Education and Training	<ul style="list-style-type: none"> <li>• Increase access to publicly funded early childhood institutions</li> <li>• Fully implement the national standards curriculum and implement the new national assessment programme</li> <li>• Provide multiple pathways at the primary and secondary levels of education to meet the different learning needs of students</li> <li>• Fully integrate STEAM and TVET across all programmes at the secondary level and</li> <li>• Extend compulsory secondary level schooling from grades 7-12 to 7-13</li> <li>• Improve access to quality education for persons with disabilities by improving accessibility for persons with physical mobility impairments through infrastructural upgrades</li> <li>• Advance youth development and career advancement</li> </ul>
	#3 – Effective Social Protection	<ul style="list-style-type: none"> <li>• Implement the National Policy on Poverty and National Poverty Reduction Programme</li> <li>• Facilitate equitable access to public infrastructure such as water, sanitation and solid waste disposal, electricity,</li> </ul>

National Goals	National Outcomes	Priority Programmes Projects and Activities 2018 – 2021
		<p>schools, healthcare and other public facilities and services for rural communities.</p> <ul style="list-style-type: none"> <li>• Support exit strategies for families on welfare</li> <li>• Revise the National Policy for Senior Citizens</li> <li>• Implement a range of sustainable livelihoods projects in the forestry and fishery sectors</li> <li>• Implement HOPE Project</li> </ul>
	#4 – Authentic and Transformational Culture	<ul style="list-style-type: none"> <li>• Strengthen the values and attitudes framework for social, economic and environmental development</li> <li>• Further develop, culture, cultural and creative industries</li> <li>• Preserve the country's cultural heritage</li> </ul>
<b>Goal 2: The Jamaican Society is Secure, Cohesive and Just</b>	#5 – Security and Safety	<ul style="list-style-type: none"> <li>• Reform and modernize the law enforcement system through the revision of legislation towards creating a more service-driven police force</li> <li>• Undertaken investments and capacity building of security forces</li> <li>• Enhance the capacity of communities to participate in creating a safe and secure society to include among others strengthening programmatic focus on youth-based crime and violence</li> <li>• Strengthen capacities in intelligence gathering, including forensics</li> <li>• Strengthen measures to eliminate human trafficking and providing support to victims of human trafficking</li> <li>• Implement community safety strategies</li> </ul>
	#6 – Effective Governance	<ul style="list-style-type: none"> <li>• Improve and expand access to justice services in courts, justice centres and mobile justice units</li> <li>• Implement the Restorative Justice Policy and strengthen mechanisms for alternative dispute resolution</li> <li>• Strengthen state capacity for the drafting of legislation and strengthen and modernize the Office of the Parliamentary Council</li> <li>• Develop the framework for the establishment of a coordinated National Statistics System</li> <li>• Modernize national data/statistical processes to include digitization among others</li> <li>• Establish a National Identification System</li> <li>• Roll out phases II and III of the GOJ Portal</li> <li>• Continue implementation of the Strategic Public Sector Transformation Project</li> <li>• Implement the Enterprise Risk Management Policy for Government</li> </ul>

National Goals	National Outcomes	Priority Programmes Projects and Activities 2018 – 2021
<b>Goal 3: Jamaica has a Prosperous Economy</b>	#7 – A Stable Macroeconomy	<ul style="list-style-type: none"> <li>Facilitate successful implementation of the 36-month Precautionary Stand-By Arrangement with the IMF</li> <li>Amend the Bank of Jamaica Act</li> <li>Draft and promulgate the Credit Unions (Special Provisions) Bill</li> <li>Develop the Public Financial Management Policy for Natural Disaster Risk</li> </ul>
	#8 – An Enabling Business Environment	<ul style="list-style-type: none"> <li>Implement the revised MSME and Entrepreneurship Policy</li> <li>Develop a national Investment Policy to guide government in its interactions with investors</li> <li>Develop online Trade Portal to provide detailed and current information on import and export procedures and requirements</li> <li>Implement the HOPE Project</li> </ul>
	#9 – Strong Economic Infrastructure	<ul style="list-style-type: none"> <li>Improve and modernize rail services to facilitate the movement of cargo and passengers and the development of rail-based tourism attraction tours</li> <li>Rationalize land transport infrastructure and services to support more coordinated and efficient management of the land transport sector</li> <li>Implement the urban traffic management system</li> <li>Develop a rural-urban transport plan</li> <li>Advance the Special Economic Zones &amp; SEZ Regime (SEZA) to attract new and diverse investments</li> <li>Promulgate the water sector policy</li> <li>Finalize and promulgate the national wastewater management policy</li> <li>Undertake a comprehensive rural water supply upgrading and repairs programme</li> </ul>
	#10 – Energy Security and Efficiency	<ul style="list-style-type: none"> <li>Develop the Integrated Resource Plan for Energy to guide current and future electricity demand projections</li> <li>Promulgate regulations under the Electricity Act, Net Billing and Wheeling regulations</li> <li>Promulgate the Renewable and Alternative Energy Policy</li> <li>Promulgate the Energy Efficiency and Conservation Policy</li> <li>Advance the establishment of the ESCO Sector</li> <li>Promulgate the Carbon Credits Policy</li> <li>Construct Phase IV of the Wigton Wind Farm – largest wind farm in the Caribbean</li> <li>Retrofit public building to make them more energy efficient</li> <li>Conduct feasibility assessment of waste-to-energy options</li> </ul>
	#11 – A Technology-	<ul style="list-style-type: none"> <li>Promulgate the Science, Technology and Innovation policy</li> <li>Conduct a Technology Readiness Assessment for Jamaica's</li> </ul>

National Goals	National Outcomes	Priority Programmes Projects and Activities 2018 – 2021
	Enabled Society	first science and technology research park <ul style="list-style-type: none"> <li>• Support MSME's through the innovation lab and science resource centre in capacity building, product development and accrediting of analytical services</li> </ul>
	#12 – Internationally Competitive Industry Structures	<ul style="list-style-type: none"> <li>• Develop the National Quality Policy and the National Quality Infrastructure</li> <li>• Complete amendments of the Fair Competition Act</li> <li>• Advance accreditation of laboratories and assist exporters in meeting requirements of the USFSMA, HACCP and ISO standards</li> </ul>
	- Agriculture	<ul style="list-style-type: none"> <li>• Develop and implement a ten-year agricultural sector plan which considers vulnerable groups in the sector such as youth, women, and person with disabilities</li> <li>• Complete the National Youth in Agriculture Policy, towards maximizing the opportunities for youth in the agriculture sector.</li> <li>• Develop and promulgate the National Fisheries and Aquaculture Policy</li> <li>• Establish additional agro-parks and specialized agricultural zones</li> <li>• Climate smart fisheries management</li> <li>• Establish additional fish sanctuaries to increase fish populations</li> <li>• Amend and promulgate the Food and Drug Act to categorize and regulate Natural Health Products including Nutraceuticals and independent categories to Food and Drugs</li> <li>• Accelerate the uptake of climate-smart agriculture among farmers</li> </ul>
	- ICT	<ul style="list-style-type: none"> <li>• Promulgate the ICT Bill to establish a modern legislative environment and create a Single ICT Regulator</li> <li>• Increasing public WIFI through methods such as public transportation systems and in national parks</li> <li>• Promulgate the data protection bill</li> <li>• Roll out phases II and III of the GOJ Portal</li> </ul>
	- Mining and Quarrying	<ul style="list-style-type: none"> <li>• Finalize the National Minerals Policy to improve the competitiveness of the minerals sector and to increase the involvement of the private sector in minerals development</li> <li>• Promote the Industrial, Metallic and Rare Earth Minerals sub-sector to enhance mining sector diversification</li> </ul>
	- Construction	<ul style="list-style-type: none"> <li>• Implement the Construction Industry Policy</li> <li>• Establish and strengthen licencing authorities to enhance quality standards of the construction industry</li> </ul>
	- Services (Financial,	<ul style="list-style-type: none"> <li>• Implement the National Financial Inclusion Strategy to increase the access, knowledge and usage of financial</li> </ul>



National Goals	National Outcomes	Priority Programmes Projects and Activities 2018 – 2021
	Business and Distribution)	services to the underserved population <ul style="list-style-type: none"> <li>• Complete the enactment of requisite pieces of legislation to establish Jamaica as a centre for international financial services</li> </ul>
	- Manufacturing	<ul style="list-style-type: none"> <li>• Promote the uptake of ISO 14000 and ISO 22000 standards to ensure manufactures benefit from increase compliance with environmental and productions standards in building a more prosperous economy</li> <li>• Strengthen the linkages among the tourism, agriculture and manufacturing industries through the Tourism Linkages Hub</li> <li>• Develop a design-led industrial strategic policy framework</li> </ul>
	- Tourism	<ul style="list-style-type: none"> <li>• Prepare updated Tourism Strategy and Master Plan to guide development of the tourism sector - tourism markets, investments, products and partnerships</li> <li>• Implement community tourism programme</li> <li>• Develop multi-destination tourism concept</li> <li>• Increase marketing programmes to specific countries in South America and Continental and Eastern Europe and Emerging Markets</li> <li>• 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 Port Royal, Seville, Spanish Town and Falmouth</li> <li>• Develop the craft policy and establish the Craft Authority</li> <li>• Establish Artisan Villages and gastronomic experiences as part of Heritage Tourism initiatives</li> <li>• Establish pension scheme for tourism workers</li> <li>• Develop the framework for housing solutions for tourism workers in resort towns</li> </ul>
	-	<b>Major Investment Projects</b> <ul style="list-style-type: none"> <li>• Road Infrastructure Development</li> <li>• Kingston Container Terminal Expansion</li> <li>• River Training (Yallahs and Hope River)</li> <li>• Agro Parks &amp; Agro Economic Zones</li> <li>• Special Economic Zones (SEZs)</li> <li>• Transport &amp; Road Safety</li> <li>• Alternative Energy Solutions</li> <li>• Irrigation Expansion</li> <li>• Major Water Treatment Projects</li> <li>• Major Housing Projects</li> <li>• Sewerage Treatment Projects</li> <li>• Port Freezone</li> <li>• Morant Bay Urban Center Project</li> <li>• Upgrade Petrojam Refinery</li> </ul>

National Goals	National Outcomes	Priority Programmes Projects and Activities 2018 – 2021
		<ul style="list-style-type: none"> <li>Tourism Resort Upgrading Programme</li> </ul>
<b>Goal 4: Jamaica has a Healthy Natural Environment</b>	#13 – Sustainable Management and Use of Environmental	<ul style="list-style-type: none"> <li>Promulgate the Fishing Industry Act</li> <li>Promulgate a range of environmental policies including: Watersheds Policy; National Land Policy; the Land Policy; Water Sector Policy and Strategy; and the Beach Access and Management Policy</li> <li>Prepare the declaration to effect the Cockpit Country protected area after completion of ground trothing activities</li> <li>Revise the National Plan of Action on Land Based Sources of Pollution</li> <li>Revise the National Waste Management Policy to reflect emerging issues such as hazardous waste, e-waste, medical waste, white waste, agricultural waste, sewage waste etc.</li> <li>Prepare a sustainable consumption and production strategy (waste/plastics minimization/cleaner technologies)</li> </ul>
	#14 – Hazard Risk Reduction and Adaptation to Climate Change	<ul style="list-style-type: none"> <li>Prepare the national policy on disaster risk management</li> <li>Develop a climate change strategy for the tourism sector</li> <li>Improve risk identification and a reduction in vulnerability in eight coastal communities</li> <li>Create a framework to climate proof national policies and plans</li> <li>Develop the Public Financial Management Policy for Natural Disaster Risk</li> </ul>
	#15 – Sustainable Urban and Rural Development	<ul style="list-style-type: none"> <li>Develop the National Spatial Plan, as well as advance the blue economy</li> <li>Amend the Town and Country Planning Act</li> <li>Create the New Kingston Smart City Thoroughfare</li> <li>Promulgate the national housing policy (implement HOPE Project)</li> <li>Complete 8 local sustainable development plans</li> <li>Finalize and promulgate the national housing policy</li> </ul>

## Section 4 – Medium-Term Priority Strategies and Actions under the 15 National Outcomes



# National Outcome # 1 – A Healthy and Stable Population

*Development is fundamentally about people; and at the base of the framework for development under Vision 2030 Jamaica is people-centredness.*

The achievement of National Outcome #1 of Vision 2030 Jamaica “A Healthy and Stable Population” represents the realization of key indicators of health and human development, such as:

- Globally comparable high life expectancy at birth;
- A stable population growth rate of zero with the population dynamics effectively managed;
- and the health status of the population characterized by targeted low rates and/or elimination of existing and emerging communicable and non-communicable diseases associated with mobility and other impairments, morbidity and premature mortality.

Vision 2030 Jamaica demonstrates recognition that the characteristics of the population are arguably the most indicative outcomes of the successes and gaps in advancing inclusivity encapsulating “leaving no one behind”, and integrated sustainable development that encompasses the social, economic and environmental dimensions. These characteristics include the population size, structure, spatial distribution and density and the dynamics of fertility, mortality and migration as well as health, encompassing wellness and epidemiology.

Jamaica’s population structure continues to be characterized by a large working age population, decreasing child population, and increasing elderly population as the total fertility rate and population growth rate decrease and life expectancy at birth increases. The country has progressed in the demographic transition from the intermediate to the advanced stage – and described as having an ageing to “old” population. The population age structure provides the conditions for experiencing a demographic dividend due to a large working age population, which if effectively engaged can prove to be a critical driver of economic growth. High levels of migration have continued, particularly among the younger cohorts within the working age demographic; and while the fertility rate generally remains on a downward trend, the rates of adolescent fertility constitute an area of concern. There has been improved access to health information and care; however, there has been a concurrent increase in the prevalence of non-communicable diseases among the population and long standing and particularly emerging communicable diseases continue to pose threats to health and well-being.

Medium Term Socio-Economic Policy Framework (MTF) 2018-2021 will advance the achievement of “A Healthy and Stable Population” with strategic priorities aligned with the two broad areas of population and health. In the area of population and development, the following will be prioritized: managing and achieving an effective balance between the

population dynamics (fertility, mortality and migration); sexual and reproductive health; key demographic groups (children, youth, working age and elderly); and demographic data/statistical capacity building and strengthening the civil registration and vital statistics system. The key tenets in promoting and achieving desirable health outcomes that will be prioritized include promotion of the “Health in All Policies” (HiAP) approach and advancing Universal Health Care (UHC); empowering the citizenry for preventative care through health promotion; and emphasizing the primary health care approach in improving access by all to required quality facilities, care providers, services and commodities throughout the care pathway. The priorities to be pursued under MTF 2018-2021 will advance the integration of demographic considerations in determining the most appropriate structure and quality of healthcare that will equitably meet the needs of all groups of Jamaicans. Jamaica will advance the development of systems and mechanisms to ensure that all levels of the care pathway are equitably developed to: respond to the country’s evolving demographic and epidemiological profile; and stimulate changes in these profiles towards achieving optimal population dynamics and structure, and a health profile that includes healthy ageing and low prevalence of diseases.

### **National Strategies 2018 – 2021**

The following national strategies will be pursued over the next 3 years:

- Maintain a Stable Population
- Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system
- Strengthen the Health Promotion Approach
- Strengthen and emphasize the Primary Health Care Approach
- Provide and maintain an adequate health infrastructure to ensure efficient and cost-effective service delivery
- Establish and implement a sustainable mechanism for supporting human resources
- Establish effective governance mechanisms for health services delivery
- Strengthen the linkages between health and the environment
- Introduce a programme for sustainable financing of health care
- Ensure access to essential medicines

#### *Maintain a Stable Population*

MTF 2018-2021 seeks to advance the achievement of an optimal balance between the demographic characteristics of the population and the social, economic and environmental carrying capacity of the country. Focus is given to ensuring that all tenets of policy making and development programming are responsive to the current and projected needs of the population, including the provision of public goods and services and spatial planning. Vision 2030 Jamaica advances the achievement of the vision for the population, “A population which meets the sustainable development needs of the country”, as well as the 10 goals for population and development that cover: population growth; the population dynamics of fertility, mortality and migration; population structure and the development needs of the main

age groups – children, youth, working age and the elderly; and spatial distribution of the population. The priorities to be pursued under MTF 2018-2021 include:

- i. Revision of the Population Policy to advance the integration of demographic considerations in all aspects of development planning and the delivery of state and non-state provided services to impact the life chances of children, youth, the working age (which includes youth), and the elderly as well as capitalizing on the opportunities to accrue a demographic dividend/bonus associated with a large working age population
- ii. Strengthening processes and programmes for sexual and reproductive health
- iii. Mainstreaming migration in all aspects of development
- iv. Strengthening the legislative, policy, governance, and institutional frameworks for the care and protection of children and the elderly; advancing youth engagement in national development and economic growth processes; and strengthening the framework for effective engagement of the working age group to accrue a demographic dividend/bonus and advancing growth driven by the country's human capital
- v. Strengthening the civil registration and vital statistics system and the wider demographic data systems and statistical analyses to drive evidence-based practice

Goal 1: The population growth rate is at zero in 2030

Goal 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

Goal 3: Adolescents and youth are fully empowered protected and enabled to fully realize their social, cultural and human rights; and fulfil their physical, economic and social aspirations

Goal 4: Ensure adequate provision for the empowerment, protection and wellbeing of senior citizens and enable them to contribute to national social and economic development

Goal 5: Accurate measurement, timely analysis and provision of data on persons with disabilities for policy, planning and programme development purposes

Goal 6: International migration is adequately measured, monitored and influenced to serve the development needs of Jamaica

Goal 7: Spatial distribution of the population is optimal and supports sustainable development

Goal 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

Goal 9: Demographic factors are fully integrated in all national, regional and sector planning and programme development systems and processes

Goal 10: There are adequate capacities and systems for the measurement and dissemination of good quality demographic data and information for policy, planning and research

### *Strengthen Disease Surveillance, Mitigation, Risk Reduction and the Responsiveness of the Health System*

Vision 2030 Jamaica advances an approach to the reduction and prevention of diseases that is evidence-driven, guided by a structured national research agenda and engages the national disease surveillance system as well as targeted repositories and data management systems. MTF 2018-2021 will advance the prioritization of national epidemiological concerns, national research policy and agenda, and strengthening surveillance and notification systems.

### *Strengthen the Health Promotion Approach*

Vision 2030 Jamaica largely employs strategies that engage and empower the citizenry to serve as change agents in the development process. In advancing the Health Promotion Approach, Vision 2030 Jamaica prioritizes empowering the citizenry with knowledge as well as creating an enabling environment for individuals to actively and holistically pursue healthy lifestyles; strengthening the community-based approach to health care; and improving the quality of and access to green spaces, parks and other recreational areas that facilitate physical activity and stimulate mental well-being. Psycho-social health and the mainstreaming of demographic considerations for a more inclusive and targeted approach to engaging different groups and encouraging health seeking behaviours are also prioritized. This includes responding to gender-based and age-related differences in health needs and the approach to health as well as the emerging health imperatives associated with facilitating active and successful ageing. MTF 2018-2021 engenders strategic focus on advancing a national programme of Health Promotion. This entails developing policies and systems for enhancing population and workers' health and well-being, including addressing NCD risk factors through initiatives led by the state, private sector, civil society and public-private partnerships. A key initiative is the Ministry of Health's (MOH's) signature programme "Jamaica Moves" which aims to promote a reduction in NCDs through knowing your health status, greater levels of physical activity and improved nutrition.

### *Strengthen and Emphasize the Primary Health Care Approach*

The World Health Organization (WHO) in 1978 adopted the Primary Health Care Approach as the underlying philosophy and approach to the delivery of health care with 5 key tenets: promotive, preventative, curative, rehabilitative, palliative/supportive<sup>11</sup>. The Primary Health Care approach is intended to facilitate improved access to health care services; and empower, equip and enable the citizenry to practice healthy lifestyles, engage in health seeking behaviours and adhere to treatment regimens which are critical to ensuring the effectiveness of care and medicines. The approach to preventative care involves a number of methods and tools, including national vaccination programmes, as in the case of Jamaica. MTF 2018-2021 prioritizes the Primary Health Care Approach as critical to improving inclusive access to health

---

<sup>11</sup> Canadian Nurses Association. 2000. Fact Sheet – The Primary Health Care Approach.

care and information, including: developing health infrastructure, facilities, national and regional governance, and centre management; and ensuring the adequacy of health personnel.

*Provide and Maintain an Adequate Health Infrastructure to Ensure Efficient and Cost-Effective Service Delivery*

Globally, health infrastructure is associated with improvements in health outcomes and increased life expectancy irrespective of levels of national income and economic growth<sup>12</sup>. Vision 2030 Jamaica emphasizes the importance of universal access to adequate health infrastructure in the delivery of quality health services and care. The state of Jamaica's health infrastructure has been described as ailing and inadequately maintained – it has been identified as one of the key impediments to the delivery of quality care, impacting the ability of health personnel in performing their duties and serving as a challenge to patients' access to quality health care services. MTF 2015-2018 advances the development and rehabilitation of Jamaica's health infrastructure and prioritizes the use of technology and innovative approaches in meeting Jamaica's health infrastructural needs within a context of inadequate financial resources.

*Establish and Implement a Sustainable Mechanism for Supporting Human Resources*

The quality of human resource in the health sector is critical to ensuring that adequate health service and care are provided for disease prevention and treatment. Jamaica has been challenged with the adequacy of human resource in the health sector due to myriad reasons, largely stemming from inadequate resources and institutional capacity to provide globally competitive compensation and opportunities for occupational mobility, capacity building and other benefits associated with staff satisfaction. Hence, migration and other forms of attrition have affected the number and quality of public sector health personnel and consequently health service delivery. Under MTF 2018-2021, developing systems for achieving adequate numbers and quality of personnel in the health sector is prioritized within a context of the MoH's utilization of creative and innovative mechanisms for developing the sector's human resources and supporting staff welfare.

*Establish Effective Governance Mechanisms for Health Services Delivery*

Within the context of health, and specifically Jamaica's health system, governance encompasses the systems and institutional arrangements for establishing and effectively managing the development of required policies, procedures and protocols and their translation into quality health care and service delivery. Vision 2030 Jamaica advances an approach to effective governance that is intricately linked to sound planning and risk management; the quality of inclusion of relevant partners in planning, implementation and monitoring and evaluation; and the adequacy of data/statistical and information systems that inform management of the

---

<sup>12</sup> [http://www.who.int/trade/distance\\_learning/gpgh/gpgh6/en/](http://www.who.int/trade/distance_learning/gpgh/gpgh6/en/). Accessed August 12, 2018



health sector. The development of the governance mechanisms in the health sector is critical for: greater levels of efficiency and effectiveness; improving health outcomes; trust in the capability of the state to facilitate universal access to health and deliver health for all; and encouraging the citizenry to engage the government and public and private sectors as partners in health care. The priorities to be pursued under MTF 2018-2021 include: development and implementation of a 10-year strategic plan for health; strengthening the policy and strategic framework for the national health information system; and advancing e-health, effective risk management and quality assurance.

#### *Strengthen the Linkages between Health and the Environment*

Health has been empirically shown to be affected by an array of environmental-related factors, including climate change; ambient and indoor air quality; sanitation and waste disposal; water storage and purification; and the adequacy of systems for mitigating the adverse effects of natural and man-made disasters. Vision 2030 Jamaica prioritizes research and the development and implementation of appropriate policies and programmes to address the effects of environmental factors on the health of the citizenry. Over the last five years, Jamaica has experienced the entry and adverse effects of mosquito-borne diseases such as the chikungunya virus (CHIKV) and the Zika virus (ZIKV), highlighting continued risk to communicable diseases, particularly those that are environment-related. There has been ill-health associated with poor air quality in some state-run and other facilities due to aging infrastructure and under-resourced maintenance. The effect of climate change on the social and environmental determinants of health is of increasing concern in areas such as food security, pollution, and well-being during disasters and in their aftermath. Accordingly, MTF 2018-2021 prioritizes strengthening the framework for responding to environmental threats to health, including development planning to reduce environment-related vulnerability and ill-health, and research focused on informing mosquito control measures.

#### *Introduce a Programme for Sustainable Financing of Health Care*

Vision 2030 Jamaica prioritizes sustainable financing of health care as a key determinant of quality of health service delivery and access. Jamaica has been notably challenged in achieving sustainable financing of health care and has over the course of the implementation of Vision 2030 Jamaica advanced universal access to health care with health financing a key tenet. The country still struggles to achieve state expenditure on health as share of Gross Domestic Product (GDP) that is similar to that of comparator countries; and a significant portion of the populace is unable to finance basic health care costs. Accordingly, Under MTF 2018-2021, the country will continue to prioritize the strengthening of the framework for sustainable health financing. This includes the provisions under the 10-Year Strategic Plan for Health, which is being developed; and development of a National Health Insurance Scheme to improve access

and facilitate cost-sharing with those that can afford to pay for health expenses, particularly those with private health insurance.

### *Ensure Access to Essential Medicines*

This strategy was not originally included in the national strategic framework for achieving a healthy and stable population in the development of Vision 2030 Jamaica and was introduced in the process to develop MTF 2015-2018. Access to essential medicines is engrained in the World Health Organization (WHO) Health Systems Framework and its five (5) building blocks; and is a key tenet in reducing premature mortality and morbidity. It represents a critical component of health care treatment, forming the basis for curative medical treatment; and is a determinant of quality of life for persons suffering from incurable chronic diseases. MTF 2015-2018 prioritizes equitable access to essential medicines as a key tenet of improving inclusive access to quality health care. There is also prioritization of the role of access to essential medicines in supporting the efficacy of health promotion that emphasizes preventative care as well as retention in care, which usually engages medicinal treatment. Focus is given to improving access to information on the availability of medicines; reducing patient out-of-pocket expenses, particularly for the vulnerable; and reducing waiting times through use of technology.

## **Alignment of National Outcome #1 with the 2030 Agenda and the SDGs**

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #2 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture**
- **Goal #3 - Ensure healthy lives and promote well-being for all at all ages**
- **Goal #4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**
- **Goal #5: Achieve gender equality and empower all women and girls**
- **Goal #8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**
- **Goal 10: Reduce inequality within and among countries**
- **Goal #16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**



## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #1 and advancing National Goal # 1 – Jamaicans are Empowered to Achieve Their Fullest Potential

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
<b>National Strategy 1-1: Maintain a Stable Population</b>				
<b>POPULATION POLICY AND DYNAMICS</b>				
<b>Sector Strategy: Strengthen the policy, legislative and data/statistical environment to support the achievement of optimal population structure and characteristics</b>				
1	Revise the Population Policy (1995) and commence implementation	The revised Population Policy is slated for completion in 2020. The process to revise the Population Policy commenced in the period covered by the previous MTF (2015-2018) with work on a Population Situation Analysis, which will be completed by end-2018 along with a draft policy guiding document to inform the revision of the Policy. The policy development process will be multi-staged and highly stakeholder-driven with stakeholders engaged in identifying the strategic imperatives and review of draft documents in the various stages of policy development.	PIOJ	<p>This action is cross-cutting across the goals and targets. The following targets are emphasized:</p> <p>By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>
2	Develop and implement information, education and communication programme on Population and Development	Key stakeholders continue to demonstrate inadequate understanding of the tenets of population and development and its applications. The capacity of state and private actors to adequately utilize population and demographic data is also inadequate. While there has been on-going sensitization, the planned structured programme will especially seek to equip stakeholders with the skills to apply demographic information and the approaches under	PIOJ	<p>Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and Beijing Platform for</p>

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
		population and development to inform the delivery of public goods and services, labour market development, and spatial planning, among others.		Action and the outcome documents of their review conferences.
3	Integrate the international and regional population and development frameworks into national development processes	This is on-going and includes the various agendas and conventions of the Post-2015 Development Agenda, including Agenda 2030 and the Population Specific agreements such as the Montevideo Consensus Action Plan and the SAMOA Pathway for SIDS.	PIOJ	
4	Compute long term population projections and demographic forecasts to inform policy and evidence-based decision making regarding population and development (NTA, T21, and national population projections)	The projections and computations are scheduled for completion by December 2018. They will be utilized to align social, economic and environmental development plans with population-based needs for the medium and long term.	PIOJ	
Sector Strategy: Strengthen policies, plans, systems and mechanisms to support the achievement of medium to long term country targets for the sexual and reproductive health of the population				
5	Continue implementation of the National Integrated Strategic Plan for SRH <sup>13</sup> and HIV <sup>14</sup> 2014-2019 <sup>15</sup> and develop plan for the period 2020-2025		MOH/NFPB	By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births
6	Develop an Integrated Sexual and Reproductive Health Policy <sup>16</sup>		MOH/NFPB	By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and
7	Develop protocol and toolkit for the reduction of teenage pregnancy		MOH/NFPB	
8	Develop a National Transition Plan for the HIV Response		MOH/NFPB	
9	Engage in process to achieve elimination validation certification for mother-to-child transmission of HIV		MOH/NFPB	

<sup>13</sup> Sexual and Reproductive Health

<sup>14</sup> Human Immunodeficiency Virus

<sup>15</sup> The current Plan will end in 2019 and a new plan will be developed for 2020 - 2023

<sup>16</sup> Preliminary stages

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
10	Advance research and policy focus on the sexual health of the elderly		MOH, Mona Ageing and Wellness Centre	<p>under-5 mortality to at least as low as 25 per 1,000 live births</p> <p>By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases</p> <p>Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and Beijing Platform for Action and the outcome documents of their review conferences.</p>
<b>Sector Strategy: Position migration as a tool for national development and create an enabling environment for the empowerment and protection of migrants</b>				
11	Conduct Evaluation of Jamaica International Migration and Development Strategic Implementation Plan 2017-2022		PIOJ	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those
12	Finalize the Diaspora Policy		MFAFT	
13	Strengthen mechanisms to facilitate diaspora contributions to development, including	This action includes: a) Strengthen diaspora mapping b) Improve coordination,	MFAFT	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
	volunteerism and investment	targeting and recording of charitable donations from the diaspora c) Engage the diaspora in supporting economic development through direct investments and business development – diaspora bonds etc. d) Engage the diaspora in cultural marketing and promotion		in precarious employment  Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
14	Mainstream migration in local development planning and implementation processes	This includes: a) Provide support to local sustainable development planning mechanisms to include migration and development issues b) Reflect Migration and Development Issues in at least 2 Local Sustainable Development Plans (LSDPs)	PIOJ	By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent
15	Develop strategies and implement initiatives for inclusive and equitable labour migration programmes <ul style="list-style-type: none"> <li>- including social protection of labour migrants and the promotion of gender-equity</li> </ul>	This action involves strengthening social protection and other provisions for migrant workers, including: a) Develop strategy for social protection for labour migrants b) Strengthen ICT and human resource capacity of the Work Permit Unit at the MLSS c) Develop and operationalize gender-sensitive initiatives for retention of skilled labour d) Develop a strategy to encourage voluntary NIS contribution scheme for migrant workers towards social protection provisioning e) Collate and use standardized data on labour migration to inform labour market analysis and labour migration	MLSS	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
		programmes		
16	Strengthen the migration statistical database	This action includes strengthening national capacity for the production and provision of quality migration data and statistics, including disaggregation.	STATIN	
17	Align national migration and development framework with global migration governance and policy framework, including <ul style="list-style-type: none"> <li>- the South-to-South movement for the management of migration;</li> <li>- and adopt the Global Compact for Migration (GCM) and mainstream in national development processes</li> </ul>	This action serves to advance Jamaica's contribution to the development of the global migration development agenda and rights framework.	PIOJ	

## POPULATION STRUCTURE

### CHILDREN

#### Sector Strategy: Develop and strengthen policies, legislation, plans, systems and spaces for the holistic development, care and protection of children

18	Implement National Policy on Children		MoEYI/CPFSA	End abuse, exploitation, trafficking and all forms of violence against and torture of children
19	Implement recommendations from the reviews of relevant legislation for the care and protection of children	The recommendations to be implemented are from the review of the: <ul style="list-style-type: none"> <li>a) The Child Care and Protection Act</li> <li>b) The Children (Adoption of) Act</li> </ul>	MoEYI/CPFSA and other Sectors	
20	Update and implement the National Plan of Action for an Integrated Response to Children and Violence (NPACV)	This activity has commenced and is intended to strengthen the national framework for proactive responsiveness to violence against children. The Review and Revision of the Plan is being led by the MoEYI	MoEYI/CPFSA/MNS	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
		through support from UNICEF – the Violence Prevention Alliance is providing consultancy services in conducting the review and revision. The updated NPACV will be implemented by the CPFSA		
21	Fully operationalize the Child Case Management System	This activity has commenced. The Child Case Management System provides a technology-based case management system which will allow the state to better identify individual needs, track and monitor the outcomes of interventions regardless of where across the island the service is delivered, and accordingly allow for real time and appropriate responses to child care and protection needs. Also, it will facilitate improved efficiency, effectiveness and reduce the likelihood of duplications, misdiagnosis and inappropriate interventions.	CPFSA	
22	Develop standard of care for Supervision Order and the Family Reintegration programme		CPFSA	
23	Implement recommendations out of the Security Audit of the residential child protection sector		CPFSA	
24	Implement Anti-bullying response framework		CPFSA, MoEYI and strategic partners	
<b>Sector Strategy: Strengthen and enhance systems for the protection and development of children in conflict with the law</b>				
25	Deliver legal and developmental services to facilitate the care and protection of children in conflict with the law	This initiative has been on-going and will include legal representation for children in care who become in conflict with the law; and the provision	CPFSA	Promote the rule of law at the national and international levels and ensure



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
		of necessary intervention for children found in police lock-ups who are in need of care and protection.		equal access to justice for all
<b>Sector Strategy: Strengthen and improve health services and care provided to children and adolescents</b>				
26	Implement strategy to establish/expand psycho-social and other related developmental services for children: a) Implement Behaviour Modification Programme in the child protection sector b) Expand the Mobile Mental Health Services to the Southern & North East Region to provide psychosocial care services for children in care c) Establish the Therapeutic Centre for providing psychological and therapeutic services for children in care	The government is pursuing a strategy of upgrading, retrofitting and making fit-for-purpose - homes and care facilities across the island. This is intended to create a more inclusive and demand-driven protection and care system which better address the different needs of children, particularly children in state care.  Whilst the establishment of the Therapeutic Centre and the implementation of the Behaviour Modification Programme have commenced, the expansion of the Mobile Mental Health Services has not yet commenced.	CPFSA	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
27	Conduct wellbeing assessment for children in care and maintain partnerships with health development partners such as the Mico University College	The Well-Being Assessment has not yet commenced and will include assessments of children meeting health development milestones, registration documentations and age level educational requirements. There will be an effort to increase the number of partners engaged and strengthen existing partnerships towards supporting the health development of children.	CPFSA	
28	Increase the number of children in the care of the CPFSA living in families through reintegration, foster care, and Supervision Order		CPFSA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
Sector Strategy: Develop and strengthen state systems and responses to vulnerable children, including children experiencing abuse and persons with disabilities (PWDs)				
29	Implement the Child Protection Residential Sector Improvement Plan 2018 – 2023		CPFSA	End abuse, exploitation, trafficking and all forms of violence against and torture of children
30	Implement the Foster Care Improvement Plan 2017 - 2023		CPFSA	
31	Conduct systematic and strategic needs analysis for families that are at risk and develop plan of action to proactively mitigate against abuse/maltreatment in all its forms.		CPFSA	
32	Execute research study on the prevalence and factors that predisposes children living and working on the streets and develop an intervention strategy		CPFSA	
Sector Strategy: Strengthen and improve community-based educational provisions for children				
33	Promote child participation nationally	Key activities to be implemented include: a) Establish 8 children’s council in age-appropriate residential child care facilities b) Maintain the Children Advisory Panel & Child Ambassadors initiative	CPFSA	
34	Expand and strengthen the role of the Child Protection Committees in delivering community-based initiatives (basic curatives and preventative) child protection strategies.		CPFSA	
YOUTH				
Sector Strategy: Strengthen the Policy and Strategic Framework for Coordinated Youth Development Action Across the Island				
35	Promulgate the National Youth Policy 2017-2030 and coordinate	The Final Draft of the National Youth Policy was approved by Cabinet in	MoEYI	Youth is considered cross-cutting across

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
	its implementation (at the national and local levels)	2017. The National Youth Policy provides an overarching framework or youth inclusion and addressing major governance, structural and institutional factors impacting the development and inclusion of youth. It gives focus to youth 15-29 years (youth 25-29 years are included in key provisions) – representing an extension of the globally recognized age grouping of 15-24 years.		the SDGs. Targets to be emphasized are:  By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value  By 2020, substantially reduce the proportion of youth not in employment, education or training  By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization
36	Develop and Conduct Public Education Campaign on the National Youth Policy	A “Know Your Policy” Campaign is being developed to engage the public in information sharing on the policy and promote greater levels of strategic alignment between public and private interests and actions regarding youth development.	MoEYI	
<b>Sector Strategy: Enhance the capacity of youth to contribute to youth and national development through self-directed leadership and good governance within youth led youth organizations</b>				
37	Strengthen and support youth led governance and institutional arrangements, including: <ul style="list-style-type: none"> <li>Youth Advisory Council</li> <li>National Youth Parliament</li> <li>Jamaica Youth Ambassadors Programme</li> <li>National Secondary Students’ Council</li> </ul>	The Youth Advisory Council engages youth on an on-going basis in providing advice and recommendations to the government regarding youth policy and development issues, and has been actively engaged in reviewing key policy, legislation and programmes that impact youth; and its members also have representation on key boards and committees.	MoEYI	Youth is considered cross-cutting across the SDGs.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
	<ul style="list-style-type: none"> <li>• Jamaica Union of Tertiary Students</li> <li>• Establishment of National Youth Foundation</li> </ul>	<p>The National Youth Parliament Programme comprises a one-year engagement of youth in capacity building, research, advocacy, project development and implementation, culminating in presentations in the formal sitting of Parliament at the end of their tenure in November. It is intended that each constituency should have at least one youth parliamentary representative.</p> <p>Jamaica Youth Ambassadors will continue to conduct research and advance youth-led recommendations to support GOJ policy and programmatic actions.</p>		
<b>Sector Strategy: Create an enabling environment for community-based participation and youth-led development</b>				
38	<p>Establish an island wide network of youth clubs and implement the revitalization programme for youth clubs</p> <ol style="list-style-type: none"> <li>Maintain Youth Club Database</li> <li>Develop Youth Club Toolkit</li> <li>Implement Youth Club Assistants (YCA) Programme</li> <li>Reconvene the National Youth Council of Jamaica</li> </ol>	<p>Approximately 400 youth clubs have been targeted through such initiatives as the Youth Club “Charge Up” Project which will expand support mechanisms available for dormant clubs and enable further strengthening of active clubs. Capacity building of clubs is intended to promote greater levels of inclusion of youth in development efforts and also to engage youth in national efforts to renew particularly our vulnerable and marginalized communities, including rural communities that have been “left behind”.</p> <ul style="list-style-type: none"> <li>• A Youth Club Toolkit will be developed to guide the establishment and management of Youth Clubs.</li> <li>• The toolkit will be supported by the</li> </ul>	MoEYI	Youth is considered cross-cutting across the SDGs.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
		implementation of a national youth club training programme towards building the capacity of youth clubs to promote positive youth development. <ul style="list-style-type: none"><li>Youth Club Assistants will receive training and be deployed islandwide to guide youth clubs in developing plans for capacity building and sustainable financing as well as plans for community-based development initiatives. YCAs will be engaged in a certification pathway towards becoming Youth Development Workers.</li></ul>		
39	Advance the implementation of Capacity Building Initiative for Youth Groups and Organizations	This is an on-going initiative and will continue to provide national and regional capacity building training in leadership and the creation and management of youth led development initiatives. The Student’s Council Toolkit aimed at guiding students’ councilors and staff advisors in secondary schools will be utilized along with similar resources and tools for capacity building.	MoEYI	
40	Complete the Transformation of Youth Information Centres to Youth Innovation Centres (YICs)	This initiative has commenced and involves the rebranding and revamping of all 11 Youth Information Centres, including infrastructural repairs, offering capacity building training, and retrofitting spaces to encourage and facilitate entrepreneurship and innovation.	MoEYI	
<b>Sector Strategy: Strengthen national capacity for the inclusion of marginalized and vulnerable youth to enhance life chances and reduce engagement in anti-social behaviours</b>				
41	Advance Implementation of the Learn, Earn, Give and Save (LEGS) Programme	This programme commenced in April 2017 and engages unattached and vulnerable youth in personal development and on-the-job training	MoEYI	By 2020, substantially reduce the proportion of youth not in employment, education or training
42	Advance implementation of the	This is a programme of the HEART	HEART Trust/NTA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
	National Unattached Youth Programme (NUYP) <sup>17</sup>	Trust/NTA which targets school leavers and engages them in certified training for employment and small business development.		
WORKING AGE POPULATION				
Sector Strategy: Create population policy framework for capitalizing on the demographic dividend				
43	Anchor the Revised Population Policy on capitalizing on Jamaica’s population structure to achieve the demographic dividend of a large working age population <i>(See Revision of Population Policy above)</i>	This activity has commenced. Jamaica currently has a proportionally large working age population which if capitalized on can result in a demographic dividend of human resources and human capital driven development. There is a need to capitalize on the current population structure to ensure that social, economic and environmental policies pursued translate into inclusive growth and greater levels of social protection for all – and not a population that increasingly becomes burdensome as each cohort ages.	PIOJ	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
44	Conduct relevant analyses to inform evidence-based development practice for capitalizing on the population structure <i>(large working age population towards achieving the demographic dividend)</i>	There has been on-going analyses in areas such as employment – increased focus will be given to policy coherence, and forecasting and cost benefit analyses to inform policy and planning	PIOJ	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
45	Support capacity building to facilitate the alignment of national and sector policies with consideration for population and development and particularly the demographic dividend		PIOJ	
ELDERLY				
Sector Strategy: Develop policy framework and create an enabling environment for active and successful ageing				
46	Complete and implement the Revised National Policy for	The Draft Document – Revision of the National Policy for Senior Citizens	MLSS	By 2030, empower and promote the

<sup>17</sup> Also identified as a priority under National Outcome #2

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
	Senior Citizens  <i>(This activity is also prioritized under National Outcome #3, “Effective Social Protection”)</i>	(1997) was advanced in FY 2017/18 and it is expected that the Revised National Policy for Senior Citizens will be approved by the Government as a Green Paper in the first quarter of FY 2018/19. The Revised policy gives strategic focus to six (6) thematic areas: Social Engagement and Participation; Social Protection, Income Security and Employment; Health and Wellness; Physical Environments, Protection and Safety; Family Integration and Inter-Generational Transfers; Governance and Capacity-Building. The Policy is informed by new and emerging approaches to inclusion and engagement of the elderly towards active and successful aging.		social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
47	Advance Training in Elder/Geriatric Care and Gerontology including higher degree specializations	This has been on-going and a major tenet of the mandate and work of the Mona Wellness and Aging Centre, UWI which has offered a number of pioneering training programmes and certifications to cover home and community-based assistive care as well as comprehensive health and wellness.	Tertiary Level Educational Institutions/Mona Wellness and Aging Centre	

## HEALTH

### National Strategy 1-2: Strengthen Disease Surveillance, Mitigation, Risk Reduction and the Responsiveness of the Health System

#### Sector Strategy: Develop and Implement the Governance, Policy and Strategic Framework, and Institutional Arrangements for National Health Research

48	Develop Health Research Policy and continue implementation and dissemination of the Health Research Agenda		MOH	Achieve universal health coverage, including financial risk protection,
49	Establish an effective governance mechanism for Health Research	This will include: <ul style="list-style-type: none"> <li>Develop planned institutional arrangements for identifying</li> </ul>	MOH	access to quality essential health-care services and access to

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
		<p>and addressing health research and data/statistical priorities in meeting health needs</p> <ul style="list-style-type: none"> <li>• Build adequate support services for the design and execution of health research to inform policy and practice</li> </ul>		<p>safe, effective, quality and affordable essential medicines and vaccines for all</p> <p>Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks</p>
	Develop 10-year National Health Survey Plan		MOH, Health TWG	
<b>Sector Strategy: Strengthen national repositories, registries and other data and information systems for disease surveillance, monitoring and to inform evidence-based practice</b>				
50	Finalize/ further develop the National NCD registry framework within a phased implementation plan		MOH	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
51	Develop a Repository of National Health Research		MOH, Health TWG	
<b>Sector Strategy: Improve risk/disaster mitigation through prevention, preparedness and response</b>				
52	Implement the Disaster Risk Reduction Plan for the health sector	A Disaster Risk Reduction Plan has been developed; and the complementary implementation plan will be developed over the medium term.	MOH	Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
53	Strengthen core capacities (country) in keeping with the International Health Regulations (IHR)	There are two components: border health security (monitoring ports and the capacities at ports of entry, and strengthening surveillance and emergency response capacities); taking measures to mitigate and reduce the risk of the importation of communicable diseases by international travelers.	MOH	
<b>National Strategy 1-3: Strengthen the Health Promotion Approach</b>				
<b>Sector Strategy: Strengthen the policy framework and reorient the health system to support the healthy lifestyle approach</b>				
54	Develop policies to address NCD risk factors	<p>These include policies addressing lifestyle related health challenges, such as School Nutrition, Alcohol Policy; and update of the National Policy for the Promotion of a Healthy Lifestyle.</p> <p>This includes advancing the Workplace Wellness component under the Worker's Health Programme.</p> <p>Comprehensive Tobacco Legislation supports this activity.</p>	MOH, MOEYI	<p>By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p>
55	Expand the Jamaica Moves Programme	Ottawa and Caribbean Charter for Health Promotion – focus on three main areas: healthy eating; physical activities and knowing your health status. This will include focus on workplace health and wellness, nutritional and wellness programmes in schools and continuation of parish tours and public education programme.	MOH	By 2020, halve the number of global deaths and injuries from road traffic accidents
56	Advance implementation of the recommendations of the National Food Industry Task Force	There are four areas of focus: food labeling, marketing, product reformulation, and advocacy and communication.	MOH	
57	Develop an Early Warning System (EWS) as part of national	The Development of Early Warning Systems (EWS) is one of the priorities	NCDA	Strengthen the implementation of

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
	efforts towards reducing the abuse of illicit drugs and other substances	of the National Council on Drug Abuse (NCDA) in collaboration with the COPOLAD Programme (Cooperation programme between the EU, Latin America and the Caribbean). This component of COPOLAD aims to strengthen national drug observatories in the abovementioned regions to be able to detect, analyze and communicate threats and new psychoactive substances within local networks.		the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate  Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks
National Strategy 1-4: Strengthen and Emphasize the Primary Health Care Approach				
Sector Strategy: Broaden primary health care services to improve access				
58	Advance implementation of the Adopt-A-Clinic Initiative	This comprises public-private partnerships in upgrading and maintaining primary health care facilities	MOH	Achieve universal health coverage, including financial risk protection, access to quality services and access to safe, effective, quality and affordable essential medicines and vaccines for all
59	Advance implementation of extended opening hours in health centres	This initiative commenced in FY 2016/17 and comprises extended opening hours for health centres to increase access to primary health care services. It forms part of the Reduced Waiting Time Initiative.	MOH	
Sector Strategy: Enhance the quality of emergency and specialist care services in public health facilities, including in secondary and tertiary health care facilities				
60	Strengthen the Emergency Response Plan	The plan utilizes an “All Hazards” approach	MOH	By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births
61	Enhance the quality of emergency medical care through:	The new Triage System forms part of the Reduced Waiting Time Initiative that includes physical infrastructure improvement, biomedical equipment,	MOH	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
	<ul style="list-style-type: none"> <li>- Expansion of the public EMS system</li> <li>- Standardization of emergency triage</li> </ul>	<p>human resource training (customer service and use of the tool), and a primary health care component (expansion of opening hours). It also encompasses a transition from manual to electronic documentation as well as enhanced standardization of the Triage System with the introduction of the Emergency Severity Index (ESI) tool. This is intended to improve prioritization in the delivery of patient care based on severity and urgency of individual cases. The system will be expanded beyond the 7 hospitals engaged in the pilot with full roll-out across the island – a minimum of eight additional hospitals are to be added over the medium term</p>		<p>By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births</p> <p>By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and promote mental health and well-being</p>
62	Develop and expand specialist facilities to address chronic non-communicable and other diseases	This will include advancing the implementation of the National Cancer Treatment Centres at the Cornwall Regional and St. Joseph's Hospital; and completing the establishment of the Cardiac Unit at the Bustamante Hospital for Children	MOH	
63	Develop the legislative, policy and strategic framework for mental health care and service delivery	This includes completion of the Mental Health Policy and Strategic Plan, Workplace Mental Health Policy, and Guidelines for Comprehensive Forensic Mental Health Service	MOH	
64	Continue the Programme for the Reduction of Maternal and Child Mortality (PROMAC)	<p>This will include:</p> <ul style="list-style-type: none"> <li>- Rehabilitate primary health care facilities to support maternal and child health</li> <li>- Establish nine (9) high dependency units across the island</li> <li>- Increase access to maternal and neonatal equipment</li> <li>- Train health care workers</li> </ul>	MOH	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
National Strategy 1-5: Provide and Maintain an Adequate Health Infrastructure to Ensure Efficient and Cost-Effective Service Delivery				
Sector Strategy: Create resilient, environmentally-friendly and efficient physical infrastructure and facilities				
65	Implement a resilience building programme in the health sector (which factors climate change considerations)	<p>This will include:</p> <ul style="list-style-type: none"><li>Develop and commence implementation of the Smart Health Care Facilities Policy and Action Plan</li><li>The implementation of safety standards regarding improved disaster resilience; improving electrical and water efficiency and the use of non-renewal energy and conservation; and indoor environmental quality management, among others.</li></ul> <p>The ‘Smart Health Care Facilities Policy and Action Plan’ is supported by PAHO/WHO.</p>	MOH	By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births
66	Construct and/or upgrade hospitals and health centres <ul style="list-style-type: none"><li>a) Establish a new Children’s Hospital and upgrade (expand and rehabilitate) five key hospitals</li><li>b) Improve the infrastructure of selected primary health care facilities</li></ul>	These actions are intended to meet the demands associated with general population health needs and the epidemiological status of the population.	MOH	
National Strategy 1-6: Establish and Implement a Sustainable Mechanism for Supporting Human Resources				
Sector Strategy: Establish mechanisms for adequate human resources including capacity building and staff retention				
67	Develop plans for human resource capacity development and training of health personnel	These plans will be applied at the national level and health regions	MOH, RHAs	Substantially increase health financing and the recruitment, development, training and retention
68	Advance implementation of bi-lateral and other agreements for	This will include bi-lateral training exchange programmes to increase the	MOH	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
	the training of health personnel	number of trained personnel and promote staff retention through improved opportunities for growth and mobility.		of the health workforce in developing countries, especially in least developed countries and small island developing states
<b>National Strategy 1-7: Establish Effective Governance Mechanisms for Health Services Delivery</b>				
<b>Sector Strategy: Strengthen legislation, policy and plans for enhanced coordination and quality assurance in the health sector</b>				
69	Complete and implement a 10-year strategic plan and a 3-year operational plan for health		MOH	<p>This National Strategy relates to all targets under Goal 3. Ensure healthy lives and promote well-being for all at all ages. Specific indicators to be highlighted are:</p> <p>Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all</p> <p>Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks</p>
70	Develop and operationalize the Universal Access to Health and Universal Health Coverage Roadmap		MOH	
71	Establish and operationalize a risk management framework for the MOH and its departments and agencies	The MOH will develop its Risk Management Plan, improve its risk reporting, and integrate a risk management approach in the organization's decision-making process	MOH	
72	Develop and operationalize a National Quality Assurance Framework for Health	A Draft Document is in place for stakeholder consultation, finalization and implementation.	MOH	
73	Develop Information Systems for Health National Policy		MOH	
74	Develop National E-Health (Digital Health) Architecture		MOH	
75	Develop Personal Health Information Protection Policy Provisions		MOH	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
<b>National Strategy 1-9: Strengthen the Linkages between Health and the Environment</b>				
<b>Sector Strategy: Establish framework for improving environmental health outcomes</b>				
76	Develop the Climate Change Adaptation Plan for Health		MOH	
77	Strengthen the Mosquito Control and Research Programme	<p>The Mosquito Control and Research Programme will be strengthened over the medium term.</p> <p>The Mosquito Control and Research Unit (MCRU) is a collaborative initiative of the MOH, University of the West Indies (UWI) and the United States Agency for International Development (USAID). It is mandated to address research gaps to inform the prevention and control of mosquito-borne diseases.</p> <p>A number of projects and programmes are being implemented under the Unit, including the Sterile Insect Technique and Insecticide Resistance Monitoring Programme.</p> <p>Over the medium term, there will be expansion of the Entomology Laboratory (expansion already commenced).</p>	MOH/UWI	
<b>National Strategy 1-10: Introduce a Programme for Sustainable Financing of Health care</b>				
<b>Sector Strategy: Develop and establish a programme for National Health Insurance</b>				
78	Develop and implement the National Health Insurance Scheme	This will include the development of a roadmap for a national health insurance plan.	MOH/NHF	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.
<b>National Strategy 1-12: Ensure access to essential medicines</b>				
<b>Sector Strategy: Improve access to vital and essential medicines</b>				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs# 2, 3, 4, 5, 8, 10, 16
79	Enhance pharmacy services to reduce wait times, including on-line services and kiosks		NHF	Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the Trade-Related Aspects of Intellectual Property Rights (TRIPS) Agreement and Public Health, which affirms the right of developing countries to use to the full the provision in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and in particular, provide access to medicines for all
80	Expand the public-private partnerships pharmacy programme (between the National Health Fund and selected private pharmacies)		NHF	

## National Outcome Indicators and Targets – A Healthy and Stable Population

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 1 – A Healthy and Stable Population												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Human Development Index (HDI)	0.718 <sup>18</sup>	0.712	0.728	0.730	0.732	0.732	-	0.745	≥0.75	≥0.75	≥0.75	≥0.800
Life Expectancy (LE) at Birth – Total (years)	74.13	74.13	74.15	74.15	74.15	74.29	74.31	72.8	74.2	74.3	75.8	76.4
Life Expectancy (LE) at Birth – Male (years)	71.26	71.26	70.4	70.4	70.4	70.54	70.56	69.8	70.4	70.6	71.3	73.4
Life Expectancy (LE) at Birth – Female (years)	77.07	77.07	78.02	78.02	78.02	78.16	78.18	77.07	78.02	78.2	78.5	79.4
Population Growth Rate (%)	0.3	0.3	0.2	0.2	0.1	0.0	-	0.45	0.35	0.2	0	0
Adolescent (10 – 19 y.o.) fertility rate (births per 1000)	79	72	72	72	72	72	72	72	65	60.95	-	-
% staff/population ratio Physicians, nurses and mid-wives per 1000 population		2.1		1.8		-	-	-	-	2.5	2.5	2.5
Maternal mortality ratio	94.8	113.1						-	90	88	88	70
Child (<5 yrs) mortality rate	25.4		20.0					-	24	22		-
Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases	17.0	17.1	17.8	20.1				-	15.7	15.6	15.6	11.4

<sup>18</sup> Revised to reflect 2015 HDI Data (HDR 2016) in place of the previous 2008 data



## National Outcome # 2 – World Class Education and Training

*My mother told me that “education is the key to success”*

*My teacher told me that “education is the key to success”*

*My education taught me that education is the key to unlock my potential to earn success*

Vision 2030 Jamaica recognizes the transformative value of education and training as a driver of all dimensions of development, including social, cultural, economic and environmental. The achievement of National Outcome #2 “World Class Education and Training” requires the development of the education and training system – its products and quality of service delivery; and the application of knowledge, competencies and skills acquired through formal education and training towards the achievement of sustainable development and shared prosperity. When “World Class Education and Training” is achieved, it will be simultaneously represented in the education and training sector and the individual life outcomes of all Jamaicans.

Education is arguably one of the most poignant tools of empowerment, equipping the individual to change his/her reality and realize development on an individual level through social and occupational mobility. The legitimacy of the value of education and training as a tool for transforming the cultural, social, economic, environmental and institutional capitals that will drive Jamaica’s transition from a country reliant on finite resources and basic factors

of production to a knowledge-based innovation and creativity driven economy is determined by the quality of education and educational outcomes. However, the legitimacy of its value to taking the poor young girl or boy from Rose Town and August Town in Kingston, or Mount Salem in St. James is determined by the equity in access and outcomes. This includes outcomes marked by tangible demonstrations that not just a select few but all can through utilizing productive and socio-cultural skills and competencies acquired through engaging the formal education and training system, experience a quality of life that Jamaicans can agree is “good”. Accordingly, the state is required to provide an enabling environment for inclusive and equitable access to quality education as well as regulate the opportunity structure to enable meritocratic engagement of all sectors aligned with social and economic advancement of the individual.

**The educated Jamaican in 2030 will be able to function and compete globally – equipped for lifelong and adaptive learning, with knowledge and skills that are aligned with current and emerging national and global economic productivity, technology and innovation demands within a culture of entrepreneurship and service.**

**This Jamaican will be at least bi-lingual but preferably multi-lingual and will have the capacity to effectively function in multi-cultural environments.**

**The 2030 Jamaican will be a socially responsible member of the Jamaican and global community, promoting and demonstrating national core and transformative values, and actively pursues civic duties and responsibilities.**

Globally, education and training has been utilized as the driver of development in many developing economies and has been positioned for the developed world as a critical indispensable tool in maintaining developed country status and driving growth - particularly growth that is sustainable and inclusive. Advances and transitions in technology, media, and demographic shifts including population aging, and continued globalization have impacted the structure and delivery of education and training as well as the competency and certification requirements for occupational roles. Science, technology and innovation are recognized as prerequisites for growth and global competitiveness as are cultural and social skills.

Vision 2030 Jamaica has been adaptive to these developments changes, and will under MTF 2018-2021 prioritize: early childhood education and development; equitable access to education; lifelong learning; the integration of STEAM and TVET in school curricula; the promotion of entrepreneurship and alignment of opportunities in the labour market and global productivity and trade systems with education and training; and development of the “soft skills” to enhance the national and global employability and productive competitiveness of the citizenry. The education and training sector will continue to focus on standardizing and transforming school curriculum to more effectively cater to different learning needs and innate talents of students; repositioning teacher education for improved instructional delivery and learning facilitation; upgrading school infrastructure and facilities to make them more accessible and learner-centred; and improving governance of the education and training sector and learning institutions. Also, deliberate structural and systemic changes to facilitate the institutionalization of lifelong learning and align education and training with the labour market and entrepreneurship will be advanced. The strategic objectives for achieving World Class Education and Training that have been pursued under Vision 2030 Jamaica, also demonstrate the pivotal role of education and training in realizing national consensus and commitment to core and transformational values. These are prerequisites for advancing the attitudes and values necessary for positive transformational changes in achieving the goals and outcomes of Vision 2030 Jamaica.

### **National Strategies 2018 – 2021**

The following national strategies will be pursued over the next 3 years:

- Ensure that children 0-8 years old have access to adequate early childhood education and development programmes
- Enable a satisfactory learning environment at the primary level
- Ensure that the secondary school system equips school leavers to access further education, training and/or decent work
- Accelerate the process of creating and implementing a standards-driven and outcomes-based education system
- Develop and establish financing and management mechanisms for schools
- Ensure a physical environment in all schools that is safe and conducive to learning at all levels of the school system

- Ensure that adequate and high quality tertiary education is provided with an emphasis on the interface with work and school
- Expand mechanisms to provide access to education and training for all, including unattached youth
- Establish a National Qualification Framework

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

Under this strategy, the priorities to be pursued over the period 2018-2021 include: creating an environment that facilitates access to quality and developmentally appropriate educational programmes; developing and implementing mechanisms to address the psycho-social developmental needs of children, such as strengthening and expanding early stimulation strategies; and strengthening the framework for regulation of the early childhood development (ECD) sector and early childhood institutions (ECIs). The quality of teachers and the capacity of school administrators are also prioritized as well as the relationships between the family, community and schools in ensuring that children are supported in their learning and that parents and communities are adequately equipped to appropriately engage children at each stage of development.

*Enable a Satisfactory Learning Environment at the Primary Level*

This strategy gives focus to ensuring that primary level education is accessible by all children, schools are equipped to cater to the learning needs of all, and parents are empowered to support children in their learning at all levels of the education system. It underpins emphasis on equity in the delivery of instruction, within and among schools, including the elimination of streaming; ensuring that adequately trained and competent teachers are assigned at each learning stage; and that all schools are equitably equipped to meet the learning needs of students and facilitate effective engagement with parents and the community. The delivery of primary education has evolved and developed since the implementation of Vision 2030 Jamaica commenced in 2009. This includes increasing emphasis on developing and inculcating critical thinking and application skills through the curriculum and assessments; providing relevant learning pathways for children based on identified learning, psycho-social and other needs; promoting greater levels of career awareness; and providing opportunities for social and economic enterprise to stimulate creativity and innovativeness as well as the infusion of entrepreneurship within the socialization and learning processes. The priorities to be pursued under MTF 2015-2018 include: reduction of the teacher-pupil ratio; the elimination of the shift system; and introduction of the Primary Exit Profile (PEP) to replace the Grade Six Achievement Test (GSAT) in promoting greater levels of integrated learning, critical thinking and application skills as key competencies to be acquired at the primary level of education.

*Ensure that the Secondary School System Equips School Leavers to Access Further Education, Training and/or Decent Work*

The national value of completing, at a minimum, secondary level education to acquire job skills and relevant certification for employment is widely recognized. Quality secondary level education should at least equip graduates to enter the job market in entry level and/or non-

professional occupations; and with the capacity for on-the-job learning and advancing to higher levels of education. This strategy aims to facilitate the creation of global citizens who are socially and culturally conscientious and enabled to engage in creative, innovative and entrepreneurial productive activities. MTF 2018-2021 prioritizes the delivery of secondary level education and training that is inclusive, accessible and tailored to meet the learning needs of students within learning institutions with – adequate and quality infrastructure and facilities; and school administrators and teacher equipped to deliver the curriculum and support student learning and development. The prioritized strategic initiatives include: continuation of the non-mandatory tuition-fee policy; implementation of the Alternative Pathway to Secondary Education (APSE) under the National Standard Curriculum (NSC) for Grades 1-9 to engage each learner based on individual capacity, talents and career goals; advancing STEAM and TVET integration; full development of the extended secondary level education programme offering from grades 7-11 to grades 7-13, with full integration of the Career Advancement Programme (CAP) in the sixth form programme; and introducing certified training programmes for key sectors to better equip students for the job market.

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

This strategy involves the development of systems and processes for the delivery of education and training that are learner-centred. These systems and processes should afford all that engage formal institutions of learning equitable opportunities to gain knowledge, skills and competencies that they can translate into socio-culturally relevant social interactions and economic productivity towards national and individual development. The operationalization of this strategy includes: the implementation of policies, curriculum, and teaching and learning standards and services to meet targets set for primary and secondary education; widening of the curricula to expose students to a liberal arts curriculum and the integration of STEAM and TVET, a foreign language and physical education; ensuring that curricula caters to all students, including students with special needs; enforcement of the national quality assurance mechanisms; the integration of new and emerging technologies and ideas to improve the teaching and learning process; enabling and empowering teachers and educational leaders to deliver quality outcomes, including providing training and professional development support; and developing and strengthening monitoring and evaluation systems for the education and training sector.

The priorities to be pursued under MTF 2018-2021 include: implementation of the National Standard Curriculum (NSC) for grades 1-9 which provides multi-pathways for learning at the primary and secondary levels; the introduction of the new National Assessment Programme to adequately inform the placement of children in appropriate learning pathways; and strengthening the framework for the appraisal and regulation of the teaching profession.

*Develop and Establish Financing and Management Mechanisms for Schools*

The establishment of sustainable mechanisms for the financing of schools and effective management mechanisms is a prerequisite for the achievement of well-resourced learning

institutions with adequate capacity to create an enabling environment for administrators and teachers to deliver quality instruction and learning support, and students to learn. To advance the implementation of this strategy and the achievement of prescribed outcomes, MTF 2018-2021 prioritizes capacity building of school personnel and developing school administration and financial management systems supported by effective governance of the sector. These priorities include: the training of school administrators and teachers; leveraging technology to improve efficiencies including the establishment of electronic school management systems; introducing and/or strengthening results-based management processes, including results-based budgeting; strengthening quality assurance mechanisms and procedures within schools; and engaging public-private partnerships to increase the available technical expertise, technology and financing available to schools.

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

This strategy encompasses the development and implementation of regulatory systems for the construction and maintenance of school plants and creating school environments that: are physically secure with adequate perimeter fencing, and structured to utilize energy efficiently through use of technology and renewable energy; meet health and safety standards in relation to ventilation, ambient air and in-door air quality, and the provision of adequate and suitable spaces for physical activity, including play; and are physically accessible to all, including persons with disabilities (PWDs), and mobility and other impairments. It also includes effective monitoring and enforcement of standards, including on-going audits, preventative maintenance and infrastructural and facilities upgrades to meet emerging needs and ensure compliance with building codes and other standards. MTF 2018-2021 includes the prioritization of developing and adhering to relevant standards and guidelines for the construction of schools and plant maintenance as well as implementing energy conservation measures.

*Ensure that Adequate and High Quality Tertiary Education is Provided with an Emphasis on the interface with Work and School*

This strategy is closely linked with the strategy relating to ensuring quality secondary level education, providing a more concentrated focus on preparation for economic productivity and effective engagement of the labour market and national and international opportunities for income earning. Under this strategy, Vision 2030 Jamaica advances the creation of an enabling environment which affords all qualified Jamaicans equitable access to the highest quality tertiary level education. This is to be achieved within a tertiary education sector that offers programmes which: are relevant and aligned to labour market and economic growth needs, and promote entrepreneurship; are aligned to the highest global standards and appropriately accredited; and reflect the most current scholarship, research and practical applications. Also, financing of the tertiary education sector requires public-private partnerships and ensuring that the mechanisms for acquiring the necessary financing for tertiary level studies by students, are accessible and offer terms of repayment that are responsive to labour market dynamics, including the quality of wages. Accordingly, the priorities to be pursued under MTF 2018-2021 include: (i) strengthening the legislative and policy framework for regulation of the tertiary education sector; (ii) transforming the financing mechanisms for the sector; (iii) strengthening

the capacity for evidence-based practice through periodic research to identify client satisfaction and needs; and improving access to labour market information and information on the quality, transferability and recognition of programme offerings.

#### *Expand Mechanisms to Provide Access to Education and Training for All, Including Unattached Youth*

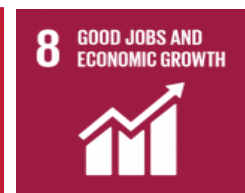
Inclusiveness is an underpinning principle of Vision 2030 Jamaica and must be evidenced in the strategic priorities pursued. This strategy encompasses the expansion of curriculum and learning modalities to facilitate inclusive access by all. It includes the utilization of technology to improve access, through means such as e-learning and developing specialized programmes to cater to the requirements of those with special needs, including persons with disabilities (PWDs). The priorities to be pursued under MTF 2018-2021 include providing remedial programmes to engage persons in need of remedial education interventions; and training to those requiring certification and job skills, retooling and the unattached which face barriers in accessing education and training. The provision of community-based training and engaging in strategic partnerships to facilitate programme delivery, financing and engagement of the vulnerable is a critical tenet of this approach.

#### *Establish a National Qualification Framework*

The implementation of this strategy has been advanced under Vision 2030 Jamaica with a National Qualifications Framework (NQF) launched in 2017. The NQF has been established to provide a framework and system of policies, tools and programmes to: (i) standardize the process of awarding and valuing of competencies within certification, including the valuing of prior learning and articulation and matriculation across similar programmes; (ii) and make certain that relevant certification and accreditation standards are promoted and enforced to ensure quality learning outcomes and protect public and private investments in education and training. The relevant systems and tools of the National Qualification Framework are being built out and have been prioritized under MTF 2018-2021. Priority focus will be given to recognizing prior learning in accelerating labour force certification and advancing the application of the International Standard Classification of Education (ISCED) to facilitate global comparability.

### **Alignment of National Outcome # 2 with the 2030 Agenda and the SDGs**

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following Sustainable Development Goals (SDGs):



- **Goal # 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**
- **Goal # 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

### **Priority Strategies and Actions 2018 – 2021**

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #2 and advancing National Goal # 1 – Jamaican's are empowered to achieve their fullest potential.

<b>No.</b>	<b>Priority Strategies and Actions for FY2018/2019 - FY2020/2021</b>	<b>Additional Information</b>	<b>Main Implementing Entity</b>	<b>Contribution to Achieving SDG Targets – under SDGs # 4 and 8</b>
<b>National Strategy 2-1: Ensure that Children 0-8 Years Old have Access to Adequate Early Childhood Education and Development Programmes</b>				
<b>Sector Strategy: Strengthen the policy and regulatory framework for the early childhood sector</b>				
1	Develop and implement an Early Childhood Development (ECD) Policy to guide the Early Childhood (EC) Sector		ECC	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
<b>Sector Strategy: Improve access to inclusive and developmentally appropriate early childhood education and development programmes</b>				
2	Increase access to publicly funded Early Childhood Institutions (ECIs) <sup>19</sup>	Focus is given to the following age groups: a) 0 – 3 years old b) 4 – 5 years old	ECC	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
3	Support capacity building of ECIs to operate in accordance with established standards and certify qualified ECIs	The target is to increase by at least 10 per cent, the number of ECIs operating in accordance with established standards and receive certification.	ECC	
4	Increase the number of qualified/trained teachers in		ECC	

<sup>19</sup> Publicly funded ECIs included privately owned institutions which receive state funding

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 4 and 8
	ECIs			
5	Implement and monitor early stimulation strategy for children 0-3 years old		ECC	
6	Foster interactive play-based teaching and learning		ECC	
7	Implement the Screening and Intervention Programme for 4 - 5 year olds	This will include: a) Administer the Jamaica School Readiness Assessment for four (4) year olds c) Administer Secondary Screening d) Administer teaching/learning/psycho-social development intervention	ECC	
National Strategy 2-2: Enable a Satisfactory Learning Environment at the Primary Level				
Sector Strategy: Provide a teaching and learning environment that facilitates equitable access and caters to the psycho-social and intellectual development needs of all students				
8	Upgrade/Create school facilities that meet the requisite accessibility and learning needs of students	This includes improving the physical facilities of select schools and upgrading facilities to accommodate children with special needs, under initiatives such as the ‘Ramps for Schools’ project.	MoEYI	Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all
9	Remove all primary schools from the shift system	This activity has commenced and is slated for completion over the period 2018-2021	MoEYI	
10	Fully implement the revised teacher pupil ratio	The teacher pupil ratio is to be reduced from 35:1 to 25:1	MoEYI	
11	Replace the Grade Six Achievement Test (GSAT) with the Primary Exit Profile (PEP)	This will be introduced in Academic Year (AY) 2018/19; and a Mock Exam is slated for June 2018. The PEP assesses student ability and readiness based on performance from grades 4 to 6 through on-going performance assessments complemented by a curriculum-based examination.	MoEYI	
Sector Strategy: Strengthen school/home/community relationships				
12	Establish additional parent places to provide targeted		NPSC	By 2030, ensure that all girls and boys



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 4 and 8
	support to parents			complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
13	Develop a rights and responsibilities framework for parents		NPSC	
National Strategy 2-3: Ensure that the Secondary School System Equips School Leavers to Access Further Education, Training and/or Decent Work				
Sector Strategy: Provide multiple pathways to equip each school leaver to transition into higher education and/or the world of work				
14	Provide targeted interventions through the Alternative Pathways to Secondary Education (APSE)	This involves utilizing an approach of assessment and intervention to assign students to the most suitable learning pathways to address their learning needs while developing their unique skills and talents towards the achievement of their full potential. This includes providing appropriate learning pathways for various categories of special needs, including persons with disabilities (PWDs) and the gifted.	MoEYI	By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes  By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
15	Fully integrate STEAM and TVET across all programmes at the secondary level		MoEYI	
16	Introduce university and college credit programmes in high schools		MoEYI	
17	Complete integration of the Career Advancement Programme (CAP) and occupational associate degrees in the sixth form programme		MoEYI	
18	Complete implementation of employability skills/finishing school programme to support emerging sectors such as Global Shares services (BPO)		MoEYI	
19	Establish World Skills Club in		HEART Trust/NTA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 4 and 8
	secondary schools to facilitate School-to-Work Transition			
National Strategy 2-4: Accelerate the process of creating and implementing a standards-driven and outcomes-based education system				
Sector Strategy: Implement policies, curriculum, teaching and learning standards and services to meet targets set for primary and secondary education				
20	Complete implementation of the National Standard Curriculum (NSC)		MoEYI	By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes  By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
21	Implement the new National Assessment Programme		MoEYI	
22	Implement the Curriculum for Students with Moderate to Profound Intellectual Disabilities	The curriculum was developed by the MoEYI (Special Education Unit) with support from UNICEF and was launched in 2017. It is game-, skill-, and experiential- based and includes assessments and developmental checklists for greater levels of inclusion in its delivery and ensuring that each child is appropriately engaged.	MoEYI	
23	Continue implementation of the School Accountability Framework (SAM)		MoEYI	
Sector Strategy: Strengthen the capacity of teachers and other educators to deliver quality education and training				
24	Enact the Jamaica Teaching Council (JTC) Bill		MoEYI	By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing
25	Establish and implement Professional Standards Framework for teacher educators	A draft framework has been developed for review.	MoEYI/JTEC	
26	Complete development and implementation of the new teacher appraisal system		MoEYI	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 4 and 8
				states
<b>National Strategy 2-5: Develop and Establish Financing and Management Mechanisms for Schools</b>				
<b>Sector Strategy: Develop and implement strategies to support equitable financing of education</b>				
27	Continue the implementation of the Medium-Term Results Based Budgeting (MTRBB) in schools		MoEYI	By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
28	Implement the standardization of the financial management reporting system		MoEYI	
29	Continue the implementation of the non-mandatory tuition fee policy in public schools		MoEYI	
30	Continue the implementation of full support for the students on PATH <sup>20</sup>		MLSS	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
<b>National Strategy 2-6: Ensure a Physical Environment in all Schools that is Safe and Conducive to Learning at all Levels of the School System</b>				
<b>Sector Strategy: Create 21<sup>st</sup> century teaching and learning physical environment for schools</b>				
31	Establish new national standards for the construction of schools		MoEYI	Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all
32	Revise and distribute school plant maintenance manuals/guidelines		MoEYI	
33	Continue the implementation of the perimeter fencing programme	This will contribute to increasing school safety and forms part of school plant management.	MoEYI	
34	Continue to implement energy saving initiatives in schools	This will improve efficiency and effectiveness in utilizing school financial resources, decrease the use	MoEYI	

<sup>20</sup> (books, transportation, insurance, lunch etc.)

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 4 and 8
		of non-renewable energy, and reduce carbon footprint.		
35	Create an enabling environment for a minimum of daily physical activity in school		MoEYI, MOH	
National Strategy 2-7: Ensure that Adequate and High Quality Tertiary Education is provided with an Emphasis on the Interface with Work and School				
Sector Strategy: Develop a fit for purpose higher education sector				
36	Strengthen the legal and policy framework for the Higher Education Sector	This would involve: a) Developing Higher Education Act b) Developing a Higher Education Policy	MoEYI/JTEC/UCJ/CCCJ	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
37	Complete the JTEC Regulation		MoEYI/JTEC	
38	Reorganize the funding support for tertiary institutions		MoEYI	
39	Advance the process of providing greater autonomy to tertiary institutions		MoEYI	By 2030, substantially increase the number of youths and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
Sector Strategy: Strengthen the systems, institutional arrangements and mechanisms for quality assurance, governance and regulation for Higher Education <sup>21</sup>				
40	Monitor and support the compliance of Higher Education Institutions with quality internal and regulatory standards		MoEYI	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
41	Strengthen the Registration Framework for Higher Education Institutions (HEIs)	This includes: a) Establish a National Registry for Higher Education	MoEYI	

<sup>21</sup> Higher Education is accepted as the chosen term to be used instead of Tertiary Education (Higher Education Summit Committee)

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 4 and 8
		Institutions b) Refine/Revise and employ quality standards used in the registration process for Higher Education Institutions c) Register a minimum of 30 Higher Education Institutions		By 2030, substantially increase the number of youths and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
42	Conduct 3 Annual National Student Satisfaction Surveys		JTEC	
National Strategy 2-8: Expand Mechanisms to Provide Access to Education and Training for All, including Unattached Youth				
Sector Strategy: Improve access to training and increase the range of training programmes for underserved youth and persons with disabilities (PWDs)				
43	Implement strategies for Expanded Institutional Framework to facilitate increased access to all training opportunities from the HEART Trust/NTA	This includes: a) Governance Structure for Institutional Autonomy b) Performance Based Funding - Joint Venture and Venture Management	HEART Trust/NTA	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
44	Develop and establish a National Mentorship Programme	Increased engagement of youth in Volunteerism and Mentorship initiatives had commenced and precedes the establishment of the National Mentorship Programme	HEART Trust/NTA	
45	Expand the National Service Corps Programme	This comprises Apprenticeship and National Unattached Youth Programme (NUYP) to upskill 140,000 targeted Unattached	HEART Trust/NTA	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
46	Development & Implement the High School Diploma Equivalency-Technical (HSDE-Tech) Programme with combined TVET Components for the Unattached Youth with literacy & numeracy challenges		HEART Trust/NTA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 4 and 8
				By 2020, substantially reduce the proportion of youth not in employment, education or training
National Strategy 2-10: Establish a National Qualification Framework				
Sector Strategy: Create a system of recognized quality, articulated learning and career paths				
47	Establish and maintain a National Qualifications Framework of Jamaica (NQF-J) Registry		J-TEC, HEART Trust/NTA	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
48	Endorse & Align the National Vocational Qualifications of Jamaica (NVQ-J)/Caribbean Vocational Qualification (CVQ) with NQF-J	<p>This activity will serve to strengthen the National Qualification Framework. It has commenced and includes:</p> <ul style="list-style-type: none"><li>- promotion and education on the purpose and use of the NQF-J;</li><li>- and A minimum of 90% of programmes submitted by institutions evaluated for placement on the NQF-J - three programmes submitted for place to date</li></ul> <p>It will support greater acceptance of the qualifications by Employers</p>	HEART Trust/NTA	
49	Formulate a Prior Learning and Recognition Policy	This will advance the implementation of the National Qualifications Framework (NQF)	JTEC	
50	Establish Mutual Recognition Partners to provide professional certification (Stackable Credentials)/Dual Certification)		HEART Trust/NTA	
National Strategy 2-11: Strengthen the Mechanisms to Align Training with Demands for the Labour Market				
Sector Strategy: Develop data and information systems on the labour market and the education and training sector to inform programme offerings and selection				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 4 and 8
51	Strengthen labour market data and information systems	This includes: <ul style="list-style-type: none"> <li>• Conduct Labour Market Research including sector studies, Skills Demand Survey and Tracer Studies for labour demand programmes and other emerging areas</li> <li>• Advance collaboration with the MLSS for a Labour Market Information System (LMIS)</li> </ul>	HEART Trust/NTA	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
52	Develop and implement National Central Repository on the Education and Training Sector (data)		HEART Trust/NTA	
53	Establish Employer Focus Groups	Sector Skills Council established (BPO, IT, Logistics, Renewables, Engineering and Tourism)	HEART Trust/NTA	

## National Outcome Indicators and Targets – World Class Education and Training

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 2 – World Class Education and Training												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Adult Literacy Rate (15 and over) - Both sexes (%)	86.0	91.7	91.7	91.7	91.7	91.7	-	89.7	≥ 91.6	≥ 91.6	≥ 93.3	≥ 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	≥ 90.7	≥ 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	≥ 94.9	≥ 98.3
Grade 4 literacy rates (%) – Both sexes (1)	63.5	66.9	77.2	86.3	80.3	85.0	-	75	86.5	≥ 86.5	≥ 86.5	≥ 96.0
Grade 4 literacy rates (%) – Male	53.2	56.4	68.3	79.9	72.3	79.0	-	65	67.9	≥ 73	≥ 81.6	≥ 96.0
Grade 4 literacy rates (%) – Female	76.6	77.5	86.3	92.5	88.2	91.1	-	86	87	≥ 89	≥ 92.5	≥ 96.0
% of students sitting CSEC exams passing 5 or more subjects including English Language and/or Maths	29.5	36.6	38.6	39.5	37.7	37.6	40.6	31.9	39.5	45	45	60-80 (prov.)
Gross Enrolment Rate at the tertiary level (%)	31.4	32.8	33.0	33.0	35.7	28.0	-	35	35-45	38	38	50-70 (prov.)
% of Labour Force (14 to 65) that is certified - Both sexes	18.52	21.2	24.6	-	-	-	-	25 (prov.)	25	30	30	50 (prov.)
Grade 4 Numeracy Rates		41	57.5	63.6	59.8	66.9	-	55.0	65.7	85	85	≥ 96.0
Secondary level enrolment rates (%)	94.4	97.0	92.6	97.4	101.0	99.2	-	91.9	95	98-100	98-100	98-100
Attendance rates – Early Childhood (%)	76.6	76.4	77.6	78.0	73.5	-	-	79.4	79.4	85	85	≥ 95.0
Attendance rates – Primary (%)	83.1	84.4	84.6	85.3	82.1	-	-	86.8	86.8	86.8	88.9	≥ 95.0
Attendance rates – Secondary (%)	82.7	82.8	79.8	81.8	79.6	-	-	84.9	84.9	84.9	87.4	≥ 95.0



## National Outcome # 3 – Effective Social Protection

Vision 2030 Jamaica advances an approach to social protection that encompasses ensuring that all citizens are afforded a minimum standard of living that meets not only survival but growth and development needs. The achievement of world class “quality of life” of the Jamaican citizenry is the fundamental and irreducible goal of Vision 2030 Jamaica. By 2030, the Jamaican society should have no citizen living below the poverty line with systems in place to protect all from the negative effects of public and private vulnerabilities throughout the life course. Within a context of sustainable rural and urban development, communities are to be equitably equipped with necessary infrastructure; and quality public goods and services, including health and education, are to be accessible to all. The citizenry should also have equitable opportunities for sustainable income earning and asset creation to ensure greater levels of social and income security and wealth creation, including beyond the formal working age groups.

The underlying principle of sustainable development and inclusive growth has positioned Vision 2030 Jamaica to effectively tackle the historical sources of inequities and inequalities that have undermined the development potential of significant pockets of the population; and which have contributed to lack of trust in governance and associated high levels of informality and lack of ownership of mainstream values and norms by many Jamaicans. Vision 2030 Jamaica also strategically positions Jamaica to tackle key vulnerabilities associated with gender, location, age, disabilities, and mobility and other impairments and chronic diseases.

Medium Term Socio-Economic Policy Framework (MTF) 2018-2021 will build on the achievements regarding the establishment of a social protection framework for Jamaica and the transition from social protection primarily characterized by poverty reduction concerns to a more rights-based inclusive approach focused on addressing the risks to social and income security across the life span. This encompasses considerations for all citizens throughout the life course with targeted focus given to addressing the main socio-culturally relevant forms of vulnerability.

### National Strategies 2018 – 2021

The following national strategies will be prioritized over the next 3 years:

- Infuse Poverty and Vulnerability Considerations in All Public Policies
- Expand Opportunities for The Poor to Engage in Sustainable Livelihoods
- Create and Sustain an Effective, Efficient, Transparent and Objective System for Delivering Social Assistance Services and Programmes
- Promote Greater Participation in, and Viability of Social Insurance and Pension Schemes
- Create an Enabling Environment for Persons with Disabilities
- Create and Sustain an Effective Social Protection System

### *Infuse Poverty and Vulnerability Considerations in All Public Policies*

Over the medium term, Jamaica will continue to strengthen the national coordination of poverty reduction policy, planning, implementation and monitoring and evaluation. Strategic focus will be given to policy coherence and advancing evidence-based practice regarding the reduction of multi-dimensional poverty, which requires a whole-of-society approach. These prioritized strategic actions are intended to accelerate Jamaica's progress towards the achievement of medium and long-term targets for poverty reduction and improved well-being for all Jamaicans.

The National Policy on Poverty and National Poverty Reduction Programme was approved in September 2017 and will provide a framework for national poverty reduction efforts under the themes: Social Safety Nets; Human Capital Development; Livelihood Creation and Income Security; Food and Nutrition Security; Basic Social and Physical Infrastructure; Psychosocial, Cultural and Normative Advancement; Coordination and Capacity Building.

Globally, there has been increased prioritization of addressing multi-dimensional poverty with attention given to examining alternate approaches to measuring and monitoring poverty beyond the standard general monetary approach. These alternative approaches include "subjective assessments, basic needs, capabilities, and minimum rights"<sup>1</sup>, which are more normatively aligned to the underpinning development principle of "inclusiveness and shared prosperity" inherent to Vision 2030 Jamaica and Agenda 2030. While Jamaica's consumption-based approach represents a greater degree of multi-dimensionality than the standard monetary approach, there are considerations regarding an expansion of the measure to more adequately encompass the range of interconnected factors that impact poverty. Within this context, Jamaica is challenged to also consider non-traditional areas of concern such as energy and educational poverty, while ensuring continued and appropriate focus on established vulnerable groups such as persons with disabilities (PWDs). Focus should also be given to addressing emerging vulnerabilities, such as an aging population and a large working age population with youth and female unemployment higher than the average unemployment rate.

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

As Jamaica advances implementation of the Jamaica Social Protection Strategy (SPS, 2014) and the National Poverty Reduction Policy and Programme (2017), increased focus is being given to expanding the opportunities for the poor to engage in sustainable livelihoods. This forms part of the Social Protection Floor (SPF) and is critical to facilitating asset and wealth creation by the poor, income security throughout the life course, and clearly engaging economic and environmental development policy considerations and programming as key tenets of social protection. Vision 2030 Jamaica prioritizes human capital development, including education and decent work as critical tenets for achieving inclusive development and empowering the citizenry to be champions of their own social protection and catalysts for change. MTF 2018-2021 will advance the provision of opportunities for education and training, and income earning

including entrepreneurship, to empower and equip the vulnerable to achieve sustainable livelihoods.

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

Vision 2030 Jamaica continues to give focus to effective governance within state, institutional and programme management processes to ensure equity in the delivery of public goods and services and targeted social assistance to the vulnerable. The delivery of social assistance to the vulnerable forms part of the Social Protection Floor (SPF) and is critical for the achievement of reduced poverty and vulnerability for all throughout the life course. Effective governance of these processes serves to legitimize mainstream values, the espoused principles of inclusiveness, and transparency and accountability towards improving trust in public institutions and increasing citizen participation in governance and development processes. MTF 2018-2021 will advance the strengthening of state capacity to deliver social assistance, including the implementation of graduation strategies to facilitate transition from welfare to sustainable social and economic independence. Focus will be given to strengthening the systems for targeting and the delivery of benefits, and measurement of programme outcomes and impact under such interventions as the Programme of Advancement Through Health and Education (PATH) – the country’s largest cash transfer social assistance programme.

*Promote Greater Participation In, and Viability of Social Insurance and Pension Schemes*

Vision 2030 Jamaica advances the development and inclusion of all citizens in systems and mechanisms for income and social security, with particular focus on mitigating the effects of loss of income due to vulnerabilities and retirement. The approach to the provision of social insurance and pension schemes includes developing a regulated and effective public and private insurance and pension system that engages the majority of the citizenry, including the working poor and those in the informal sector. MTF 2018-2021 will prioritize strengthening the viability of state social insurance and pension schemes and financing, including the National Insurance Fund (NIF); continue pension reform; and support the development of private social insurance and pension schemes to offer a wider range of accessible, affordable, innovative and customizable products for greater inclusion of the citizenry.

*Create an Enabling Environment for Persons with Disabilities (PWDs)*

Vision 2030 Jamaica recognizes the capacity of all persons, including persons with disabilities (PWDs) to contribute to national development and achieve their fullest potential. The approach to development is one of empowering the citizenry and creating an enabling environment that provides equitable opportunities to all for social and economic advancement. For persons with disabilities, this includes recognition of the heterogeneity of the group based on such factors as type of disability, sex, age, location and social class; and developing appropriate systems and mechanisms for effective inclusion and engagement of all within development processes. As the population ages, inclusiveness also necessitates the

prioritization of addressing mobility and other impairments, which increase with age and may not technically meet the criteria of a disability but have similar implications for daily functioning. Vision 2030 Jamaica advances a whole-of-society approach where the legislative environment protects and promotes the rights of persons with disabilities and provides the relevant regulatory and institutional environment to support their development. This is complemented by relevant knowledge and skill-based empowerment of PWDs; and the sensitization and capacity building of public, private and civil society institutions and actors to facilitate the equitable inclusion of PWDs in accessing public and private goods and services as well as employment and other opportunities for social and economic prosperity.

#### *Create and Sustain an Effective Social Protection System*

Under Vision 2030 Jamaica, “Effective Social Protection” represents both the development and protection of human capital and the underlying foundation of achieving inclusive development that elevates the minimum standard of living above the established poverty line and protects and mainstreams the most vulnerable in social and economic processes. Since the implementation of Vision 2030 Jamaica commenced in 2009, there has been a defined evolution in national operationalization of social protection and the approach to achieving the national outcome of effective social protection. The most significant milestone in the process of this evolution was the approval and adoption of the Jamaica Social Protection Strategy (SPS, 2014). This represents a broadening of the social protection framework from a primary focus on poverty reduction to social protection of each citizen recognizing that all are susceptible to vulnerabilities that result from social organization processes, such as poverty, loss of employment or retirement.

Under the Jamaica Social Protection Strategy (SPS), social protection is treated as a right of each citizen and includes both state and individual directed actions to ensure social and income security throughout the life course as well as protection against vulnerabilities at birth and those that may arise throughout the life course. The SPS gives focus to sustainability and inclusion and recognizes policy and strategic frameworks that address specific vulnerabilities and vulnerable groups as complementary and composites of a societal development framework for reducing vulnerabilities, ensuring greater levels of equity, and making the opportunity structure broader and more inclusive. The broadening of the social protection framework is also represented in the inclusion of two additional national outcome indicators of social protection that are aligned with the measurement of the social protection floor – child poverty rate and the rate of the working poor (see table on indicators for National Outcome #3 – Effective Social Protection).

MTF 2018-2021 will advance the development of an anchor social protection legislation; strengthening of the governance and monitoring and evaluation (M&E) systems for the SPS; and promoting universal design and other inclusive social protection arrangements.

## Alignment of National Outcome #3 with the 2030 Agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following Sustainable Development Goals:

- Goal # 1 – End poverty in all its forms everywhere
- Goal #2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal #8 – Promote sustained, inclusive and sustainable economic growth, full productive employment and decent work for all
- Goal #10 – Reduce income inequality within and among countries



## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #3 and advancing National Goal # 1 – Jamaicans are Empowered to Achieve Their Fullest Potential.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 1, 2, 8, 10
<b>National Strategy 3-1: Infuse Poverty and Vulnerability Considerations in All Public Policies</b>				
<b>Sector Strategy: Ensure structured national policy and plan of action for poverty reduction</b>				
1	Implement the National Policy on Poverty and National Poverty Reduction Programme	The Policy and Programme provide the framework for national poverty reduction efforts. The medium term plan for implementing the Poverty Reduction Programme will be completed in 2018 and will cover the 3-year period 2018-2021. The policy provisions seek to create the conditions necessary for the eradication of extreme poverty by 2022 and reduce the national prevalence of poverty to less than 10 per cent by 2030.	Relevant MDAs and other development partners	This action provides the framework for poverty reduction and is therefore aligned to all targets that directly and indirectly address poverty under Goal 1 End Poverty in all its forms everywhere.  Targets highlighted are: By 2030, eradicate

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 1, 2, 8, 10
				<p>extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</p> <p>By 2030, reduce at least by half the proportion of men women and children of all ages living in poverty in all its dimensions according to national definitions</p> <p>Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions</p> <p>Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development</p>

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 1, 2, 8, 10
				strategies, to support accelerated investment in poverty eradication actions
<b>Sector Strategy: Strengthen national capacity at all levels (including local and organizational) to monitor poverty trends</b>				
2	Strengthen institutional mechanisms and build capacity for the national coordination of poverty reduction programme planning and implementation	This includes the development of: a communications plan; and data sharing, networking and monitoring systems (including registry of poverty reduction programmes)	PIOJ	<p>By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</p> <p>By 2030, reduce at least by half the proportion of men women and children of all ages living in poverty in all its dimensions according to national definitions</p>
3	Strengthen the monitoring and evaluation (M &E) framework for poverty reduction through assessments and capacity building to address gaps	<p>This activity gives focus to creating a coordinative M&amp;E Framework with entry point activities centred on development of the M&amp;E systems of relevant programmes and organizations to support evidence-based practice in poverty reduction through:</p> <ul style="list-style-type: none"> <li>a) Assess M&amp;E gaps in key programmes</li> <li>b) Provide capacity building training in M&amp;E to address gaps and assess outcomes</li> </ul>	PIOJ	
4	Strengthen data and statistical capacity and enhance statistical outputs in the measurement and monitoring of multi-dimensional poverty		PIOJ, STATIN	
5	Promote and support inclusive approaches to poverty reduction through relevant data disaggregation for improved targeting	This activity has commenced and is evident in the expanded national outcome indicator framework for effective social protection, which includes greater levels of disaggregation in the measurement of national poverty prevalence. There is recognition that much more needs to be done to ensure that “no one is left behind” and that there is adequate and relevant data to support efforts to end poverty	PIOJ	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 1, 2, 8, 10
Sector Strategy: Foster multisectoral partnerships between state and non-state actors to address the needs of poor communities				
6	Strengthen national coordination of community development and renewal and ensure alignment with national goals and strategic approaches for development	This includes focus on the translation of national policies and strategies for poverty reduction and social protection into parish and community relevant sustainable and inclusive development plans; and developing and/or strengthening partnership frameworks to facilitate coordinated and harmonized actions.	MLGCD, CRP, JSIF	By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day  By 2030, reduce at least by half the proportion of men women and children of all ages living in poverty in all its dimensions according to national definitions
Sector Strategy: Promote asset creation among the poor				
7	Improve and expand access to social housing and institutional care (for homeless and poor families)		MLGCD	By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services. Ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
8	Amend laws to support micro insurance and micro pensions		MOFPS	
9	Increase access to suitable land for farming through divestment of available government owned lands		NLA	
Sector Strategy: Mainstream within poverty reduction programmes psycho-social interventions to foster values that undergird good governance, inclusiveness and productivity				
10	Develop and implement multi-sectoral interventions and		PIOJ, MOEYI	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 1, 2, 8, 10
	approaches to address the psycho-social factors that influence poverty and under-development.			
<b>Sector Strategy: Promote equity in rural and urban development to meet the basic needs of all</b>				
11	Provide and facilitate equitable access to public infrastructure, goods and services in rural areas	This includes water, sanitation and solid waste disposal, electricity, schools, healthcare and other public facilities and services. The minimum available access should be in keeping with the specified social protection floor.	MLGCD/JSIF	By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services. Ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
<b>National Strategy 3-2: Expand Opportunities for The Poor to Engage in Sustainable Livelihoods</b>				
<b>Sector Strategy: Promote and support human capital development and entrepreneurship</b>				
12	Advance implementation and strengthening of training and pre/vocational certification and continue implementation of apprenticeship and welfare-to-work programmes, in conjunction with private sector	This activity is intended to enhance employability skills and employment opportunities for targeted groups, particularly the vulnerable	HEART Trust/NTA	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
	Implement alternative livelihoods programmes in the fisheries and forestry sectors	Grants will be provided for community groups within forests to undertake a range of projects and sustainable livelihoods activities in areas such as agro-forestry, eco-tourism, bee keeping, reforestation, rainwater harvesting, nutraceuticals, bamboo utilization, yam stick production and craft item production	Fisheries Division Forestry Department	By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 1, 2, 8, 10
13	Improve access to and information on credit and financing to support sustainable livelihoods and income security (savings and investment) for the poor and vulnerable, including persons with disabilities and the elderly	Over the medium term, this action will include: <ul style="list-style-type: none"> <li>a) Conduct national public education on financial literacy</li> <li>b) Facilitate access to credit (including affordable microfinancing) and business support services (market development, productivity, financial literacy training etc.)</li> </ul>	MOFP	national average  By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
<b>Sector Strategy: Continue to establish and enforce minimum wage and promote policies that support decent work</b>				
14	Build state capacity for protecting the rights and social security of workers	This includes: <ul style="list-style-type: none"> <li>- Promote minimum standards of work in accordance with decent work standards</li> <li>- Develop a sustainable and effective social framework for the delivery of state and private social security and pension schemes</li> </ul>	MLSS	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
<b>National Strategy 3-3: Create and sustain an effective, efficient, transparent and objective system for delivering social assistance services and programmes</b>				
<b>Sector Strategy: Strengthen social assistance delivery to vulnerable population groups</b>				
15	Continue promotion and implementation of case management for clients of state social assistance/welfare services and programmes		MLSS	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable  By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources,
16	Provide social transfers to support income and livelihood of households		MLSS, PATH	
17	Support exit strategies for families on welfare by improving their attachment to labour market engagement		MLSS, PATH	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 1, 2, 8, 10
				as well as access to basic services. Ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
National Strategy 3-4: Promote greater participation in, and viability of social insurance and pension schemes				
Sector Strategy: Improve efficiency, sustainability and access in the delivery of state and private pension schemes and social insurance arrangements				
18	Advance pension reform through legislative, administrative and institutional changes		MLSS, NIS	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
19	Strengthen the viability of the National Insurance Fund (NIF) through appropriate financing options		MLSS, NIF	
20	Reengineer business processes and operationalize for effective NIS delivery and accessibility,	This includes the implementation of an electronic/internet-based NIS system	MLSS, NIS	
21	Strengthen public education programme on social security programmes and provisions, including the NIS		MLSS, NIS	
National Strategy 3-6: Create an Enabling Environment for Persons with Disabilities				
Sector Strategy: Advance the policy, regulatory, institutional and legislative framework for PWDs				
22	Operationalize the Disabilities Act	This includes: <ul style="list-style-type: none"><li>- Complete Codes of Practice and Regulations supporting the Disabilities Act</li><li>- Establish governance and institutional structure for new Jamaica Council for Persons with Disabilities (JCPD)</li></ul>	MLSS, JCPD	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and
23	Develop and establish		MLSS, JCPD	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 1, 2, 8, 10
	monitoring and evaluation framework for JCPD services to persons with disabilities (PWDs)			other economic, social environmental shocks and disasters
	Increase the level of inclusion for all persons with disabilities in education, training and employment		MOEYI, HEART Trust/NTA, MLSS, JCPD	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
	Promote and support human capital development and entrepreneurship		MLSS/JCPD	
24	Design early warning systems for disasters, for persons with disabilities (PWDs)		ODPEM	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

### **National Strategy 3-7: Create and Sustain an Effective Social Protection System**

#### **Sector Strategy: Create an enabling environment for the establishment of an effective social protection system**

25	Advance implementation of the Jamaica Social Protection Strategy (2014)	This will include focus on implementing the social protection floor	PIOJ, NSPC and relevant entities	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
26	Advance work towards the development of an anchor social protection legislation		PIOJ, NSPC	
27	Develop and implement parish (or regional) based institutional framework for the National Social Protection Committee		PIOJ, NSPC	

#### **Sector Strategy: Strengthen policies, legislation, institutional arrangements and national and local level development planning processes to support inclusive and life course social protection for the citizenry**

28	Improve and expand the School Feeding Programme to adequately provide for the nutritional needs of children in		MOEYI	Implement nationally appropriate social protection systems and measures for all,
----	--	--	-------	--

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDGs # 1, 2, 8, 10
	schools			<p>including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>
29	Revise the National Policy for Senior Citizens	<i>(Also prioritized under National Outcome #1 “A Healthy and Stable Population)</i>	MLSS	
30	Implement programmes to support respect for the rights of senior citizens and their access to necessary social and economic services, particularly for the most vulnerable		MLSS	
31	Continue to promote universal design for public infrastructure		MLSS, MTW, MLGCD	
32	Design and implement appropriate programmes, mechanisms and facilities to ensure the availability, accessibility, safety and stability of sufficient food supply for the extreme/food poor (food insecure) across the lifecycle		MICAF, MLSS, MOH, MLGCD	

## National Outcome Indicators and Targets – Effective Social Protection

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 3 – Effective Social Protection												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
National Poverty Rate (prevalence)	9.9	17.6	20.0	21.2	17.1	-	-	12.1	-	16.5 - 19.5	12.5 - 15.0	≤10
National Food Poverty Prevalence	2.9	6.3	8.0	6.9	5.3					5.0 - 6.5	2.5 - 5.0	3.0
Child Poverty rate	12.0	21.9	24.8	27.9	12.1					19.5 - 23.5	15.5 - 18.5	≤10
Percentage of children in quintile 1 receiving PATH benefits	65.8	72	84.6	80.0	-	-	-	-	80	90	90 (prov.)	-
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	75	67.1	66.7	66.6	-	-	-	-	75	75	75 (prov.)	-

## National Outcome # 4 – Authentic and Transformational Culture

*The culture of the Jamaican people has been a cornerstone of the country's regional and global identity, affording the small island developing state name recognition comparable with that of global titans. Jamaica's authentic culture springs from the coming together of different groups of people to forge a unique path borne of struggle, turmoil, anguish and continuing efforts towards reconciliation and integration – "Out of Many One People"<sup>22</sup>. It is through the process of cultural reconciliation and integration that Jamaica's culture has been demonstrated to be transformative, characterized by perseverance, and an underlying ethos of inclusiveness and a thrust towards equity.*

Culture has played an important role in Jamaica's national development – facilitating the voices of the disenfranchised; and through its conversion into cultural-based products and services, economic independence for those who lack access to mainstream opportunities for wealth creation and social mobility. Jamaicans have long recognized the national culture as an underpinning of social organization and the economy – serving as the regulator for the juxtaposed formal and informal social and economic relations that have been at the root of social continuity, revolution and change.

Vision 2030 Jamaica is built on the premise that a developed Jamaica will be one that retains its cultural uniqueness and integrity in music, dance, food, indigenous language, folklore and the organization of its communities and institutions. The 2009 launch of the Vision 2030 Jamaica Plan Implementation Process repositioned the significance of culture within the development landscape in a more defined and targeted manner. Vision 2030 Jamaica builds on the foundations of the authenticity and transformative impacts of the Jamaican culture with focus on the following key tenets: core values, social cohesion, social capital, cultural capital, nation brand and sport. These key tenets have formed the bane of the strategic priorities pursued under successive Medium Term Socio-Economic Policy Frameworks (MTFs) towards advancing Jamaica's authentic and transformational culture to support and form a critical tenet of a developed Jamaica. The priorities pursued include:

- The development of a framework for achieving national consensus and commitment to core values and attitudes and a review and revision of Jamaica's core and transformational values;
- Building social cohesion with focus on strengthening community bonds and the family, which includes parenting skills development as well as rebuilding social capital;
- Protecting, preserving, promoting and developing Jamaica's cultural capital, through active pursuit of global recognition of Jamaica's cultural capital and the associated social

---

<sup>22</sup> Jamaica's national motto

and economic benefits as well as the preservation of tangible and intangible cultural and natural heritage and cultural art forms;

- Promoting the development of brand Jamaica and the infusion of nation branding in development processes through policy and programme development;
- The development of sport as a part of cultural and social development, including community-based sports development.

Whilst there have been notable achievements in advancing the outcomes associated with the implementation of these priorities, significant gaps remain in all areas, including infusing desirable core values and norms within the practical experiences and institutional cultures of the Jamaican people; and addressing the weaknesses in community and family relations and social capital as evidenced in continued child, gender-based and society-wide high rates of crime and violence. MTF 2018-2021 will advance implementation of priorities to address these gaps towards developing Jamaica's authentic and transformational culture and the achievement of the 2030 outcomes and goals.

Under Vision 2030 Jamaica, the country is pursuing a strategic approach of demarcating authentic culture, and cultural and creative industries. Authentic Culture serves as the axis for social cohesion and social and economic transformation, including the institutionalization of values and attitudes that support participation in the blue, green, purple and circular economies. The development of Jamaica's authentic culture will support meritocracy, providing the ideological and normative base for sustainable and inclusive development and the allocation of resources and rewards, the provision of public goods and services, and the building and/or rebuilding of social, cultural and economic capital. "Creative and cultural industries" serves a complementary role as an underpinning of economic growth that capitalizes on the cultural capital of the country to achieve global comparative and competitive advantage as Jamaica strives to become a leader in various forms of existing and emerging economies. The engagement of the purple economy, which directly taps into cultural capital as a driver of growth – as part of developing the creative economy – is of importance. In this section, focus is given to the strategic approaches and priorities to advance the achievement of "Authentic and Transformational Culture".

## **National Strategies 2018 – 2021**

The following national strategies will be pursued over the next 3 years:

- Promote Core/Transformational Values
- Promote the Family as the Central Unit of Human Development
- Preserve, Develop and Promote Jamaica's Cultural Heritage
- Integrate Jamaica's Nation Brand into Developmental Processes
- Strengthen the Role of Sport in all Aspects of National Development



### *Promote Core/Transformational Values*

Under Vision 2030 Jamaica, the country has prioritized the identification, agreement on and institutionalization of core and transformational values. This includes the strengthening of institutional arrangements to support cultural continuity, ordered culture change, and adherence to agreed upon core values and attitudes. Under MTF 2018-2021 focus will be given to promoting and commencing the institutionalization of agreed upon national core values to advance social cohesion, rebuild and strengthen social capital, form the underlying cultural ethos for a renewed approach to productivity, entrepreneurship and innovation, and environmental responsibility – towards the achievement of sustainable and inclusive development. This builds on the development results under previous MTFs and will include fully developing and establishing the programme and institutional structures and arrangements for the National Values and Attitudes Programme. These efforts will be complemented by strategic actions towards equitable social and economic inclusion to ensure that the values and associated normative frameworks are legitimated through the opportunities and rewards afforded to all citizens as well as the system of mores and laws.

CORE VALUES	
Values and Attitudes Secretariat, 2002	National Values and Attitudes Programme Committee, 2018
<b>Respect</b> <b>Honesty and Truthfulness</b> <b>Forgiveness and Tolerance</b> <b>Fairness</b> <b>Discipline</b> <b>Responsibility</b> <b>National Pride</b> <b>Love/Compassion</b> <b>Cooperation</b> <b>Punctuality</b> <b>Good Work Ethic</b>	<b>Respect</b> <i>For life, property and law</i>  <b>Self-Discipline</b>  <b>Honesty and Truthfulness</b> <i>In World and Deed</i>  <b>Love and Compassion</b> <i>For Self and Others</i>  <b>Productivity</b> <i>Working individually, Cooperatively and Knowledge-Driven</i>

### *Promote the Family as the Central Unit of Human Development*

The significance of the family in the achievement of national development goals is cross-cutting. Vision 2030 Jamaica emphasizes the importance of strengthening the capacity of key agents of socialization such as the family, community and schools to cultivate norms and values reflective of core cultural ideas and practices. Within this context, the family is recognized as the central unit for human development, serving as the body primarily responsible for the care and protection of children, the primary means of support for youth in secondary and tertiary education, the primary agent for socializing individuals in culturally acceptable norms and values to support social cohesion and productivity; and providing ontological security which encourages trust and confidence in the sustainability of institutional arrangements and

relations. MTF 2018-2021 prioritizes strengthening the state's capacity for evidence-based practice in addressing deficits in parental involvement and skills, and providing capacity building training and support services, including psycho-social support.

Vision 2030 Jamaica demonstrates recognition that equipping and supporting the capacity of the family to fulfil its duties require development across the three dimensions of sustainability as families fulfill social and economic functions and manage interactions between its members and the wider social ecosystem and environment. Accordingly, under MTF 2018-2021, the development of the cultural transformative capacity of the family will be supported by prioritized efforts under the other 14 national outcomes towards economic growth and strengthening the business environment for job creation; providing social protection services to poor families through social safety net as well as means of achieving sustainable livelihoods; providing equitable access to public goods and services such as lifelong learning educational opportunities and healthcare to improve life chances and facilitate inter and intra generational mobility; and empowering families to employ responsible practices in their interactions with the environment.

#### *Preserve, Develop and Promote Jamaica's Cultural Heritage*

Vision 2030 Jamaica will continue to advance the preservation, development and promotion of Jamaica's tangible and intangible cultural heritage as well as its natural heritage. Under MTF 2018-2021, on-going cultural programming and celebrations will be continued, including the annual Festival of Arts Competition and Independence Celebrations. Emphasis will be placed on increasing access to museums and other repositories of cultural heritage. Focus will be given to strengthening the legislative, regulatory and policy framework for the preservation and development of Jamaica's cultural heritage, including cultural innovations and creations. The documentation and digitization of cultural heritage will also be prioritized. Preserving Jamaica's natural heritage and strengthening the links between cultural and natural heritage, in such areas as sustainable livelihoods and conservation, will remain a priority. Jamaica will continue to make its mark in global cultural heritage, with continued promotion of the Blue and John Crow Mountains World Heritage Site, advocacy for recognition of the cultural significance of other cultural sites and elements of the Jamaican art form, including Reggae. The country will also continue its contributions within international institutions such as UNESCO and global forums.

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

Jamaica is known as the "Pearl of the Caribbean" and has benefitted from high levels of name and cultural recognition due to the accomplishments of Jamaicans that exceed the country's size and expectations. Robert "Bob" Nesta Marley, Usain Bolt, Shelly Ann Frazer-Pryce, Merlene Ottey, the Hon. Louise Bennett-Coverly are among the country's cultural and sport icons that have taken the Jamaican name and culture to the far reaches of the globe. The development and protection of Jamaica's nation brand is a key tenet of building the country's capital stock and improving the country's comparative and competitive advantage in global

trade. This will also ensure that the social and financial gains resulting from investments in the talents, creativity and innovation of the Jamaican people will accrue maximum benefits to the Jamaican people and Jamaican nation state. The prioritized imperatives of this strategy include developing the legislative framework for the protection of intellectual property rights and promoting IP in Jamaica as well as strengthening the institutional framework to promote, protect the nation brand and monitor the brand to identify opportunities for global marketing and brand development. MTF 2018-2021 prioritizes development of the legislative and policy framework for culture and the creative economy to advance the development of brand Jamaica.

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

Under Vision 2030 Jamaica, the definition of culture extends beyond some regional and global standards and includes sport as a key tenet of cultural expression and source of social cohesion. Sport has formed a key tenet of childhood socialization into universal standards, teamwork, diligence and hardwork and has been one of the main areas in which the populace can readily align achievement with social and material success for those demonstrated to be most talented regardless of background, race and colour. Sport forms part of the underpinnings of Jamaica's meritocratic ethos and is also recognized as a key component of maintaining the health of all at all ages, particularly as it relates to preventative healthy lifestyles. It forms part of the emerging focus on active and successful aging as Jamaica transitions to an "old" society with average life expectancy over 70 years and increasing. Under Vision 2030 Jamaica, strategic focus is given to strengthening sport policy, infrastructure, socialization and systems to support participation in sport throughout the life course, including in schools and communities. MTF 2015-2018 advances the infusion of sport as a central tenet of community development initiatives aimed to build social capital and social cohesion as well as the development and implementation of mechanisms to promote lifelong participation in sporting activities and to protect children in competitive sport.

#### **Alignment of National Outcome #4 with the 2030 Agenda and the SDGs**

Under 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, peaceful and inclusive societies. By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing most directly to the achievement of the following Sustainable Development Goal:



- **Goal # 11 – Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable**

## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #4 and advancing National Goal # 1 – Jamaicans are Empowered to Achieve their Fullest Potential

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG #11
<b>National Strategy 4-1: Promote Core/Transformational Values</b>				
<b>Sector Strategy: Establish a sustainable programme to institutionalize national core values and attitudes</b>				
1	Establish (build out) the coordination and management structure and mechanisms for the National Values and Attitudes Programme	The National Values and Attitudes Programme has led the development/re-establishment of the National Values and Attitudes Programme. The way forward includes the identification of a Core Strategic Management Group; and establishment of an Advisory Committee with membership including state, public and private sector, church and youth representatives	MOEYI/National Values and Attitudes Committee	Cultural values are the underpinning and defining component of what goals a country aspire and will work towards. Hence, values permeate each SDG though not addressed explicitly.
2	Develop and Implement (Roll Out) the National Values and Attitudes Programme	This process of programme development is advanced and its finalization will include: the formalization of the brand for the Programme including tag line and promotional messages and strategies for infusing core values in all facets of daily life; National Discussions via Town Halls, social and other media. The implementation will be facilitated through multi-sectoral stakeholder engagements and partnerships – including the political directorate, the public sector and civil society  Several administrators have already participated in a Values and Attitude Workshop with a view of promoting the concepts in schools.	MoEYI/National Values and Attitudes Committee	
3	Develop and implement a Monitoring and Evaluation (M&E) Framework and Plan for	This is to inform evidence-based practice, inform planning and the measurement of development results	MoEYI/National Values and Attitudes	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG #11
	the National Values and Attitudes Programme	and the achievements of goals and outcomes	Committee	
	Continue the Civics in schools programme in Primary and Secondary Schools	This activity as well as Jamaica Day comprise key elements of the MOEYI’s promotion of values and attitudes in Primary and Secondary Schools.	MoEYI	
National Strategy 4-2: Promote the family as the central unit of human development				
Sector Strategy: Build parenting capacity				
4	Deliver/implement existing and new parenting programmes to improve parenting practices		NPSC	The family is the primary agent of socialization and parenting is considered the key function of the family. Through the process of socialization, families transmit culture to its members, particularly young members and this impacts all spheres of development and therefore cross-cuts the SDGs.
5	Administer NPSE Risk Assessment Tools to determine deficits in parenting practices and implement interventions accordingly		NPSC	
6	Provide parenting education and support for parents who need social protection		NPSC	
7	Provide psychosocial support to parents		NPSC	
National Strategy 4-3: Preserve, Develop and Promote Jamaica’s Cultural Heritage				
Sector Strategy: Implement appropriate measures to protect and preserve cultural expression				
8	Strengthen culture legislation: a) Amend the Legal Deposit Act and Regulation b) Revise the JNHT Act c) Amend the NLJ Act to make provision for Poet Laureate of Jamaica programme		MCGES, JNHT, NLJ	Strengthen efforts to protect and safeguard the world’s cultural and natural heritage
9	Strengthen Jamaica’s World Heritage Programme	This includes the promotion of the preservation and development of the Blue and John Crow Mountains World Heritage Site Review Jamaica’s Tentative List of World Heritage Sites	MCGES, JNHT	
10	Expand the social interventions	The Rastafari Trust Fund is intended to	MCGES	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG #11
	to cultural communities for community cultural development and cultural preservation, including a) Establish Rastafari Trust Fund	support the Rastafari community in preserving their cultural heritage and providing a means of safety net for Rastafarians. The Administrator General will serve as Trustee and J\$12 million has already been placed in the fund with a commitment for J\$30 million annually over the next three years. This will be complemented by efforts to establish scholarships at the primary, secondary and tertiary levels for members of the Rastafarian community; and efforts to improve state engagement of the community.		
11	Secure the inscription of the Reggae Music of Jamaica to the UNESCO Representative List of Intangible Cultural Heritage	The inscription promotes the protection of the origins of the music	MCGES	
12	Develop the tangible heritage a) Restore iconic landmarks, historic monuments and sites		MCGES, JNHT	
13	Expand the Culture Passport Programme		MCGES, JCDC	
14	Preserve, protect, restore and develop cultural artefacts, spaces and sites		MCGES, JCDC	
15	Build the capacity of the Jamaica National Heritage Trust (JNHT)		MCGES, JNHT	
16	Ratify International Conventions on the protection of cultural objects and property: a) The UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, and b) The UNIDROIT Convention on Stolen or	This supports the preservation and protection of Jamaica's cultural heritage including the repatriation of unauthorized removal of cultural objects and property outside of Jamaica	MCGES, IOJ, JNHT	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG #11
	Illegally Exported Cultural Objects			
<b>National Strategy 4-4: Integrate Jamaica's Nation Brand into Developmental Processes</b>				
<b>Sector Strategy: Strengthen the legislative and policy framework for the development of brand Jamaica</b>				
17	Finalize and Implement the National Policy on Culture and Creative Economy <i>(towards the enhancement and promotion of Brand Jamaica)</i>	The Policy provides an integrated framework for the development of culture, cultural and creative industries and the creative economy. This includes focus on areas such as culture and national well-being, education, creativity, heritage, museum and artefacts <sup>23</sup> .	MCGES	
<b>National Strategy 4-5: Strengthen the Role of Sport in all Aspects of National Development</b>				
<b>Sector Strategy: Provide an enabling environment for advancing the social development, health and welfare of the citizenry through sport</b>				
18	Develop Policy and Regulatory Framework for safeguarding children in sport	The development of the Policy and Regulatory Framework is advanced and is slated for completion in FY 2018/19. It aims to enable the protection of children in sport from harm and abuse and make their participation in sport enjoyable and 'a way of life'	MCGES	By 2030, provide universal access to safe inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
19	Advance Implementation of the Sports for Community Development Programme	This programme engages communities in sporting activities and competitions, including national cricket, netball and basketball competitions to promote the social capital building, social cohesion and youth inclusion.	SDC, and public and private partners, including Petrojam	
20	Advance the infusion of sport in the development and implementation of initiatives in support of healthy lifestyles and civic responsibility	This includes state led initiatives such as "Jamaica Moves" and various corporate runs to promote healthy lifestyles while supporting charitable causes and awareness building. This also includes strengthening the framework and creating an enabling environment for the protection of the health and welfare of participants in these initiatives.	MoH, Private Sector	
21	Develop community infrastructure and facilities to	This includes the construction of community parks, playing fields and	SDF, and JSIF and other partners	

<sup>23</sup> <https://jis.gov.jm/revised-national-culture-policy-drafted/>

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG #11
	accommodate sporting activities	courts as well as basic community infrastructure.		
22	Develop national institutional capacity for sport development through support to national sporting associations, schools and community-based entities supporting sport development	This includes institutional capacity building for associations, schools and other entities and support in the execution of planned activities, including tournaments etc. Funding for the GC Foster College is also included.	SDF, INSPORTS, private sector	

### National Outcome Indicators and Targets – Authentic and Transformational Culture

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 4 – Authentic and Transformational Culture												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
“Use of cultural resources” Index (Tourism Competitiveness Index)	1.7 (2008)		-	1.4	-	1.4	-	2.1	2.1	2.1	2.1	4.7



## National Outcome # 5 – Security and Safety

Vision 2030 Jamaica prioritizes the achievement of a more secure and safe Jamaica for its citizenry, strengthening the enabling environment for the country's development as well as meeting county obligations in advancing regional and global security, and the achievement of the 2030 Agenda for Sustainable Development. The Plan demonstrates recognition that security and safety is both a prerequisite and outcome of the achievement of sustainable and inclusive development. The approach to the achievement of security and safety extends beyond policing and other tenets of the national security apparatus, and includes the prioritization of social, cultural, and economic transformations to drive the alignment of the core values and norms demonstrated by the citizenry with the legal, governance and institutional frameworks for social order and development.

In operationalizing its strategic framework to achieve the national outcome of security and safety, Jamaica continues to be challenged by the need for on-going development and re-imagining of mechanisms and tactics to respond to an ever-changing profile of global, national and community level threats. Crime and violence is arguably the most visible and impactful challenge to social order, and has proven largely intractable, demonstrating resistance to myriad community-based and national level interventions. Jamaica is included among countries with highest rates of crime and violence external to a state of warfare; and within the general populace, criminality and corruption have graduated from largely domestic, random and reasonably disorganized activities to territorial and/or profit seeking activities led by organized groups and organizations with transnational reach. Among academics and theoreticians, the concept of “a sub-culture of violence” has become part of the rhetoric, discourse and empirical studies on security and safety in Jamaica – while the overall crime rate shows a decreasing trend, the murder rate has consistently increased albeit with temporary periods of decline. Persistent and sub-culturally institutionalized community, family, youth and gender-based violence and violence against children and other vulnerable groups as well as undermining of the rule of law have served to infuse crime and violence in the social and lived realities of Jamaicans. The interactions between the processes and outcomes associated with gaps in national and local level governance and reliance on informal processes; increased organized criminal networks; ease of access to illegal weapons; and cultural domains for expressing and entrenching values and attitudes that support and legitimize sympathy for and involvement in crime and violence – form key tenets of Jamaica's evolving security and safety challenges.

Accordingly, the effects of crime, violence and corruption have been multi-faceted, with noticeable demonstrations across the three dimensions of sustainable development – social, economic, and environmental. The state's capacity to respond to crime, violence and corruption has in turn become increasingly multi-dimensional, showing recognition of the multi-level and multi-faceted nature of their determinants, operationalizations and outcomes. The strategic framework for “Security and Safety” aims to address key domestic and international threats to security and safety – national and transnational crime; violence; corruption; weakening social capital; weaknesses in the systems for rehabilitation and

reintegration of those who come in conflict with the law; reintegration of involuntarily returned migrants, particularly criminal offenders; social cohesion and the renewal of particularly marginalized communities. The strategic framework also addresses emerging and growing concerns, such as the threat of terrorism, radicalization, and cyber-security. These issues have been prioritized under MTF 2018 – 2021, with focus given to the continued strengthening of the policy, governance and operational frameworks for national security, and justice; and supporting multi-sectoral efforts at citizenry engagement to develop desirable attachments and the equitable development of all communities.

## **National Strategies 2018 – 2021**

The following national strategies will be pursued over the next 3 years:

- Strengthen the Capacity of Communities to Participate in Creating a Safe and Secure Society
- Reform and Modernize the Law Enforcement System
- Improve the Security of the Borders and also Territorial Waters
- Strengthen the Anti-Crime Capability of Law Enforcement Agencies
- Strengthen the Management, Rehabilitation and Reintegration of Clients of Correctional Services

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

The intended outcome of this strategy encompasses the creation of communities that are equipped to function independently of criminality and criminal organizations; and integrated within the wider state processes and accordingly enabled to equitably access public and private goods and services towards social protection and social mobility of residents. MTF 2018-2021 includes prioritization of strengthening community governance and institutional arrangements and building the capacity of residents with knowledge, and social and productive skills to operate within the rule of law. It also prioritizes improving relationships between communities and the national security apparatus, particularly the police, to promote increased trust in the capacity of the state to guarantee security and safety and for communities to play a central role in efforts to reduce crime and violence.

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

Vision 2030 Jamaica advances the reform and modernization of the law enforcement system as critical to ensuring greater levels of professionalism and accountability from officers of the law as well as to enhance the state's capacity to respond to existing and emerging threats such as cyber-security and terrorism. This should facilitate increased trust in law enforcement systems and institutions by the citizenry and state partners and enhance the state's capacity for policing by consent. Under MTF 2018-2021, the implementation of this strategy will include prioritization of: (i) improving methods of policing and capacity of the security forces in areas such as greater utilization of technology, on-going training and recruitment and support of staff welfare; (ii) strengthening systems of governance, including the management and operational processes of the Ministry of National Security (MNS), strengthening institutional capacity and demarcating areas of separation between accountability and operational entities and functions.

These will be supported by efforts to reform the justice system under National Outcome #6 “Effective Governance”.

*Improve the Security of the Borders and also Territorial Waters*

Effective monitoring and management of the country’s maritime space and borders, including legal and illegal ports of entry, has proven to be a critical component of efforts to achieve desired levels of security and safety. Issues such as the illegal flow of guns, drugs, and the guns for drugs trade as well as human trafficking are critical considerations in border management. Revenue protection in ensuring that customs duties etc. are duly assessed and collected also form part of the development matrix that encapsulates border management. The strategic priorities to be pursued under MTF 2018-2021, include strengthening systems and mechanisms to improve surveillance and investigative capacity regarding entry and exit of people and goods and on-going strengthening of state systems and institutional arrangements addressing human trafficking, including the prosecution of perpetrators, preventative mechanisms and rehabilitative and reintegrative support to victims.

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

This strategy comprises strengthening the capacity of law enforcement to manage criminal occurrences and support the legitimation of the rule of law through facilitating and supporting processes for the identification, prosecution and conviction of criminal offenders through increased use of intelligence- and technology-based methods, engagement of communities through community policing, and enhanced governance of the private security sector. MTF 2018-2021 will advance the prioritization of introducing and strengthening policies/legislation as well as anti-gang operations to remove the profit from crime and reduce corruption; strengthening the strategic approach to reducing gangs and the activities of other transnational and organized criminal organizations; and strengthening institutions, mechanisms and tools for evidence-based practice and intelligence gathering, including forensics, technology-based recording of incidents of crime and developing a centralized database for access to national data on reported incidents of crime and criminal records. From a policy perspective, the outcomes of this strategy, will among other things, serve to make criminal involvement and criminal gang formation both difficult and unattractive, while promoting reduced incidence of crime and violence, and the dismantling of existing gangs. Accordingly, the achievement of the outcomes associated with this strategy will serve to strengthen the legitimacy of law enforcement agencies as effective in maintaining the rule of law.

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

This strategy is intended to result in the social and economic reintegration of offenders of state and foreign laws, including involuntarily returned migrants; reduction in the rate of recidivism among offenders; and reductions in the crime rate in the medium and long term. This strategy addresses the rehabilitation and reintegration of custodial and non-custodial clients of law enforcement and correctional services, and advances an approach that involves: structured programmes for resocialization into acceptable values and norms; and the provision of services, capacity building training and linkages to support systems for reintegration into society

whether upon release from correctional institutions, completion of non-custodial sentences or involuntary return to Jamaica owing to deportation. The operationalization of this strategy in successive MTFs has included the prioritization of the expansion of the framework for rehabilitation of inmates and offenders” through the development of the state’s rehabilitation programme for incarcerated offenders; the protection of persons who lack the capacity to effectively interact with correctional facilities; improving assessment mechanisms to appropriately place inmates according to risk levels; improving and providing child-friendly spaces for juvenile offenders; and increasing and enhancing the capacity of correctional facilities to adequately accommodate in-mates in accordance with international human rights laws and standards. MTF 2018-2021 will build on the successes of previous MTFs, and advance the implementation of the operationalized priorities, including addressing gaps in implementation and outcomes.

### **Alignment of National Outcome #5 with the 2030 Agenda and the SDGs**

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #10 – Reduce inequality within and among countries**
- **Goal #16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**



### **Priority Strategies and Actions 2018 – 2021**

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #5 and advancing National Goal # 2 – The Jamaican Society is Secure, Cohesive and Just

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
<b>National Strategy 5-1: Strengthen the Capacity of Communities to Participate in Creating a Safe and Secure Society</b>				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
<b>Sector Strategy: Create an enabling environment for communities to adhere to the rule of law towards creating a safe and secure society</b>				
1	Revise the National Crime Prevention and Community Safety Strategy	<p>This will strengthen the policy framework for:</p> <ul style="list-style-type: none"> <li>enhancing governance structures/arrangements for social interventions aimed at community safety and security</li> <li>Developing mechanisms for the continuity and sustainability of interventions</li> </ul>	MNS, MLGCD/SDC	Significantly reduce all forms of violence and related death rates everywhere
2	Establish, strengthen and rationalize local governance arrangements, including community groups/organizations to support security and safety initiatives	<p>This activity has been a priority since the commencement of plan implementation and will include over the medium term:</p> <ul style="list-style-type: none"> <li>Improve governance, institutional and programme coordination in the planning and delivery of community-based services in support of security and safety</li> <li>Develop the capacity of community and other local governance structures to promote security and safety</li> <li>Develop awareness campaigns aimed at deterring involvement in illicit or coercive governance arrangements</li> </ul>	MLGCD, MNS, CRP	
3	Enhance the capacity of regulatory and enforcement bodies to sensitize the citizenry, and monitor and enforce public order issues	This is a key element of an initiative to promote community conformity to the rule of law	MNS	
4	Develop a strategy for Crime Prevention Through Environmental Design (CPTED)	This requires a coordinated effort between various arms of the state to ensure that urban and regional planning and the implementation and enforcement of building codes, and maintenance of unused lands etc. provide a framework that supports	MNS	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
		policing through ease of access to physical spaces, including reasonable visibility for surveillance and monitoring. This will also enhance the ability of citizens to engage in security and safety practices.		
5	Develop a comprehensive Youth Offending Strategy	This forms part of an on-going initiative to implement holistic programmes focused on the prevention and suppression of youth involvement in crime, including: <ul style="list-style-type: none"><li>• Implement programmes for the prevention of crime and youth involvement in crime</li><li>• Work collaboratively with the portfolio ministry with responsibility for education and training to formalize and improve safety and security in schools</li></ul>	MNS	
<b>National Strategy 5-2: Reform and modernize the law enforcement system</b>				
	<b>Sector Strategy: Strengthen governance and institutional capacity of the law enforcement system</b>			
6	Finalize the registration and accreditation of the National Police College of Jamaica		MNS	Develop effective, accountable and transparent institutions at all levels
7	Increase recruitment of police officers towards achievement of the full establishment strength of the Jamaica Constabulary Force (JCF)	This involves the recruitment of at least 3000 police officers (with consideration for staff attrition)	MNS	
8	Repeal the Constabulary Force Act and replace it with the Police Service of Jamaica Act	This will form the framework for the establishment of the Jamaica Police Service, completing the process which commenced with the operational merger of the Jamaica Constabulary Force (JCF) and the Island Special Constabulary Force (ISCF)	MNS	
<b>National Strategy 5-3: Improve the Security of the Border and Territorial Waters</b>				
<b>Sector Strategy: Strengthen border management through legislative and regulatory review, and modernization &amp; the use of technology, institutional strengthening, and strategic partnerships</b>				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
9	Review and modernize the legislative framework through the review of: <ul style="list-style-type: none"> <li>Immigration Restriction Commonwealth Citizen (IRCC) Act</li> <li>Aliens Act</li> <li>Passport Act and Regulations</li> </ul>	This includes focus on the role and applications of technology in the modernization of the legislative framework.	MNS, PICA	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies  End abuse, exploitation, trafficking and all forms of violence against and torture of children  Develop effective, accountable and transparent institutions at all levels
10	Develop a National Border Security Strategy and Action Plan	This will support increased collaboration among the agencies and departments involved in border security.	MNS, PICA, JDF	
	Improve Maritime Domain Awareness		MNS, PICA	
11	Introduce Interactive Advance Passenger Information System (IAPIS) and Passenger Name Record (PNR) passenger database	This includes ensuring access to the airlines Passenger Name Record (PNR) database	MNS/PICA	
12	Review the visa issuance process and develop Regulations to govern the issuance process	This will support the strengthening of national security, particularly against external threats; and enhance the management of migration and the protection of migrants.	MNS/PICA	
13	Increase capacity of the Investigative Surveillance Unit of PICA		PICA	
14	Expand the Non-Intrusive Inspection Program (NIIP)	This will see the JCA having full responsibility and control for the execution of non-intrusive inspection (scanning of shipments) on the Ports	JCA	
15	Establish Canine Unit	The canines will be trained to detect several forms of contraband and illicit goods that are smuggled	JCA	
16	Develop and implement a Confidential Informant Program (CIP)	This will support improved intelligence gathering	JCA	
17	Procure and implement a robust Risk Management System	Through predictive analytics the risk management capability will be enhanced, improving the detection	JCA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
		rate of high risk shipments.		
Sector Strategy: Develop national capacity to respond to and counter terrorism				
18	Develop a National Terrorism Strategy for Jamaica		MNS	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
19	Develop a National Counter Terrorism Integrated Response Readiness Plan	This will include the exploration of partnering with the US Terrorism Screening Centre	MNS	
National Strategy 5-4: Strengthen the anti-crime capability of law enforcement agencies				
Sector Strategy: Develop and modernize the legislative, strategic and institutional frameworks for enforcing the rule of law				
20	Amend the Criminal Justice (Suppression of Criminal Organizations) Act (i.e. the Anti-Gang Act)		MNS	Significantly reduce all forms of violence and related death rates everywhere
21	Amend the Proceeds of Crime Act	The amendment should be in keeping with the recommendations of the Caribbean Financial Action Task Force (CFATF)	MNS	Promote the rule of law at the national and international levels and ensure equal access to justice for all
	Develop Proceeds of Crime Rules of Court	This will guide counsel and judges as regards the procedures governing the specific applications that are made under the POCA		
	Conduct a National Risk Assessment of Money Laundering and Terrorism Financing Threats and Vulnerabilities		MOFPS, BOJ, FID	Substantially reduce corruption and bribery in all their forms
	Amend the Terrorism Prevention Act	This will bring the law in compliance with the international standards in this area to include treatment of foreign terrorist fighters and use of targeted financial sanctions	MFAFT	
	Create an Asset Recovery Incentivisation Scheme		MNS	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
22	Develop a National Anti-Gang Strategy		MNS/JCF	
23	Implement a SMART Policing Strategy	This includes e-Policing and SMART Policing Technologies <sup>24</sup>	MNS	
24	Finalize the establishment of the Major Organized Crime Agency (MOCA) as a single autonomous agency		MNS	
Sector Strategy: Strengthen intelligence gathering and the forensic capabilities of the national security apparatus				
25	Sustain support for the Forensic Laboratory – Institute of Forensic Science and Legal Medicine (IFSLM)	This includes the establishment of an Administrative Advisory Body for the IFSLM and coordination of activities to bolster the Institute’s Operational Forensic Ballistic capabilities	MNS	Significantly reduce all forms of violence and related death rates everywhere
26	Amend the Finger Prints Act to reflect contemporary developments in forensic science relevant to this field		MNS	Promote the rule of law at the national and international levels and ensure equal access to justice for all
27	Establish Policy to support the acquisition and use of Unmanned Aerial Systems/Drones for state security operations		MNS	
28	Establish Policy to support the use of CCTV Cameras under the National Surveillance Network (JamaicaEye)	JamaicaEye utilizes government owned CCTV cameras along with privately owned cameras <sup>25</sup> that cover public spaces to inform more timely and appropriate responses by the security forces to threats to national security as well as state responses to disasters and other emergencies	MNS	
Sector Strategy: Modernize the law enforcement system for the management and control of weapons, and reduce access to and use of small arms in criminal activities and institutionalize a programme of cultural change				

<sup>24</sup> SMART Policing refers to the *infusion of applicable technology and innovation to enhance law enforcement capacity in preserving public safety and reducing crime*.

<sup>25</sup> These cameras are made accessible to the government within a network that is managed by the Ministry of National Security (MNS)

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
29	Review and amend the Firearms Act	This will include: <ul style="list-style-type: none"> <li>Strengthen and update the existing framework of laws which regulate the legal firearm industry and eliminate the use, trade and possession of illegal firearms and ammunition; and</li> <li>Align domestic legislation with international convention/treaty obligations (such as the UNTOC<sup>26</sup>-Firearm Protocol, ATT<sup>27</sup> and CIFTA<sup>28</sup>)</li> </ul>	MNS	By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime
30	Establish a Specialized Police Task Force	This Task Force will: <ol style="list-style-type: none"> <li>Investigate offences involving Small Arms and Light Weapons (SALWs)</li> <li>Conduct in-depth risk assessments of locally and internationally known Transnational Organized Crime (TOC) syndicates that contribute to crime in Jamaica</li> </ol>	MNS/Transnational Crime and Narcotics Division	
31	Implement an initiative for strengthening Stockpile Management (SPM) capacity and programmes	This includes: <ol style="list-style-type: none"> <li>Coordinate Destruction Exercises for seized and recovered firearm and ammunition (exhibits) and surplus stores in the custody of State Security Agencies</li> <li>Sustain the National Firearm Marking Programme through the procurement of two (2) Marking Machines (or marking service) for the IFSLM (State-owned weapons) and FLA (privately-owned weapons)</li> </ol>	MNS, FLA	
32	Implement a capacity building	This will include:	MNS	

<sup>26</sup> The United Nations Convention Against Transnational Organized Crime

<sup>27</sup> Arms Trade Treaty

<sup>28</sup> The Inter-American Convention Against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
	and comprehensive awareness programme regarding the control and management of small arms	<ul style="list-style-type: none"> <li>Sensitize Law Enforcement/Screening Officials at Ports of Entry (International Airports and Seaports) in the identification of firearms and their parts and components</li> <li>Sensitize Youths in Firearm Culture through the Safe School Programme</li> <li>Sensitize regulators to strengthen the capacity to conduct due diligence exercises and implement systems of accountability</li> </ul>		

**Sector Strategy: Strengthen the legislative framework and build institutional and other capacities to prevent and reduce trade and trafficking in persons and illicit goods**

33	Review and amend the Justice Protection Act	This will support the Justice Process and facilitate the mitigation of operational risks that may impact the administration of the Witness Protection Programme, as well as security risks currently confronted by Operatives of the Programme	MNS	<p>Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol</p> <p>End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>Promote the rule of law at the national and international levels and ensure equal access to justice for all</p>
34	Establish a National Drug Prevention and Control Master Plan	This will serve as the framework for all counter drug activities concerning institutional strengthening, demand reduction, supply reduction, international cooperation and overall control measures	MNS	
35	Strengthen efforts to reduce and eliminate Trafficking in Persons	This will include strengthening the capacity of the National Task Force Against Trafficking in Persons (NTFATIP)	MNS/MOJ	
36	Implement strategies to combat the emerging threat of Chemical Diversion and the use of Precursor Chemicals in the operation of Clandestine Drug Labs	This includes the implementation of strategies for developing the knowledge, skills and competence of law enforcement and related bodies	MNS	

**Sector Strategy: Strengthen data, statistics and monitoring and evaluation systems for improved evidence-based**

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
practice in law enforcement				
37	Revise and Conduct the Jamaica National Crime Victimization Survey (JNCVS) in 2019		MNS	
38	Expand the Jamaica Crime Observatory (JCO) to all-island surveillance		MNS	
Sector Strategy: Strengthen governance and regulation of the private security sector for a coherent public-private approach to promoting increased security and safety				
39	Review and amend the Private Security Regulation Authority (PSRA) Act	This will increase the regulatory framework of the Private Security Industry and ensure the implementation of systems of accountability	MNS	Significantly reduce all forms of violence and related death rates everywhere  Promote the rule of law at the national and international levels and ensure equal access to justice for all
National Strategy 5-5: Strengthen the Management, Rehabilitation and Reintegration of Clients of Correctional Services				
Sector Strategy: Strengthen the legislative, governance and monitoring and evaluation frameworks for the administrative management, rehabilitation and reintegration of criminal offenders				
40	Strengthen the National Rehabilitation Strategy and develop individual plans for each correctional institution		MNS, DCS	Significantly reduce all forms of violence and related death rates everywhere  Promote the rule of law at the national and international levels and ensure equal access to justice for all
41	Modernize the legislative framework governing the operations of the Department of Correctional Services (DCS) to include the amendments to the SOPs, Corrections and Parole Acts		MNS, DCS	
42	Further enhance the security capabilities of correctional institutions through advanced technology (including CCTVs, metal detectors, body scanners, electronic monitoring)		MNS, DCS	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16
43	Establish an electronic case management system for offenders		MNS, DCS	
44	Develop and implement a comprehensive population reduction strategy for the two maximum security correctional facilities	This is to provide a strategic framework for reduction of the population of persons incarcerated in the two maximum security correctional facilities to improve the delivery of services, including rehabilitative services; address environmental and other health concerns and enhance safety; and better ensure the protection of the human rights of those incarcerated.	MNS, DCS	
45	Develop an action plan to address the challenges (treatment, care, rehabilitation & reintegration) faced by offenders with mental disorders	This is to inform the provision of appropriately targeted, designed and delivered programmes for offenders with mental disorders.	MNS, DCS	
	Develop a comprehensive programme to support the DCS's economic self-sufficiency initiative		MNS, DCS	
<b>Sector Strategy: Develop the policy, strategic and operational framework for the management of the rehabilitation and reintegration of Involuntary Returned Migrants (IRMs)</b>				
46	Complete a comprehensive Deportation Policy and Standard Operating procedures	This is being developed to inform the management of returns, reintegration and rehabilitation of Involuntary Returned Migrants (IRMs)	MNS	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies  Significantly reduce all forms of violence and related death rates everywhere
47	Revise and Finalize National Deportation Policy		MNS	
48	Develop Rehabilitation and Reintegration Strategy for IRMs	This will be supported by the development of: <ul style="list-style-type: none"> <li>• Minimum Standard Operating Procedures for the Reintegration of IRMs</li> <li>• Framework for the measurement and tracking of reintegration of IRMs</li> </ul>	MNS	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – Under SDGs #10, 16

### National Outcome Indicators and Targets – Security and Safety

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 5 – Security and Safety												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Category 1 Crimes/100,000 population *	280	418	322	276	237.7	296.7	-	216	216	216	216	43
Murder Rate/100,000 population	59.5	53.8	36.9	44.3	49.6	60.2	-	50	35	35	30	10
% Recidivism†			48.4	45.5	42.4	42.5	-		≤ 40	≤ 40	≤ 40	≤ 10 (prov.)

## National Outcome # 6 – Effective Governance

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 bodies (states, businesses, local communities, non-governmental organizations) and at all levels of government, from local to global. In the last half century, Jamaica has developed a better understanding of what good governance is and its importance to sustainable development. The country continues to make strides towards improving the face of governance. Many of these initiatives and programmes are being led by the Government and include the active participation of the private sector and civil society. Examples include among others:

- Efforts towards transformation of the public sector
- Improving transparency and accountability in the public service and access to information facilitated by the Access to Information Act, Whole of Government Business Plan, Medium term budgeting, Government's Consultation Code of Practice, and importantly, the strengthening of legislative and policy frameworks
- The process to advance the modernization of Jamaica's Justice System including the implementation of a range of reforms as well as capacity building, infrastructure improvements and other court related processes designed to enhance access to justice as well case flows and data management
- The development and implementation of a Local Sustainable Development Planning Framework that includes the development of local sustainable development plans for all parishes
- The development and implementation of the Medium- Term Socio-Economic policy Framework (MTF) to advance the implementation of Vision 2030 Jamaica- National Development Plan
- The entrenchment of local government in the Constitution. The Act titled "The Constitution (Amendment) (Local Government) Act" will allow for local authorities to perform regulatory functions to facilitate the management, improvement and development of resources of local communities. It also will allow Parliament to make provision for local authorities to generate and spend their own revenue, and to provide for the holding of local government elections.

Over the next three years, Vision 2030 Jamaica proposes a strengthening of the current model of governance to overcome the various challenges that cut across our country's developmental spheres. The Plan recognizes the following as fundamental to the development of our society: strong and accountable institutions; political commitment to effective management of the State; transparency in government; a justice system that is accessible and fair; equity; and tolerance and respect for human rights and freedoms. 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

## **National Strategies 2018 – 2021**

The following national strategies will be pursued over the next 3 years:

- Strengthen the process of citizen participation in governance
- Reform the Justice System
- Ensure Tolerance and Respect for Human Rights and Freedoms
- Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services
- Foster Equity in all Spheres of Society (Gender)
- Strengthen Accountability and Transparency Mechanisms

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

This national strategy recognizes the importance of a model by which democracy, participation and accountability at the local level are to be pursued. Over the last few decades, Jamaica has witnessed the movement towards greater decentralization and the deepening and broadening of the democratic process, with decentralization and local governance being recognized as basic components of democratic governance, providing the enabling environment in which decision-making and service delivery can be brought closer to all citizens. Whilst the formal parliamentary system allows for citizens' input and engagement through Parliamentary Committees, local government reform presents a new approach to governance. This new approach is designed to empower citizens and communities to better participate in the management of their own affairs and in national policy and decision-making processes that affect their quality of life and life chances.

Additionally, this national strategy places emphasis on effectively infusing participatory processes in Government, the national policy framework, and investment processes and strengthening the capacity of local organizations/bodies (PDCs, DAC, CDCs) to facilitate citizen participation in decision-making processes. Thus, under Vision 2030 Jamaica, steps are being taken to both utilize and fully recognize the Parish Development Committee (PDC) Model as a mechanism for effecting local governance. This model features Development Area Committees (DACs) and Community Development Committees (CDCs) as a means of facilitating participatory



local governance for sustainable development. It empowers communities and civil society and forges real partnerships between central Government and all stakeholders.

#### *Reform the Justice System*

This national strategy places recognition on the fact that an efficient justice system sustains the society and facilitates its peaceful evolution and that the rule of law and the effective functioning of the Courts and other parts of the justice system will underwrite the wealth and prosperity of Jamaica by providing the legal certainty, clarity and predictability which are some of the essential pre-conditions of successful investment, commerce and finance. It also underscores the importance of justice for all and the importance of providing a justice system that is available, accessible, accountable, affordable, flexible and fair. Under MTF 2018-2021, the reform of the justice system will include facilitating increased and inclusive access to justice services through continued expansion and upgrading of facilities, improving customer service, extending night court services, and strengthening the legislative and institutional framework for alternative dispute resolution approaches, among other initiatives.

#### *Ensure Respect for Human Rights and Freedoms*

Recall Chapter III of the Jamaican Constitution outlines the fundamental rights and freedoms of our citizens and bears substantial similarity to provisions on civil and political rights listed in the Universal Declaration on Human Rights and given legal force and effect in the International Covenant on Civil and Political Rights (ICCPR). Some of these provisions include the right to life, freedom from inhumane and cruel conditions, the rights to health, education, a clean environment and work.

Under Vision 2030 Jamaica, strategies and actions will be implemented to ensure the country improves its performance level concerning human rights and will address issues such as: human trafficking; preserving the rights of the child; violence against women and children; and equity for disadvantaged groups. Importantly attempts will be made to: create the necessary platforms for dispute resolution procedures across all spheres of the society, incorporate human rights issues into all national policies and align development programmes with human rights commitments expressed in international treaties, national constitution and legislation.

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

This national strategy places emphasis on three key areas of public sector governance: government effectiveness; regulatory quality; and equity in the distribution of goods and services. Vision 2030 Jamaica call for the transformation of the public sector – a public sector that is efficient, productive, transparent and accountable and takes into account the needs and interests of all citizens. This is expected to be achieved through the development of policies, regulations, and procedures that are transparent and easy to understand and which will reduce the propensity of public officials to engage in corruption. It is expected that mechanisms also will be established to build the capacity of an already well educated public service towards

improving productivity. Tied to this also will be building the capacity of the Management Institute for National Development (MIND) to be able to anticipate current and future capacity needs of the public sector and to ensure that the capacity of technocrats and institutions are built to effectively carry out mandates and anticipate the changing regional and global environment.

The National Identification System (NIDS) will be fully developed and established, supported by a strengthened civil registration and vital statistics system and increased interoperability of state data systems. The assignment of National Identification Numbers (NINs) will commence facilitating more transparent and verifiable means of national identification and providing improved quality data to inform the provision of public goods and services. The legislative and strategic framework for the establishment of a coordinated National Statistics will be developed; and the capacity of state entities and other partners supporting the production of official statistics will be built.

Frameworks will be created for building social capital and partnerships to positively impact good public sector governance and promote equity in the distribution of and access to public goods and services. Emphasis also will be placed on increasing the use of technology to improve the quality of citizens' experience with Government agencies, making services faster, more convenient and user-friendly and with more accessible information, while lowering transaction costs.

#### *Foster Equity in All Spheres of Society – Gender Equity*

This national strategy places emphasis on gender equity and the importance of rec developing and implementing policies, programmes and plans that are guided by an awareness of the differences between genders. This strategy also will seek to ensure that gender related inequalities in the society and the imbalances that result are corrected and mitigated as far as possible; and that equity is embedded in the various spheres of our society including our institutional structures and policies, focusing on areas such as our politics and labour market where gender inequalities are prominent.

MTF 2018-2021 advances the creation of an enabling environment for the elimination of gender inequities, and mitigation of their effects on males and females. This includes the development of the policy, governance and institutional frameworks and arrangements to advance gender mainstreaming in all aspects of society, including the labour market, politics and other spheres of decision-making as well as schools and families which are key agents for socializing children into gender-based expectations. The reduction of gender-based violence is also prioritized as a critical prerequisite for the achievement of gender equity and enhancing social cohesion.

### *Strengthen Accountability and Transparency Mechanisms*

Vision 2030 Jamaica recognizes that citizens and regulators are calling for higher levels of transparency and accountability. To this end, under Vision 2030 Jamaica accountability and transparency mechanisms will be strengthened, ensuring that our resources are managed efficiently and effectively in order to deliver high quality public services and that citizens are involved in the decision- making process of government and that those who are assigned responsibility for making the decisions are held accountable for their actions.

### **Alignment of National Outcome #6 with the 2030 Agenda and the SDGs**

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #5: Achieve gender equality and empower all women and girls**
- **Goal #10: Reduce inequality within and among countries**
- **Goal #16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**
- **Goal #17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development**



### **Priority Strategies and Actions 2018 – 2021**

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #6 and advancing National Goal # 2 – The Jamaican Society is Secure Cohesive and Just.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
<b>National Strategy 6-1: Strengthen the Process of Citizen Participation in Governance</b>				
<b>Sector Strategy: Strengthen the capacity of local organizations/bodies (PDCs, DACs, CDC,) to facilitate citizen participation in decision-making process</b>				
1	Strengthen the participatory mechanism including the Parish Development	This would involve building the capacity of over 571 CDCs, 68 DACs and 12 active PDCs to access grants, to develop and	SDC	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	Committees (PDCs), Development Area Committees (DACs) and Community Development Committees (CDCs)	implement projects in their communities that will lead to entrepreneurship, job creation and employment opportunities. This activity also will facilitate the engagement of stakeholders through the inter-agency networks that are parish based to improve service delivery at the local level. 13 of these networks exists.		Ensure responsive, inclusive, participatory and representative decision-making at all levels  Encourage and promote effective public, public-private, civil society partnerships, building on the experience and resourcing strategies of partnerships
2	Strengthen capacity of CDCs and community based organizations to ensure broad and reliable representation		SDC CRP	
3	Build capacity at the local level to create local networks	This would be particularly in the areas of job creation, entrepreneurial development etc	SDC	
4	Expand and implement LEDSP initiatives across all parishes	This activity builds on the success of previous efforts under the local economic development initiatives and the CARILED Project	SDC	
5	Prepare and revise community action plans in vulnerable and volatile communities	The Community Renewal Programme (CRP) in collaboration with the SDC will prepare and revise Community Action Plans (CAPs) in select vulnerable and volatile communities. The process to develop the CAPS will integrate elements of the readiness assessment process. The SDC Inter-Agency Network (IAN) will serve as the platform for the development, coordination of implementation, and monitoring and evaluation of the CAPs.	CRP SDC	
Sector Strategy: Fully implement Local Government Reform				
6	Revise the Local Government Reform mandate to determine how service delivery can be improved at the local level		MLGCD	Ensure responsive, inclusive, participatory and representative decision-making at all levels
7	Prioritize the operational legislation for amendments under local government reform.	There are about 60 pieces of legislation to be amended.	MLGCD	
8	Strengthen the local authorities – build their capacity to prepare strategic	This capacity will assist to better guide the operations of the local authorities and advance modernized operations at	MLGCD	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	and local plans of the local authorities	the local level.		
9	Implement the recommendations of the diagnostic review of local authorities		MLGCD	
10	Host local governance conference 2020	This is considered a strategic initiative and is designed to bring together mayors, chief executive officers, chief financial officers and parish disaster coordinators to examine the role of local government in achieving Jamaica’s development targets to 2030. The objective is to strengthen the capacity of political and administrative leaders in the execution of their functions and increase awareness about the role of local government in achieving the national growth agenda.	MLGCD	
11	Provide legal recognition to governance groups at the local level under the Local Governance Act of 2016.	SDC as a registrar will provide legal recognition to governance groups at the local level under the Local Governance Act of 2016	SDC	
Sector Strategy: Institutionalize a culture of openness and accountability				
12	Fully operationalize local public account committees in all LAs		MLGCD	
National Strategy 6-2: Reform the Justice System				
Sector Strategy: Enhance access to justice services, including the administrative system in the courts				
13	Establish four (4) family courts		MOJ/CMS	Promote the rule of law at the national and international levels and ensure equal access to justice for all
14	Increase the capacity of the Mobile Justice Units	This activity has commenced and will include the acquisition of additional Mobile Justice Units (providing justice services)	MOJ	
15	Expand the Court of Appeal		MOJ	
16	Modernize the Office of the Director of Public Prosecutions (ODPP)		MOJ/ODPP	
17	Establish nine (9) additional Justice Centres		MOJ	
18	Provide court-reporting facilities (video and audio recording equipment) in courtrooms		MOJ	Develop effective, accountable and transparent

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
19	Increase access to and quality of Justice of the Peace services in various communities island wide	This includes continued improvement of the capacity of Justices of the Peace by providing training in Restorative Justice Practices, Mediation and to serve in the Lay Magistrate’s Courts	MOJ	institutions at all levels
Sector Strategy: Institute modern approaches to justice and dispute resolution through strengthening legislative and institutional frameworks				
20	Implement the Restorative Justice Policy	This activity has commenced	MOJ	Promote the rule of law at the national and international levels and ensure equal access to justice for all
21	Continue the strengthening of alternative dispute resolution mechanisms	This activity has commenced	MOJ	
National Strategy 6-3: Ensure Tolerance and Respect for Human Rights and Freedoms				
Sector Strategy: Ensure proper treatment of children and vulnerable persons who come in contact with the justice system				
22	Strengthen the Victim Services Division		MOJ/CPFSA	End abuse, exploitation, trafficking and all forms of violence against and torture of children  Promote the rule of law at the national and international levels and ensure equal access to justice for all  Develop effective, accountable and transparent institutions at all levels
23	Enact the Child Diversion Act and continue implementation of the Child Diversion Policy		MOJ/CPFSA	
24	Improve access to justice services for persons living with a disability (PLWD)		MOJ/ MLSS	
25	Strengthen the capacity of the National Task Force Against	This will enhance efforts to reduce and eliminate Trafficking in Persons	MNS/MOJ	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	Trafficking in Persons (NTFATIP)			
<b>Sector Strategy: Incorporate human rights in all relevant national policies, programmes and institutional arrangements</b>				
26	Establish a National Human Rights Institute (NHRI)	This activity has not commenced This involves the development a non-discriminatory approach to resource allocation	MOJ	Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
<b>National Strategy 6-4: Engage in Constitutional Reform</b>				
27	Make provision for diversionary measures regarding children found to be in conflict with the law.		OPC, MOJ	Promote the rule of law at the national and international levels and ensure equal access to justice for all
28	Amend the Constitution to enable the retention of Judges on a fixed term basis and to appoint an additional Pusine Judge		OPC, MOJ	
29	Develop Proposal to Amend Legislation to Facilitate the Establishment of a National Human Rights Institution in Jamaica (NHRI)		OPC, MOJ	Develop effective, accountable and transparent institutions at all levels  Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
				agreements
<b>National Strategy 6-5: Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services</b>				
<b>Sector Strategy: Foster world-class customer service and professionalism in all public institutions/Create mechanisms for efficient and effective delivery of services</b>				
30	Continue the implementation of the Strategic Public Sector Transformation Project	This will include a range of sub-projects. Under this project focus will be placed on 12 critical areas towards improving the service quality and delivery in the public sector. These areas are: (1) wait time; (2) service integration of business processes; (3) access for the disabled and the elderly; (4) signage; (5) seating; (6) availability of information online; (7) timeliness of communication and provision of information; (8) accessibility of information across agencies; (9) cost of services; (10) inefficiency of payment processes; (11) lack of consistency in agency standards across branches; and (12) low levels of internal customer service.	PSMTD	Develop effective, accountable and transparent institutions at all levels
31	Develop Customer Service Policy Framework	This policy will outline a clear vision for service excellence in the public sector. It also will define the culture that must exist in the public service to support “the achievement of a citizen-centric public sector and establishing the principle, values and standards, which will reinforce the culture to ensure that all citizens, including the vulnerable and socially excluded, are able to access quality service.	PSTMD	
32	Develop the Public Sector Learning Framework	This includes 8 key elements: competency framework; learning pathway; whole of government learning needs analysis; orientation and re-orientation programme; identify and design related public sector ICT infrastructure; create professional pathways; develop leadership development strategy and programme	MIND	
33	Strengthen MIND to become	MIND is expected to play a key role in	Cabinet Office	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	the nucleus for public sector capability development, innovation and transformation	public sector transformation especially as it relates to enhancing the capability of the overall public sector to achieve its mandate		
34	Establish a public sector leadership development centre		MIND	
Sector Strategy: Proliferate and promote the delivery of first-class, easily accessible and secure e-government services				
35	Launch and start-up of Gov-Net	The Government’s communications network, GovNet, will result in greater public-sector interconnectivity and efficiency. GovNet is a secure, wide area network infrastructure that will link government ministries, departments and agencies (MDAs) to facilitate shared services. These include data centre computing services (Gov-Cloud); a consolidated voice communication system (Gov-Talk), a consolidated email system (Gov-Email); and Gov-Internet. It is envisioned that GovNet will facilitate the seamless transfer of information between State agencies and other stakeholders as well as provide online services to the public at minimal cost.	E-Gov Jamaica	Develop effective, accountable and transparent institutions at all levels  Ensure public access to information and protect fundamental freedoms in accordance with national legislation and international agreements
36	Roll-out of phases II and III of the GOJ portal	The portal is a central place to perform online transactions with the government, find information on how and where to access government’s services and receive feedback to queries. Among the services available are tax and traffic fine payments, as well as queries; motor-vehicle registration; bill payments; and applications for passport, birth, death and marriage certificates and driver’s licences. The website also facilitates charitable donations through the National Education Trust (NET); applications for import and export permits and licences; and access to forms and links for doing business and investing in Jamaica.	E-Gov Jamaica	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
Sector Strategy: Build openness and accountability into practices and organizational principles				
37	Implement the Enterprise Risk Management Policy for GOJ	Under the implementation of this policy, the following will be undertaken: the introduction of risk scoring for all MDAs and Public Bodies; building out the appropriate risk tools and supporting institutional arrangements structures	MFPS	
38	Develop and implement Results based Management Policy for GOJ		Cabinet Office	
39	Prepare Asset Management Policy for GOJ		MFPS	
40	Finalize the formation of a modernized treasury for the government	This would involve among other activities building out capacity for Cash Management and establishing and operationalizing Government Account Reporting	MFPSM	
41	Build the institutional structures and systems to facilitate the creation of a modern Integrated Financial Information Management System		MFPS	
Sector Strategy: Strengthen the capacity for the drafting and promulgation of legislation, and policy development				
42	Strengthen and modernize the Office of the Parliamentary Counsel (OPC)		OPC, MOJ	Promote the rule of law at the national and international levels and ensure equal access to justice for all
43	Build the capacity of technocrats engaged in the legislative and policy development processes		MOJ, Justice Training Institute	
Sector Strategy: Establish a National Identification System (NIDS)				
44	Promulgate regulations for the governance of National Identification Numbers and Identity Verification Services in the Public and Private Sectors.		OPM, RGD	By 2030, provide legal identify for all, including birth registration
45	Establish National Identification and Registration Solution to facilitate the		OPM, RGD, e-Gov. Jamaica, PICA, Jamaica Post	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	lifecycle management of identification documents and services			
46	Establish National Identification and Registration Authority (NIRA)	This activity has commenced and is scheduled for completion by September 2022. The NIRA will govern and provide sustainable Civil Registration and Identity Management Services.	OPM, MOF&PS	
47	Establish National Data Exchange Platform and Addresses Verification Solution	The Platform and Solution will facilitate authorized data sharing between the Public and Private Sectors.	OPM, eGov, EOJ, NLA	
48	Institutionalization of the use of a National Identification Number in Public and Private Sectors as the main trusted source of identity verification	This activity has not yet commenced and is scheduled for completion in 2022	OPM, MOF&PS, Tax Admin.	
<b>Sector Strategy: Strengthen the coordination and capacity of national statistics, data and information systems to support sustainable and inclusive national development</b>				
49	Develop the framework for the National Statistics System (NSS):	This includes: a) Finalize and disseminate the Gap Analysis on National Statistical Capacity b) Develop the National Strategy for Development of Statistics (NSDS) and Statistics Master Plan c) Revise the Statistics Act	STATIN	By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing states to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status,
50	Establish National Quality Assurance Framework for Official Statistics	This activity has commenced	STATIN	
51	Continue the modernization of the National Statistical Office – the Statistical Institute of Jamaica (STATIN)	This is intended to strengthen national capacity in data production, management and dissemination to improve the quality of data and official statistics. It involves transitioning from manual and paper-based to technology-based processes as well as restructuring of the organization.	STATIN	
52	Develop and implement training and other forms of capacity building support to MDAs and other relevant	This is intended to develop national capacity for the production and use of data and official statistics and include data producers at all levels and in all	STATIN	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	entities	sectors.		disability, geographic location and other characteristics relevant in national contexts
53	Complete Policy on Data and Information Sharing (among MDAs)		MOEYI	
54	Advance the integration of the Sustainable Development Goals (SDGs) Indicators in frameworks for the measurement of national and sector level development results <sup>29</sup>		STATIN/ PIOJ	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries
<b>National Strategy 6-6: Foster Equity in all Spheres of Society</b>				
<b>Sector Strategy: Transform the prevailing gender ideologies</b>				
55	Enact the sexual harassment legislation		MCGES/Parliament	Eliminate all forms of
56	Restructure the Women's Centre to facilitate more equitable and inclusive engagement of male and female clients	This includes: <ul style="list-style-type: none"> <li>- Standardization of curriculum and offerings across sites</li> <li>- Equitable engagement of adolescent fathers and mothers</li> </ul>	MCGES/Women's Centre	violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
57	Advance the Alignment of the curriculum of the Adolescent Mother's Programme with the MoEYI curriculum and	These along with other activities are intended to strengthen the Adolescent Mother's Programme and advance the implementation of the Reintegration	MCGES	

<sup>29</sup> This is also prioritized in the earlier sections of the document on the integration of the 2030 Agenda in Vision 2030 Jamaica

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	continue the decentralized <sup>30</sup> delivery of the Caribbean Secondary Education Certificate (CSEC) Programme	Policy. The decentralized delivery of the CSEC Programme is intended to advance inclusion. Focus will also be given to screening for gender-based violence (GBV) and mental health issues.		Enhance the use of enabling technology, in particularly information and communications technology, to promote the empowerment of women
58	Conduct gender-responsive reviews and develop specialized content/materials for sensitization awareness forums delivered island-wide to diverse groups		MOJ/JUST	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls of all levels
<b>Sector Strategy: Support and monitor a cohesive multi-sectoral policy, institutional and monitoring and evaluation framework on gender and gender mainstreaming</b>				
59	Mainstream in all sectors finalized regional comprehensive manual on gender indicators		MCGES	End all forms of discrimination against all women and girls everywhere
60	Develop a Gender Database and Protocols		MCGES	
61	Strengthen the monitoring and evaluation of gender mainstreaming through structured programmes and enhanced institutional arrangements such as the Gender Advisory Committee (GAC)		MCGES	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment
62	Advance the implementation	These are intended to strengthen the	MCGES, MOEYI	

<sup>30</sup> Decentralization is being achieved through the use of technology, which allows for remote connections to clients across the island.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	of the Gender Ambassadors Programme for youth in secondary, post-secondary and tertiary institutions & Continue gender mainstreaming in the implementation of the School Education Programme (SEP) for children in primary schools	engagement of children and youth in gender mainstreaming and address cultural deficits regarding gender equity in the socialization process.		of all women and girls of all levels
<b>National Strategy 6-7: Strengthen Accountability and Transparency Mechanisms</b>				
<b>Sector Strategy: Build into practices and organizational principles openness and accountability/Build an ethical framework to diminish both the practice and perception of corruption</b>				
63	Implement code of conduct for boards of public bodies		MFPS	Substantially reduce corruption and bribery in all their forms
64	Modernize the Office of the Director of Public Prosecution		MOJ	

### National Outcome Indicators and Targets – Effective Governance

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

<b>National Outcome # 6 – Effective Governance</b>												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Voice and Accountability Index	0.60	0.42	0.53	0.55	0.68	0.69	-	0.78	0.88	0.88	0.88	1.27
Rule of Law Index	-0.44	-0.50	-0.31	-0.23	-0.25	-0.16	-	-0.30	0.04	0.04	0.04	1.41
Government Effectiveness Index	0.30	0.20	0.14	0.25	0.41	0.49	-	0.18	0.45	0.45		1.51
Control of Corruption Index	-0.46	-0.37	-0.39	-0.33	-0.16	-0.17	-	-0.24	0.13	0.13		1.59
Regulatory Quality Index	0.31	0.28	0.16	0.11	0.16	0.14	-	0.33	0.53	0.53		1.35
Case Clearance Rate (%)	93.78	94.03	79.60	87.0	-	71.53	-	-	95	95 (prov.)	95	100

## National Outcome #7 – A Stable Macroeconomy

Vision 2030 Jamaica focuses on achieving a stable and predictable macroeconomic environment to foster sustainable economic growth and development for Jamaica. Macroeconomic stability lays a foundation for economic prosperity as it provides the conditions for the development of all economic sectors. This is based on the recognition that a stable macroeconomy reduces risk and uncertainty in decision making by economic actors.

Over the years, the country has shown steady improvement particularly as it emerges from the legacies of the global economic downturn of 2008-2009. The steadfast implementation of an economic reform programme has largely resulted in the entrenchment of macroeconomic stability. Notwithstanding these gains, the country still faces macroeconomic challenges that hinder its pursuit of sustainable economic growth and development. These challenges include:

- Low levels of economic growth
- Need for strengthening of the supervisory and regulatory framework of the financial sector
- High levels of public debt
- A complex and cumbersome tax system

In this regard, the planned priorities under MTF 2018-2021 seek to address these challenges to ensure the country locks in the gains it has made and place greater emphasis on achieving robust economic growth. The package of priorities outlined in MTF 2018 – 2021, many of which are already firmly underway, are designed to improve macroeconomic performance. These include:

- Managing the composition of the public debt to minimize servicing costs, taking account of risk
- Reducing the budgetary cost of public bodies (PBs) and public-sector entities
- Improving and rationalizing tax administration and payment processes
- Strengthening the legislative and regulatory framework for the financial system
- Adopting a full-fledged inflation targeting (FFIT) framework with the goal of price stability as its primary objective

### National Strategies 2018 – 2021

The following national strategies will be pursued over the next 3 years:

- Ensure Fiscal and Debt Sustainability
- Develop an Efficient and Equitable Tax system
- Maintain Financial System Stability
- Maintain Price Stability

#### *Ensure Fiscal and Debt Sustainability*

Fiscal and debt sustainability represent necessary conditions for macroeconomic stability and economic growth. With regard to fiscal sustainability, emphasis is placed on reducing and

eliminating fiscal deficits. The strategic approaches include reducing the budgetary cost of public bodies, reducing the public debt stock over the medium term, and strengthening treasury management and the effectiveness of public expenditure.

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

The Plan proposes fundamental tax reform to reduce the complexity of the system, the time and number of payments required, and ensuring that horizontal and vertical equity is achieved. Focus is given to determining the optimal incentives system that will contribute to the successful achievement of the long-term economic development goal under Vision 2030 Jamaica.

#### *Maintain Financial System Stability*

Under Vision 2030 Jamaica, emphasis is placed on strengthening the legislative, regulatory and institutional framework for the financial system to ensure long-term stability. This national strategy focuses on improving collaboration between financial regulatory agencies and building institutional framework and capacity to investigate and counter financial crimes including money laundering. Other areas of focus include strengthening technical and technological capabilities of regulatory agencies and strengthening the supervisory independence of the Bank of Jamaica (BOJ).

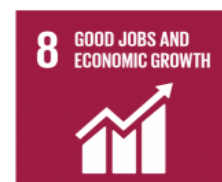
#### *Maintain Price Stability*

Price stability is the long-term objective of monetary policy under Vision 2030 Jamaica. Enhancing the effectiveness of monetary policy tools to strengthen the monetary transmission mechanism is important in meeting this objective. One of the main strategic priorities is the adoption of a full-fledged inflation targeting (FFIT) framework with the goal of price stability as its primary objective. The measures taken will be consistent with other policy objectives for sustainable economic growth and development.

### **Alignment of National Outcome #7 with the 2030 agenda and the SDGs**

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #8: Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all**
- **Goal #10: Reduce inequality within and among countries**
- **Goal #12: Ensure sustainable consumption and production patterns**
- **Goal #17: Strengthen the means of implementation and revitalize**





the global partnership for sustainable development

**Priority Strategies and Actions 2018 – 2021**

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #7 and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
<b>National Strategy 7-1: Ensure fiscal and debt sustainability</b>				
<b>Sector Strategy: Reduce the fiscal deficit towards a balanced budget</b>				
1	Expand the coverage and functionality of the Central Treasury Management System (CTMS), including Web-enablement of the Central Treasury Management System (CTMS) and the development of the Revenue Management Module in CTMS	The CTMS is a treasury-linked accounting and reporting system, which allows government through the Accountant General Department (AGD), to centralize its cash management function. The system will be enhanced over the period to improve functionality	MOFPS, BOJ, AGD	Enhance global macroeconomic stability, including through policy coordination and policy coherence
2	Establish an independent Fiscal Council	This initiative is part of measures to strengthen Jamaica's Fiscal Responsibility Framework. It aims to secure Jamaica's gains under successive economic reform programmes with the International Monetary Fund and build on the success of domestic partnership initiatives.	MOFPS	
3	Establish a Policy Framework for Disaster Risk Financing	The policy aims to improve understanding of fiscal risks of natural disasters, and recommend appropriate public financial management for natural disaster risk	MOFPS	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
		including the implementation of various financing strategies		
4	Continue the roll-out of the Medium Term Results Based Budgeting system for the public sector		MOFPS	
5	Establish the Medium Term Results Based Budgeting (MTRBB) Implementation Unit		MOFPS	
6	Implement the Public Financial Management Reform Action Plan (PFM RAP) III		MOFPS	
7	Develop and implement a modern Jamaica Integrated Financial Management Information System (JIFMIS)	<p>JIFMIS consists of a set of computer programs, databases, associated processes, procedures and technology platforms that enables government finance and accounting staff to carry out their day-to-day operational tasks</p> <p>This integrated system will be able to collect and organise financial and performance information in a central database to support budget preparation, execution, financial reporting and fiscal outcomes.</p>	MOFPS	
8	Ensure successful implementation of the 36-month Precautionary Stand-By Arrangement (PSBA), with the IMF	The PSBA supports Jamaica's economic reform programme which focuses on attaining higher growth rates, reducing poverty, creating jobs, and improving living standards. The programme will also focus on fiscal discipline underpinned by efficient expenditure management; progressive rebalancing of the tax burden toward	MOFPS, BOJ	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implemen -ting Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
		indirect taxation, whilst protecting the vulnerable in the society, through continued social expenditure.		
9	Implement the five-year plan (2014-2019) for public sector transformation and modernization		MOFPS, Cabinet Office	
10	Undertake public sector pension reform. This includes: <ul style="list-style-type: none"><li>Finalizing accompanying regulations to the <i>The Pensions (Public Service) Act, 2017</i></li></ul>	<p>A key activity under this action is finalizing accompanying regulations to the <i>The Pensions (Public Service) Act, 2017</i></p> <p>The Pensions (Public Service) Act 2017 will establish a defined benefit contributory scheme, which will require all pensionable officers to contribute five per cent of salary.</p> <p>It also provides for the establishment of a segregated fund for contributions; gradual increase in the retirement age to 65; and harmonisation of legislation regarding public-sector pensions in a single statute, while repealing several enactments previously dealing with pensions.</p>	MOFPS	
11	Implement new public sector wage agreement for FY2017/18 - FY2020/21		MOFPS, Trade Unions	
Sector Strategy: Reduce public debt stock in the medium term				
12	Implement the Debt Management Strategy 2018/19 – 2020/21:	<p>The strategy summarizes the GOJ’s objectives, strategies and quantitative targets over the next three (3) years.</p> <p>Key activities under this action include measures to reduce public debt stock</p>	MOFPS	Enhance global macroeconomic stability, including through policy coordination and

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implemen -ting Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
		including debt exchanges, debt buy-backs, debt-asset swaps and reductions in government-guaranteed debt.		policy coherence
Sector Strategy: Manage the composition of the public debt to minimize servicing costs, taking account of risk				
13	Increase relative use of low-cost multilateral financing		MOFPS	Enhance global macroeconomic stability, including through policy coordination and policy coherence
14	Rebalance the debt portfolio towards greater reliance on domestic debt vis-à-vis external debt		MOFPS	
15	Reduce the debt portfolio’s exposure to interest rate and refinancing risks by borrowing mainly at fixed interest rates across all tenors in the domestic debt market		MOFPS	
16	Continue to strengthen the efficiency of the Debt Management Branch through increased staffing, skills training, and improvements to securities operations and domestic market development		MOFPS	
Sector Strategy: Reduce the budgetary cost of public bodies (PBs) and public sector entities				
17	Complete key divestments of entities including NMIA, Cocoa Industry Board, and Jamaica Railway Corporation		MOFPS, DBJ, MTM, MICAf	Encourage and promote effective public, public-private and civil society partnerships, building on the
18	Undertake revisions to improve efficient and effective implementation of the Privatization Policy and Public-Private Partnership Policy		DBJ, MOFPS	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implemen-ting Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
19	Reduce the size of the public sector through the elimination of posts and attrition programme		MOFPS	experience and resourcing strategies of partnerships
20	Continue to implement the integrated HR and payroll system, which has been rebranded as MyHR+ (formally known as the HCMES system)		MOFPS	
21	Strengthen and improve procurement planning processes in line with strategic objectives:	Activities to be undertaken include: <ul style="list-style-type: none"><li>Amend the Public Procurement Act and enact the supporting pieces of legislation. These are the Public Procurement Regulations 2018; the Public Procurement (Reconsideration and Review) Regulations, 2018; and the Public Procurement (Registration and Classification of Suppliers) Regulations, 2018.</li><li>Establish the Office of Public Procurement and the Public Procurement Commission Secretariat</li></ul>	MOFPS	Promote public procurement practices that are sustainable, in accordance with national policies and priorities
Sector Strategy: Provide for growth facilitating capital expenditure				
22	Strengthen mechanisms for implementation and monitoring of the GOJ’s growth agenda		MOFPS, MEGJC, MICAFA, MTM, PAJ, PIOJ, JAMPRO, DBJ	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
National Strategy 7-2: Develop an efficient and equitable tax system				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implemen-ting Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
Sector Strategy: Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system				
23	Repeal and replace the Customs Act	This action seeks to modernize the legislative framework with current trends and international best practices as well as strengthen revenue administration.	MOFPS, JCA	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
24	Increase property tax compliance with strengthened risk management strategies	One of the main activities under this action is the implementation of a special property tax project.	TAJ	
Sector Strategy: Improve and rationalize tax administration and payment processes				
25	Continue to publish and implement a National Compliance Plan for each successive year FY 2018/19 – FY2021/21	Tax Administration Jamaica (TAJ) continues to publish its National Compliance Plan. FY 2017/18 marks the third successive year.	TAJ	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
26	Continue to Enhance the Revenue Administration Information System, RAiS (GENTAX) integrated tax software package		TAJ	
27	Implement Phase 2 of the Enterprise Content Management System (ECM)		TAJ	
28	Introduce an Electronic Content Management System (ECMS)	This action allows for the digitization of records of the JCA, the Accountant General’s Department (AGD) and the TAJ	TAJ, AGD MOFPS	
29	Expand electronic filing and payment systems for all corporate, value added and labour-related taxes		TAJ	
Sector Strategy: Improve tax compliance in the informal sector by shifting the burden of taxation to consumption				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
30	Increase the relative use of indirect taxes, accompanied by offsetting measures to maintain progressivity of the tax system		MOFPS	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
<b>Sector Strategy: Carry out reform of the incentives system to the productive sectors</b>				
31	Develop a regulatory framework for the Large-Scale Projects and Pioneer Industries legislation		MOFPS	Enhance global macroeconomic stability, including through policy coordination and policy coherence
<b>National Strategy 7-3: Maintain financial system stability</b>				
<b>Sector Strategy: Strengthen the legislative and regulatory framework for the financial system</b>				
32	Amend the Bank of Jamaica (BOJ) Act to enhance BOJ's governance and autonomy		MOFPS, BOJ	Enhance global macroeconomic stability, including through policy coordination and policy coherence  Improve the regulation and monitoring of global financial markets
33	Make effective the supporting regulations of the Banking Services Act. These are the: Banking Services (Capital Adequacy) Regulations and Banking Services (Financial Holding Companies) (Licence Application) Rules.	<p>A number of other initiatives will be pursued to complement this action to make effective the Banking Services Act (BSA). These include:</p> <ul style="list-style-type: none"> <li>• Operationalizing the Supervisory Appeals Board under the BSA;</li> <li>• Development of a Supervisory Handbook;</li> <li>• Updating the Supervisory Ladder of Enforcement;</li> </ul>	MOFPS, BOJ	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
		<ul style="list-style-type: none"> <li>Development of Procedural Rules for the Statutory Committees under the Banking Services Act and the Bank of Jamaica Act</li> </ul>		and institutions and strengthen the implementation of such regulations
34	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.	<p>The primary goal of the reforms is to increase the percentage of the employed labour force having a private pension or retirement scheme. A key activity is:</p> <ul style="list-style-type: none"> <li>Amend the Pensions (Superannuation Funds and Retirement Schemes) Act</li> </ul> <p>Principal among the proposed amendments is portability, which will enable members of an approved superannuation fund or retirement scheme to transfer their benefits to another, if they change employers; and vesting after five years, wherein a member shall, after that period of time has elapsed, be entitled to benefits based on employers' contributions</p>	MOFPS, FSC	
35	Finalize and promulgate the Credit Unions (Special Provisions) Bill and related amendments to the Cooperative Societies Act	This is a necessary action in order to establish the legal obligations for the prudential supervision of credit unions.	MOFPS	
36	Develop Supervisory Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) Rules under the Banking Services Act (BSA) and the Bank of Jamaica Act	The rules are being developed in order to strengthen AML/CFT supervision.	BOJ	
37	Implement Risk-Based Supervision (Prudential and AML/CFT) to all licensees (Prudential and AML/CFT) on phase basis.	A key activity to be pursued is the development of a methodology for Risk-Based Supervision (Prudential and AML/CFT).	BOJ	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implemen-ting Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
		The authorities are working to strengthen AML/CFT regulations and developing a risk-based supervisory framework for deposit taking institutions and cambios, with technical assistance from the IMF		
38	Implement a Special Resolution Regime (SRR) for Financial Institutions (including Financial Groups, Financial Holding Companies, Licensed Deposit taking Institutions, Securities Dealers and Insurance Companies).		MOFPS, FRC, BOJ, FSC, JDIC	
39	Develop a regime for the Regulation of the Microcredit Services Sector through the Passage of the Micro Credit Bill.		BOJ	
40	Review the Credit Reporting Act and develop legislative proposals to enhance the framework and improve the use of credit reporting.		BOJ	
Sector Strategy: Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes				
41	Develop and implement a Security, Cybercrime, Disaster Recovery and Business Continuity Plan for the financial sector		MOFPS, BOJ, FSC	Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations
42	Establish the Financial Investigations Division (FID) as an autonomous entity within MOFPS		MOFPS, FID	
National Strategy 7-4: Maintain price stability				
Sector Strategy: Adoption of a full-fledged inflation targeting (FFIT) framework with the goal of price stability as				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implemen-ting Entity	Contribution to meeting SDG Targets– under SDG Goals #8, 10, 12 and 17
its primary objective				
43	Strengthen internal capacity to ensure adequate resources for the efficient implementation of FFIT		BOJ	Enhance global macroeconomic stability, including through policy coordination and policy coherence
44	Amend the Bank of Jamaica Act to bring the operations and functions of the BOJ in line with the revised primary objectives of price stability		MOFPS, BOJ	
45	Enhance the communication and education strategy for FFIT.		BOJ, MOFPS	
Sector Strategy: Improve monitoring, forecasting, data collection and policy analysis				
46	Improve government finance statistics to achieve full Special Data Dissemination Standard compliance.		BOJ	Enhance global macroeconomic stability, including through policy coordination and policy coherence

## National Outcome Indicators and Targets – A Stable Macroeconomy

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 7 – A Stable Macroeconomy												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Nominal GDP per Capita (US\$)	4779.9	4908.0	5054.6	5114.2	5134.3	5395.0		5354	6629	5512	6047	≥12055 <sup>31</sup> r
Real GDP annual growth rate (%)	1.43	-1.45	0.53	0.9	1.4	0.5		3	1.7	2.7	3.0	5.0
Debt-to-GDP ratio	109.4	133.9	130.6	126.8	113.2	102.8		≤100	132	98.5	83.9	60r
Fiscal balance as % of GDP	-4.6	-6.2	-0.5	-0.4	-0.2	0		0	0	1.4	1.6	0
Inflation rate (CPI) (%)	16.8	11.7	6.4	3.7	1.7	5.2		≤10	≤10	6.0	4-6	≤10

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

r – Indicates that the target has been revised

<sup>31</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 2018 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\$12,055 or more calculated using the World Bank Atlas Method. While the GNI captures GDP plus net income from abroad, the threshold of \$12,055 is being applied here as the 2030 target of the national outcome indicator, Nominal GDP per capita expressed in US dollars.

## National Outcome #8 – An Enabling Business Environment

Vision 2030 Jamaica – National development Plan recognizes that a competitive and enabling business environment supports economic growth and development. National Outcome #8 –*An Enabling Business Environment* focuses on improving the business environment by ensuring an efficient bureaucracy; adequate access to capital; supportive trade and foreign relations; investment promotion and trade facilitation; well-functioning labour market and improved opportunities for micro, small and medium-sized enterprises (MSMEs). It is expected, that improvements in these areas will position Jamaica as competitive a business environment as any other in the Caribbean.

Jamaica has made positive strides toward improving its business environment over successive MTFs. However, the business environment remains constrained by several issues and challenges which must be addressed, in whole or in part, in the medium term. Some of these obstacles which the country must contend with 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.

MTF 2018-2021 prioritizes a range of strategies and actions to continue the development of the business environment through targeted interventions to aimed at, inter alia, addressing longstanding constraints; building on existing initiatives as well as placing focus on new and emerging industries. Moreover, the package of strategies and actions also seek to position the country to be responsive to emerging developments emanating from both international and domestic sources.

### National Strategies 2018 – 2021

The following national strategies will be pursued over the next 3 years:

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

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

Under this strategy, emphasis is placed on improving the business environment by ensuring a facilitating policy, regulatory and institutional framework for business development. This will be accomplished through measures to, inter alia, improve customs; modernise laws and bureaucratic processes, improve processes related to land ownership, titling and transfer as well as strengthening the legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights.

### *Increase Access to Capital*

Vision 2030 Jamaica recognizes the importance of access to capital to the Jamaican economy, particularly to the productive sectors. It seeks to support the growth of productive sectors by improving access to financial capital through efficient capital markets which reduces the gap between suppliers and users of financial resources.

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

This national strategy focuses on enhancing the role of trade and foreign relations in national development by strengthening our bilateral, regional and multilateral relations and improving the ability of domestic producers to take advantage of a favourable and enabling external environment. The Jamaican Diaspora is widely considered as a major resource that can play a strategic role in the long-term economic development of the country. In this regard, strengthening the involvement of the Jamaican Diaspora in national development remains a key strategy which will be covered mainly under this national strategy. This includes, but not limited to, use of the Jamaican Diaspora as a source of investment and entrepreneurship for business ventures in Jamaica and as a market for tourism and exports of Jamaican goods and services. Another important area prioritised under this strategy is the building of business capacity to take trade remedy defensive action.

### *Strengthen Investment Promotion and Trade Facilitation*

In order to fully utilize the opportunities created by favourable trade and foreign relations as well as leverage Jamaica's strong Nation Brand, the Plan places strategic emphasis on strengthening our national capabilities for investment promotion and trade facilitation. A key approach under this national strategy will be strengthening the capacity of investment and trade institutions. Focus will also be given to streamlining the administrative process for movement of goods through ports.

### *Develop an Efficient Labour Market*

This national strategy aims to develop an efficient labour market to enhance the contribution of Jamaica's human capital to national development. It involves targeted efforts to address the factors that reduce the efficiency with which the supply and demand for labour are matched. Vision 2030 Jamaica priorities initiatives to, inter alia, ensure that education and training programmes equip workers with the skills demanded by a rapidly evolving economy, strengthening application of labour market signalling and improving the mechanisms to bring together the providers and buyers of labour services.

### *Improve the labour environment to enhance labour productivity and worker satisfaction*

Under this national strategy, emphasis is placed on improving the labour environment to support labour productivity and worker satisfaction. Vision 2030 Jamaica calls for the creation of an environment and culture in which the importance and sources of productivity are better understood and applied to create economic prosperity. Focus is given to strengthening the relationships between employers, managers, trade unions and the work force as well as improving the conditions at the workplace to increase worker satisfaction and productivity. Steps will also be taken to ensure core labour standards are respected and payment systems reinforce worker performance.

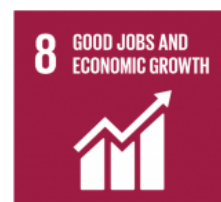
### *Develop the capabilities of micro, small and medium-sized enterprises*

Vision 2030 Jamaica recognizes the importance of Micro, Small and Medium-Sized Enterprises (MSMEs) to the Jamaican economy. MSMEs represent the main source of new business start-ups, with the potential to contribute to economic growth, employment and innovation. However, MSMEs are subject to a range of capacity constraints which must be addressed to enable their full development. These include: limited access to credit; limited technical, human and institutional capacity; high levels of informality and relative lack of economic linkages and market access. Under this national strategy, steps will be taken to develop the capacities of MSMEs and improve the channels through which they participate in economic activities, including widening the channels through which MSMEs obtain financing, and providing ongoing training programmes to build human capital and develop the technical and organizational capacity of MSMEs.

## Alignment of National Outcome #8 with the 2030 agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #8: Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all**
- **Goal #9: Build resilient infrastructure, promote sustainable industrialization and foster innovation**
- **Goal #10: Reduce inequality within and among countries**



## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #8 and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
<b>National Strategy 8-1: Ensure a facilitating policy, regulatory and institutional framework for business development</b>				
<b>Sector Strategy: Improve and streamline bureaucratic processes for business establishment and operation</b>				
1	Fully operationalise the electronic platform for company registration and incorporation of business names		COJ, TAJ	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-and medium-sized enterprises, including
2	Streamline the process and reduce the processing time for development, environment and planning applications	This will be achieved through: <ul style="list-style-type: none"> <li>• Implementation of the Development Applications Review Process (DARP) Public Portal II across all local authorities (LAs) and</li> </ul>	NEPA, MLGCD, Cabinet Office	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
		referral/commenting agencies <ul style="list-style-type: none"> <li>Implementation of the action plan of reforms to the development applications process (DAP)</li> </ul> Full operationalisation of the Application Management and Data Automation (AMANDA) system across all local authorities and referral/commenting agencies		through access to financial services
<b>Sector Strategy: Improve processes related to land ownership, titling and transfer</b>				
3	Introduce an electronic land titling system	The electronic system is expected to improve turnaround time to issue certificates of title with plan	MEGJC, NLA	
<b>Sector Strategy: Strengthen the legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights</b>				
4	Complete Jamaica's accession to the Madrid Protocol for international registration of trademarks	This includes: <ul style="list-style-type: none"> <li>Enacting the Trade Marks (Amendment) Bill</li> <li>Enacting the new Patents and Design Bill and accompanying regulations</li> <li>Strengthening the institutional capacity of JIPO to oversee implementation of Jamaica's obligations under the Madrid Protocol</li> </ul>	JIPO, MICAFA, OPC, MFAFT	
5	Revise the Copyright Act to meet international obligations under the WIPO Internet Treaties	The revisions to the Act and accompanying regulations are geared towards meeting international obligations under the World Intellectual Property Organization's	JIPO, MICAFA, OPC	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
		(WIPO) Internet Treaties.		
Sector Strategy: Strengthen mechanisms to protect consumer rights				
6	Develop and promulgate the National Consumer Policy (Cross reference: National Outcome #12, 12-4)	The policy seeks to enhance and provide greater coordination and efficiency of consumer protection efforts	CAC, MICA	
Sector Strategy: Develop the framework for growth and innovation in emerging industries				
7	Fully operationalize the Cannabis Licensing Authority (CLA)	The activities to be pursued in operationalizing the CLA include: <ul style="list-style-type: none"><li>• Securing funding</li><li>• Equipping and staffing the entity</li><li>• Issuing licences</li></ul>	MICA, MOH	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
8	Streamline the Cannabis industry Regulations		MICA, MOH	
9	Develop a national Bamboo Industry Development Plan (Cross reference: National Outcome #12 Manufacture)	The priority activities to be pursued include: <ul style="list-style-type: none"><li>• Securing funding</li><li>• Ensuring strong stakeholder buy-in and firm commitment to a Joined-up Government approach due to the significant impact of bamboo across multiple sectors</li></ul>	MICA	
National Strategy 8-2: Increase access to capital				
Sector Strategy: Develop and implement measures for expansion of the domestic capital market				
10	Develop the Jamaica Venture Capital and private equity Eco-System	This will be achieved through: <ul style="list-style-type: none"><li>• Improvements to the legislative and taxation framework that is conducive to venture capital</li><li>• Venture capital (VC) and public enterprise (PE)</li></ul>	DBJ, MOFPS	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
		<p>sensitization, training and capacity building initiatives as well as an effective communication strategy targeted at knowledge dissemination and culture modification</p> <ul style="list-style-type: none"><li>Fostering a pipeline of investment-ready, high-potential entrepreneurs through capacity building efforts including mentoring and training</li><li>Promotion of equity investments through the encouragement of new VC/PE funds supported by anchor investments in Jamaican companies</li></ul>		<p>annum in the least developed countries</p> <p>Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets</p>
11	Advance the provision of technical assistance to clients and intermediaries as well as training of MSMEs and umbrella organizations to increase access to credit		DBJ, JDBC, MICAF	
12	Finalize and promulgate the legislation related to the international financial centre and other supporting regulations	<p>These pieces of legislation are:</p> <ul style="list-style-type: none"><li>International Business Companies Bill</li><li>Segregated Accounts Companies Bill</li><li>Limited Liability Companies Bill</li><li>Trusts Bill</li></ul>	JIFSA, MEGJC	
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				
13	Advance maritime delimitation negotiations on Jamaica’s		MFAFT, MICAF,	Sustain per capita economic growth in

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
	Exclusive Economic Zone (EEZ)			accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
14	Advocate for attention to the special situation of highly indebted, vulnerable middle-income countries (MICs) including Jamaica		MFAFT	
15	Promote Jamaica’s socio-economic, trade and environmental interests		MFAFT	
16	Strengthen the role of economic diplomacy in supporting national development objectives		MFAFT	
Sector Strategy: Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM				
17	Continue implementation of the EPA provisions including phased reduction of tariffs		MFAFT, JTAT, MICAF, MOFPS	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
18	Undertake processes for ratification of the Economic Partnership Agreement (EPA)		MFAFT	
19	Participate in the CARIFORUM process to roll-over the EPA into a CARIFORUM-UK trade agreement post- Brexit	This action aims to secure continued preferential access for Jamaica’s goods and services to the United Kingdom market	MFAFT	
20	Complete the ratification of the Economic Partnership Agreement (EPA)		MFAFT	
21	Sign, provisionally apply and complete the ratification	The CARIFORUM-UK trade agreement is not yet in place. However, the	MFAFT	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
	process for the CARIFORUM-UK EPA	process to conclude the agreement is far advanced.		
22	Advance legislative, regulatory and policy changes give full effect to the following: <ul style="list-style-type: none"><li>EPA</li><li>CARIFORUM-UK trade agreement</li><li>The Five Core Regimes of the CSME</li></ul>	This action will entail stakeholder collaboration to ensure that the necessary legislative framework is in place.	MFAFT	
<b>Sector Strategy: Strengthen strategic bilateral foreign and trade relations</b>				
23	Maintain preferential access to the Canadian market		MFAFT	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
24	Implement CARICOM bilateral agreements with the Dominican Republic		MFAFT	
25	Promulgate and implement the Foreign Trade Policy and Action Plan	A National Foreign Trade Council will be established to oversee implementation of the policy and related action plan. Key elements include, inter alia, creation of a new Foreign Trade Policy Implementation Coordination Unit; strengthening of the capacity for trade within the MFAFT; establishment of trade focal points within each Ministry and a repositioned Jamaica Trade and Adjustment Team (JTAT).	MFAFT	
<b>Sector strategy: Ensure successful creation, implementation and effective use of the CARICOM Single Market and Economy (CSME)</b>				
26	Ensure that the rights of Jamaican nationals are secured under the CARICOM Single Market (CSM) provisions for Free Movement		MFAFT, MLSS, MNS, PICA, AGC	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
	of Persons within the region			cent gross domestic product growth per annum in the least developed countries
27	Participate actively in the work of the regional institutions towards the finalization of the Regional Strategies and Plans for the services sector	This includes promoting the full implementation of the CSME Services Regime to the benefit of Jamaica	MFAFT, MICAf	
28	Advance Jamaica’s trade interests in the CARICOM Single Market and Economy (CSME)		MFAFT	
Sector strategy: Strengthen the involvement of the Jamaican Diaspora in national development				
29	Convene the 2019 Biennial Jamaica Diaspora Conference		MFAFT	
30	Coordinate the implementation of the recommendations emanating from the Jamaica 55 (2017) and 2019 Biennial Jamaica Diaspora Conferences		MFAFT	
31	Complete the National Diaspora Policy		MFAFT	
Sector Strategy: Build business capacity to take trade remedy defensive action				
32	Pursue a multi-agency approach to trade enforcement issues		MICAf, MFAFT, AG, MOFPS	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
33	Complete amendments to the Customs Duties (Dumping and Subsidies) Act and accompanying regulations		MICAf, ADSC, OPC	
34	Establish an Industry help desk to assist businesses, including MSMEs, to file and complete a trade remedy investigation	This action will be completed in phases as follows: <ul style="list-style-type: none"><li>Phase I – Complete design and preparation of project proposal</li></ul>	ADSC	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
		<ul style="list-style-type: none"> <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>		
<b>National Strategy 8-4: Strengthen investment promotion and trade facilitation</b>				
<b>Sector Strategy: Streamline the administrative process for movement of goods through ports of entry</b>				
35	Establish a Trade Information Portal	The Portal, known as the Jamaica Trade Information Portal (JTIP), will act as a single, authoritative source for trade information allowing businesses to easily access all the information they require in order to comply with regulatory obligations.	MICAF	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
36	Establish and operationalize an Electronic Single Window (ESW)	<p>This will be done under the Jamaica Electronic Single Window Project which is to be rolled out by the Jamaica Customs Agency (JCA). It will provide one entry point for all import, export and transit related regulatory requirements in order to improve connectivity between port and terminal operators, customs offices, other regulatory agencies and traders. It will allow importers and exporters to lodge documents electronically and enable the exchange of information between government agencies and traders.</p> <p>Key steps in undertaking this activity include:</p> <ul style="list-style-type: none"> <li>Securing Cabinet approval for implementation</li> <li>Securing project funding</li> <li>Establishing and staffing project</li> </ul>	JCA, Trade Board, PAJ, MICAF, MEGJC	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
		unit <ul style="list-style-type: none"><li>Launching the ESW (Cross reference: National Outcome #9, 9-5)</li></ul>		
37	Implement the National Trade Facilitation Programme	This programme aims to, among other things, streamline the functions of border regulatory agencies.	MICAF	
Sector Strategy: Strengthen the capacity of investment and trade institutions				
38	Promulgate the National Investment Policy	<p>The proposed National Investment Policy aims to identify the factors that would make the investment climate more favourable to potential and existing investors and introduce new policy approaches and strategies to facilitate a smooth and transparent investment process.</p> <p>The main objective is to implement a national policy framework to guide the various stakeholders involved in the investment promotion and facilitation processes. This includes the development, administration and monitoring of the investment community, to ensure cohesion among all related initiatives, programmes, incentive regimes and stakeholder contributions.</p>	MICAF, JAMPRO	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
39	Develop and implement the Tools for Trade capacity building programme		MICAF, Trade Board, JAMPRO, MFAFT	
Sector Strategy: Market and promote Jamaica as a premier destination for investment				
40	Package and promote Shovel-Ready Investment Projects (SRIPs)		JAMPRO	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per
41	Develop a National Business	This online platform will house the Business-to-Government (B2G) online	JAMPRO	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
	Portal	interface for all government entities involved in the investment or business facilitation process. It expected that the portal will increase transparency and accountability among government agencies as it is intended to become the central point through which all investment are routed.  The platform will be linked to the Government of Jamaica Portal- goj.jm platform which serves as on online gateway to all government information and services.		cent gross domestic product growth per annum in the least developed countries
42	Develop a compelling brand proposition for Jamaica	This includes developing an explicit brand definition.	JAMPRO	

#### **National Strategy 8-5: Develop an efficient labour market**

**Sector Strategy: Strengthen and improve access to electronic platforms and other media for dissemination of labour market information (Cross reference National Outcome #2)**

43	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		MLSS	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
44	Execute industry labour market studies to facilitate the development of a workforce that is more adaptable and flexible		MLSS	

#### **National Strategy 8-6: Improve the labour environment to enhance labour productivity and worker satisfaction**

**Sector Strategy: Remove discriminatory practices based on disability, age, sex, class, religion, sexual orientation,**



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
geographical location, HIV status and ethnicity				
45	Promote reasonable arrangements to facilitate increased employment of PWDs (Cross reference: National Outcome #3, 3-6)		MLSS, JCPD	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value  Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard  Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
46	Implement and monitor the National Workplace Policy to prevent stigma of persons affected or infected by HIV/AIDS		MLSS	
Sector Strategy: Implement initiatives to improve labour productivity				
47	Enhance the national productivity promotion programme		JPC	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
48	Promote the use of improved technology for greater productivity		JPC, JTI	
49	Increase opportunities for linkages with regional and global enterprises		JPC, JTI	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
50	Encourage the development of programmes in the education and training systems to induce innovation and creativity		JPC	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
Sector Strategy: Strengthen the legal and regulatory framework to improve the environment for labour				
51	Implement the proposed Occupational Safety and Health Act (OSHA)	The Bill provides the framework for securing the safety and health of workers in the workplace and other connected areas. This framework will balance the competing interest of employers and workers.	MLSS	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
52	Strengthen the capacity of the Occupational Safety and Health division of the MLSS	The OSHA Bill provides for the establishment of a Department of Occupational Safety and Health within the Ministry of Labour and Social Security.	MLSS	
Sector Strategy: Undertake comprehensive labour market reform				
53	Implement comprehensive labour market reform		MLSS	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
Sector Strategy: Widen the modes of employment generation				
54	Advance the implementation of the Social Intervention Programme (SIP)		MLSS	By 2030, achieve full and productive employment and decent work for all

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
55	Advance the implementation of the Housing, Opportunity, Production and Employment (HOPE) Programme		MEGJC	women and men, including for young people and persons with disabilities, and equal pay for work of equal value
56	Develop a National Work Policy		HEART	
Sector Strategy: Strengthen the framework for optimal deployment of labour				
57	Enhance the work permit machinery to enforce adherence to the Foreign Nationals and Commonwealth Citizens (Employment) Act 1964		MLSS	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
Sector Strategy: Promote work experience programmes at secondary and post-secondary institutions				
58	Advance implementation of apprenticeship programmes in conjunction with private sector <i>(Cross reference: National Outcome #3)</i>		MLSS, MOEYI, HEART	<p>By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>By 2020, substantially reduce the proportion of youth not in employment, education or training</p>
Sector Strategy: Facilitate an environment that promotes effective collective bargaining, the protection of workers (unionized and non-unionized) and employers, in accordance with labour legislation				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
59	Strengthen supporting mechanisms for an improved labour environment		MLSS, JCTU, JEF	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value  Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
60	Improve the industrial dispute resolution mechanism	One of the main initiative to be undertaken is the establishment of “Industrial Dispute West”. This new division will oversee industrial disputes originating from the western section of the island.	MLSS	
National Strategy 8-7: Develop the capabilities of micro, small and medium-sized enterprises (MSMEs)				
Sector Strategy: Strengthen the legislative, regulatory, institutional and policy framework for MSMEs				
61	Manage and implement the reviewed MSME & Entrepreneurship Policy		MICAF	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-and medium-sized enterprises, including through access to financial services
62	Establish a regulatory framework for greater participation of MSMEs in the Government’s procurement process	This will be achieved through: <ul style="list-style-type: none"><li>• Capacity programmes for MDAs</li><li>• Capacity building programmes for MSMEs</li><li>• Alignment of measures that support/compliment MSME participation in the procurement process</li></ul>	MICAF, MOFPS	
Sector Strategy: Increase and strengthen acquisition, analysis and application of data and information on MSMEs and the informal sector				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
63	Establish a database with relevant statistical data on MSMEs		MICAF	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-and medium-sized enterprises, including through access to financial services
<b>Sector Strategy: Expand credit facilities for MSMEs</b>				
64	Restructure the Micro Investment Development Agency (MIDA) as a wholesaler of loans to support the micro productive sector	This initiative seeks to action new funding modalities under a repurposed institutional framework for MIDA with specific focus on concessionary loan rates to micro productive activities.	MICAF, DBJ, MOFPS	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-and medium-sized enterprises, including through access to financial services
65	Conduct technical consultancy on the efficacy of the unclaimed funds proposal as a means of identifying new resources for MSME financing	This is being undertaken as a means of identifying new resources for MSME financing	MICAF	
66	Expand factoring/reverse factoring and lease financing for MSMEs	Following the completion of feasibility studies by the DBJ on factoring and leasing as viable financing options for MSMEs. Factoring was determined to be the most feasible option.	MICAF	
67	Enhance access to credit by providing technical assistance to clients and intermediaries as well as training of MSMEs and umbrella associations	Activities to support this include: <ul style="list-style-type: none"> <li>• Proposal writing workshops</li> <li>• Financial coaching</li> <li>• Access to donor registry</li> </ul>	JBDC	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
68	Promulgate the Micro Credit Act	The proposed new Act aims to enhance operational efficiency, promote greater transparency, protect consumers, and reduce or eliminate the risk of the industry being used as a vehicle to facilitate money laundering.	MOFPS, MICA	
69	Complete a technical review of the Secured Transaction Regime and the use of non-traditional collateral to expand credit facilities for MSMEs	It is anticipated that the actionable recommendations from the technical review will be operationalised towards increasing financing to the MSME sector.	MICA, MOFPS	
70	Enhance the Credit Enhancement Facility to expand utilization and optimize effectiveness		DBJ, MOFPS	
71	Support MSME financing through capacity development	Some of these programmes will include: <ul style="list-style-type: none"> <li>• The Voucher for Technical Assistance (VTA) programme</li> <li>• The Innovation Grant from New Ideas to Entrepreneurship (IGNITE) Programme Round II</li> <li>• The World Bank – Foundations for Competitiveness and Growth Project Component 3A</li> </ul>	DBJ, PIOJ	
72	Expand provision of lines of credit to MSMEs under the World Bank – Foundations for Competitiveness and Growth Project Component 3B		DBJ, PIOJ	
73	Utilize a coordination mechanism to monitor implementation of priority		MICA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
	policies and programmes aimed at improving access to MSME development and access to capital			
Sector Strategy: Promote and develop entrepreneurship				
74	Offer entrepreneurship facilitation and development services to rural communities through Mobile Business Clinic ‘office’ on wheels		JBDC	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-and medium-sized enterprises, including through access to financial services
75	Foster the development of a Social Enterprise Business model in Jamaica	<div>This will be done by:</div> <ul style="list-style-type: none"><li>Establishing proper legal structures and code of ethics for operations</li><li>Developing and implementing a Public Relations campaign for social enterprise</li></ul>	MICAF	
76	Foster the development of entrepreneurship through public sensitization and marketing campaign in schools and the wider society		MICAF	
Sector Strategy: Provide training and capacity development for MSMEs				
77	<div>Provide capacity building programmes for the MSME sector and farmers through the implementation of:</div> <ul style="list-style-type: none"><li>the Small Business Development Centre (SBDC) project</li><li>a mentorship programme</li><li>extension support services</li></ul>	The MSME & Entrepreneurship Programme spans a series of activities aimed at improving financing opportunities and options for MSMEs, increasing access to markets inserting MSMEs in supply and value chains and providing business development support through, <i>inter alia</i> , a network of Small Business Development Centres (SBDCs) Island-wide, fostering and promoting a deep-seated culture of entrepreneurship and social value	JBDC, MICAF	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-and medium-sized enterprises, including

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
		creation.		through access to financial services
78	Strengthen the provision of extension support services to micro firms and agri-ventures	This will be done by providing incubator support services to MSMEs in areas such as food processing, fashion, jewellery and furniture manufacturing.	MICAF, JBDC, RADA	
79	Increase incubator and accelerator support to small businesses		JBDC	
80	Develop MSME operational and trade capacities	This will be accomplished through the following: <ul style="list-style-type: none"> <li>• The Energy Audit Grant Programme to facilitate utilization of renewable energy and energy efficiency technologies</li> <li>• Facilitation of exports and links to global supply chains</li> </ul>	DBJ, MICAF	
81	Implement MSME tourism inclusion shared value project to facilitate business development through support to MSMEs to participate in the global value chain		JBDC, IDB, MOT	
82	Increase MSMEs market access through Things Jamaican (TJ) e-store and brick and mortar supply chain		JBDC, TJ	
83	Implement MSME support initiatives including Trainee Start-up, Export-Based Small and Medium Enterprises (SMEs), sector-specific and general support programmes		HEART, JAMPRO, JBDC	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 10
84	Develop a productivity based incentive programme for rural micro firms in agribusiness		MICAF, JAMPRO	
85	Design and support projects that will strengthen linkages between the MSMEs, Manufacturing, Agriculture, SEZs and Tourism		MICAF	

### National Outcome Indicators and Targets – An Enabling Business Environment

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 8 – An Enabling Business Environment												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Ease of Doing Business Ranking <sup>32</sup>	50	79	85	58 <sup>33</sup>	65 <sup>34</sup>	67	70	58	53	52	58	34
Unemployment Rate (%)	9.7	12.4	13.7	13.5	13.2	11.7		10	7.5	10.6	8.4	4
Labour Market Efficiency Index	4.42	4.23	4.28	4.28	4.36	4.50		4.50	4.60	4.60	4.60	4.75

<sup>32</sup> Ranking (position) out of 189 economies

<sup>33</sup> The Doing Business Report 2016, which was released on October 27, 2015, utilizes a new methodology. According to the report the country's ranking moved from 71<sup>st</sup> in 2015 to 64<sup>th</sup> in 2016. However, the official rank for Jamaica in 2015 remains at 58<sup>th</sup> position.

<sup>34</sup> According to the Doing Business Report, 2017 Jamaica's rank for 2016 was revised from 64<sup>th</sup> to 65<sup>th</sup>

## National Outcome #9 – Strong Economic Infrastructure

Vision 2030 Jamaica recognizes the role of transportation, telecommunications and water supply and sanitation infrastructure as a pillar of international competitiveness.<sup>35</sup> High-quality infrastructure facilitates the efficient movement of persons, goods, services and information which contributes to the integration of economic activities across regions and markets. In this regard, Vision 2030 Jamaica continues to advance 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.

Under Vision 2030 Jamaica, positive strides have been made in improving the country's economic infrastructure. Notwithstanding, several issues and challenges have been identified as impediments to the development of strong economic infrastructure. These include:

- Fragmented responsibility for the maintenance of the road network
- Inadequate maintenance of rural road networks which support the productive sectors
- Road safety
- An inadequate public transport system
- Regional and international competition for establishment and operation of a transport and logistics hub
- Constraints in the enabling environment for maritime transport
- Inadequate reliability and convenience of water and sanitation services, particularly in rural areas

The priorities targeted under MTF 2018 – 2021 aim to address these challenges as well as to continue and pursue new initiatives critical to the country's long-term development.

### National Strategies 2018 – 2021

The following national strategies will be pursued over the next 3 years:

- Expand and Rationalize Land Transport Infrastructure and Services
- Develop a Modernized Public Transport System
- Expand Domestic and International Air Transport Infrastructure and Services
- Expand and Diversify Maritime Infrastructure and Services
- Develop Jamaica as a Regional Logistics Hub with Multimodal Transport Linkages
- Expand the Broadband Network Island-Wide
- Ensure Adequate and Safe Water Supply and Sanitation Services

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

This national strategy focuses on the rationalization of existing road network, the prioritization of road maintenance and the expansion of land transport. It seeks to improve coordination in the implementation of land transport related policies and programmes. It also aims to further

---

<sup>35</sup> 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.

the improvement and modernization of the main road network and highway infrastructure. The expansion of land transport will include the revitalization of rail transport for passenger and cargo traffic.

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

Vision 2030 Jamaica recognizes the importance of a modernized public transport system as public transport system represents the main land transport option for the population. The modernization of the public transport system focuses on, among other things, reducing the negative impact of land transport on the environment; facilitating the efficient use of the road network as well as ensuring physical and economic access for all social groups including the elderly and the disabled. Focus is also given to creating a framework for a sustainable transport system.

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

Under this national strategy, emphasis is placed on the expansion of domestic and international air transport infrastructure and services where infrastructure development includes, inter alia, the expansion and upgrading of existing aerodromes. This has been prioritized to meet the increasing demand for air travel by both domestic and international passengers.

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

In regard to maritime, Vision 2030 Jamaica seeks to expand and diversify infrastructure and services in order to capitalize on Jamaica's strategic location. Attention is given to the development of maritime infrastructure for cargo and passengers as well as the development of a maritime centre.

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

To ensure adequate and safe water supply and sanitation services, Vision 2030 Jamaica aims to strengthen the infrastructure for storage, treatment, distribution and disposal of water. The Plan also recognizes that water, sanitation and hygiene is linked to human health, the protection of ecosystems and the reduction of poverty. Therefore, measures to improve coordination between planning and development of water supply, sanitation services and human settlements are prioritized under Vision 2030 Jamaica.

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

Under Vision 2030 Jamaica, the expansion of the broadband network island-wide is considered essential as the Plan aims to create the infrastructure required to provide affordable universal access to information and communications technologies for industrial, commercial and residential users. Focus will be given to developing the policy and strategic planning framework for universal access to high-capacity networks and encouraging public and private sector partnerships to establish internet connectivity in publicly accessible space.

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

The Plan acknowledges the increasing importance of managing logistics costs and calls for the development of Jamaica's capacity to be a regional transportation and logistical hub with multimodal transport linkages. Jamaica is poised to take advantage of its strategic location and aims to leverage this position in addition to competitive advantages in existing transport infrastructure. Under this national strategy, the development and linking of major supporting logistics centres and facilities island-wide will be prioritized.

### **Alignment of National Outcome #9 with the 2030 Agenda and the SDGs**

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #3: Ensure healthy lives and promote well-being for all at all ages**
- **Goal #6: Ensure availability and sustainable management of water and sanitation for all**
- **Goal #9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**
- **Goal #11: Make cities inclusive, safe, resilient and sustainable**
- **Goal #17: Revitalize the global partnership for sustainable development**



### **Priority Strategies and Actions 2018 – 2021**

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #9 and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
<b>National Strategy 9-1: Expand and rationalize land transport infrastructure and services</b>				
<b>Sector Strategy: Ensure an appropriate integrated legislative, regulatory and institutional framework for the transport sector</b>				
1	Promulgate the new Road Traffic Bill	The new Road Traffic Bill will repeal and replace the existing 1938 Act.	MTM	Develop quality, reliable, sustainable and resilient

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
		This was deemed necessary due to outdated descriptions and requirements in the 1938 Act and to ensure consistency with international best practices for road safety. This is against the background of significant changes in the design of motor vehicles and roads over the years. The Bill includes, among other things, provisions for road safety, regulating vehicle laden weights; and regulating the operation of modified vehicles.		infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all  By 2020, halve the number of global deaths and injuries from road traffic accidents
<b>Sector Strategy: Improve coordination in the implementation of land transport related policies and programmes</b>				
2	Establish the Land Transport Authority (LTA)	The establishment of the LTA, a new single entity, is part of a wider initiative to rationalize land transport infrastructure and services. The initiative aims to address the fragmented implementation of transport related policies through more effective and efficient coordination of the land transport sector. The LTA will be formed from the merger of the Transport Authority, Island Traffic Authority and the Jamaica Railway Corporation (regulatory functions).	MTM	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
<b>Sector Strategy: Develop and expand public bus system to meet sustainable transport needs</b>				
3	Construct the Portmore Transportation Hub	The construction of a transportation hub in Portmore, St Catherine is expected to improve transportation throughout the Portmore area and improve linkages with Downtown, Kingston and Half Way Tree. It is expected to reduce the distance travelled and associated costs, whilst increasing the passenger load factor on each trip.	MTM	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all  By 2030, provide access to

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
				safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
<b>Sector Strategy: Improve and modernize rail services</b>				
4	Revitalize Railway Services	<p>The revitalization of railway services includes:</p> <ul style="list-style-type: none"> <li>• privatizing rail services</li> <li>• rehabilitating rail services in phases – Montego Bay to Appleton (Phase I), Spanish Town to Ewarton (Phase 2A) and Appleton to Clarendon Park (Phase 2B).</li> </ul> <p>The restoration of rail services will facilitate the movement of cargo and passengers and the development of rail-based tourism attraction tours. The privatization of rail services will involve the identification of a private sector investor to undertake the rehabilitation, development, operations, management and maintenance of rail transportation in Jamaica.</p>	MTM	<p>Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p> <p>By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p>
<b>Sector Strategy: Strengthen the institutional capacity and capabilities of road authorities to develop and maintain the road network</b>				
5	Improve the inter-institutional arrangements for construction, maintenance and		NWA, MTM, MEGJC, MLGCD, MICAFA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
	management of main, parochial and farm road networks			
<b>Sector Strategy: Advance the improvement and modernization of the road network and highway infrastructure</b>				
6	Complete the construction of Highway 2000 by: <ul style="list-style-type: none"> <li>• completing the construction of phase 2B of Highway 2000—Williamsfield to Montego Bay</li> </ul>	This section of the roadway will include the Montego Bay Bypass Project. The Montego Bay Bypass Project will include the section of roadway from Montego Bay to Montpelier.	NROCC, MEGJC	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
7	Commence civil works under the Southern Coastal Highway Improvement Project, specifically: <ul style="list-style-type: none"> <li>• Section 1A – Harbour View to Yallahs</li> <li>• Section 1B – Yallahs to Morant Bay</li> <li>• the third phase (1C) of the East–West Highway from May Pen, Clarendon to Williamsfield in Manchester</li> </ul>	The Southern Coastal Highway Improvement Project (SCHIP) was designed to improve the main south eastern road corridor from Harbour View, St Andrew to Port Antonio, Portland (110Km) and Morant Bay to Cedar Valley (26Km).	NWA, NROCC, MEGJC	
8	Undertake development of lands adjacent to the North-South Link of Highway 2000	The activities to be pursued include: <ul style="list-style-type: none"> <li>• development of the Mammee Bay Hotel and two other hotels</li> <li>• provision 570 housing solutions</li> </ul>	NROCC, MTM	
9	Undertake rehabilitation works on key arterial, secondary and tertiary roads as well as major bridges under the Major Infrastructure Development Programme (MIDP)		NWA, MTM	
10	Develop the enforcement mechanism for transport infrastructure standards (material, design,		MTM, MEGJC, MLGCD	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
	construction and climate change/environmental resilience, national roadway standards)			
<b>Sector Strategy: Improve the safety and security of all road users</b>				
11	Complete the revision of the National Road Safety Policy	The revised policy aims to, among other things, provide remedial measures to stymie occurrence of road accidents and emergence of accident prone areas/locations as well as positively influence road user behaviour through well designed public information campaigns. The policy will also promote and advance road safety education in schools.	MTM	By 2020, halve the number of global deaths and injuries from road traffic accidents  By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
12	Develop vehicle safety standards to promote the concept of crash-worthy vehicles operating on the road network		BSJ, CAC, Trade Board, ITA, MOH, MICAFA, MTM	
<b>National Strategy 9-2: Develop a modernized public transport system</b>				
<b>Sector Strategy: Create the framework for a sustainable transportation system</b>				
13	Complete the revision of the National Transport Policy	The revised policy will guide the overall development of the transport sector. The revision will ensure that the policy is up-to-date with the current trends and strategies in the industry. The policy will provide the framework for the development of environmentally sound transport infrastructure and services in support of sustainable economic and social growth.	MTM	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
14	Ensure proper infrastructure and supporting facilities and equipment for the public transport system, especially in rural areas and other urban centres (outside of the		MTM	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
	KMTR)			infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
15	Develop a Rural-Urban Transport Plan	The Rural-Urban Transport Plan will be a comprehensive plan to examine and assess the overall transportation system serving the urban communities. This includes parish capitals and urban centres across the island. It will also establish different courses of action to maintain and enhance that system for the next 5 years.	MTM	
National Strategy 9-3: Expand the domestic and international air transport infrastructure and services				
Sector Strategy: Ensure strategic alliances for airport development and operation				
16	Complete the “concessioning” of the Norman Manley International Airport (NMIA)		DBJ, AAJ, MTM	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all  By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
17	Develop and promote a strategic model for the operation of the existing aerodromes		AAJ, MTM, DBJ	
18	Undertake activities of the Capital Development Programme –NMIA <ul style="list-style-type: none"><li>Complete Phase 1B</li><li>Commence Phase 2</li></ul>		AAJ, MTM	
19	Further upgrade of the Ian Fleming International Airport (IFIA) to drive tourism and other economic development in north-eastern Jamaica		AAJ, MTM	
20	Develop a model for the operation and promotion of the IFIA, Vernamfield and Lionel Densham aerodromes		AAJ, MTM	
Sector Strategy: Promote growth of domestic and international air services				
21	Strengthen the regulatory and legal framework for operation and promotion of		AAJ, MTM	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
	the air transport sector			
National Strategy 9-4: Expand and diversify maritime infrastructure and services				
Sector Strategy: Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers				
22	Facilitate the sustainable development of cruise shipping, including home porting		MEGJC, MTM, PAJ, MOT, MAJ	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
23	Increase the capacity of cruise ship berths and facilities. This includes: <ul style="list-style-type: none"><li>Montego Bay (Berth 2)</li><li>Reynolds Pier</li></ul>		MEGJC, MTM	
Sector Strategy: Nurture ancillary and supporting services to develop a maritime centre				
24	Establish Jamaica as an International Shipping Centre, to include the provision of varied services, such as: <ul style="list-style-type: none"><li>Dry docking/Ship repairs</li><li>Bunkering</li><li>Ship registry</li></ul>		MAJ, PAJ, MTM, MEGJC, Petrojam, Jamaica Customs, JAMPRO, HEART Trust/NTA, CMI	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
National Strategy 9-5: Develop Jamaica as a regional logistics hub with multimodal transport linkages				
Sector Strategy: Develop and link major supporting logistics centres and facilities island-wide				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
25	Develop the Rights of Way Access Management and Enforcement Policy		MEGJC, MTM, NWA	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
26	Develop a multi-phased logistics/transshipment port and industrial and commercial zones, including completion of technical and feasibility studies as well as environmental impact assessments: <ul style="list-style-type: none"> <li>Logistics Zones</li> <li>Special Economic Zones</li> <li>BPO facilities</li> </ul>		MEGJC, PAJ, JSEZA,	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
27	Implement the actions from the Global Logistics Hub Initiative Master plan for the development of a Logistics Hub.	The Global Logistics Hub Initiative Master Plan was developed based on, <i>inter alia</i> , global industry trends, logistics capabilities and risks. This provides the basis for the development of a Roadmap of policy, legislative and infrastructural changes.	JSEZA, MEGJC	
28	Establish and operationalize an Electronic Single Window (ESW)	This will be done under the Jamaica Electronic Single Window Project which is to be rolled out by the Jamaica Customs Agency (JCA). It will provide one entry point for all import, export and transit related regulatory requirements in order to improve connectivity between port	JCA, Trade Board, PAJ, MICAF, MEGJC	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
		<p>and terminal operators, customs offices, other regulatory agencies and traders. It will allow importers and exporters to lodge documents electronically and enable the exchange of information between government agencies and traders.</p> <p>Key steps in undertaking this activity include:</p> <ul style="list-style-type: none"> <li>• Securing Cabinet approval for implementation</li> <li>• Securing project funding</li> <li>• Establishing and staffing project unit</li> <li>• Launching the ESW (Cross reference: National Outcome #8, 8-4)</li> </ul>		
29	<p>Review, reform and implement the legal framework for operation of a logistics-centered economy, to include:</p> <ul style="list-style-type: none"> <li>• Maritime legislation</li> <li>• Safety and security legislation and regulations</li> </ul>		MEGJC, MTM, MNS, MAJ, PAJ	
30	<p>Finalize and implement the new SEZ regime to replace free zones, including the legislative and regulatory framework</p>	<p>Activities to be pursued include:</p> <ul style="list-style-type: none"> <li>• enacting the Special Economic Zone legislation and enabling regulations</li> <li>• transitioning existing free zones to SEZs</li> </ul>	MEGJC	
31	<p>Complete feasibility study for the Caymanas Special Economic Zone</p>	<p>The study considers the best uses (industrial, ICT, transshipment, commercial, worker housing, etc.) and development phasing of the 1,200 acre (485.62 hectare) CSEZ site (on the South Side), in a manner that is financially feasible for a</p>	MEGJC, Caymanas Enterprise Team	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
		private developer, PPP, or other arrangement.		
<b>National Strategy 9-6: Expand the broadband network island-wide</b>				
<b>Sector Strategy: Develop the policy and strategic planning framework for universal access to high-capacity networks</b>				
32	Develop a Broadband Policy	The policy seeks to promote the island wide deployment and uptake of high speed Internet.	MSET	Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology  Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020  Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation
33	Develop a Spectrum Management Policy	The policy aims to provide for efficient spectrum planning, allocation and assignment in accordance with international best practices, protocols and standards.	MSET, SMA, eGovJa	
34	Develop infrastructure sharing guidelines		MSET, Private Sector	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
				mechanism
<b>Sector Strategy: Encourage public and private sector partnerships to establish internet connectivity in publicly accessible space</b>				
35	Advance the provision of internet access via community-based networks including avenues such as utilization of Television White Space (TVWS)		USF, MSET, Private Providers	<p>Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology</p> <p>Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020</p>
<b>National Strategy 9-7: Ensure adequate and safe water supply and sanitation services</b>				
<b>Sector Strategy: Develop infrastructure for efficient and sustainable supply of water</b>				
36	Complete the Kingston Metropolitan Area (KMA) Water Supply Improvement Project	A key output of this project is the completion of the non-revenue water (NRW) reduction programme for Kingston and St. Andrew (KSA).	NWC	By 2030, achieve universal and equitable access to safe and affordable drinking water for all
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</i> )		NWC	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
38	Implement the tank and pump programme (supply and install 71 pump motor sets, construct 30 tanks, rehabilitate 70 tanks, and rehabilitate facilities)		NWC	By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally  By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity  By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
39	Implement the Northern Parishes Water Supply Project Phase 1.	This includes the implementation of non-revenue performance-based contract (NRW PBC) in the Northern Parishes (St Ann, Trelawny and St James).	NWC	
40	Implement the Roaring River Water Supply Improvement Project-Additional water for Savanna-La-Mar & Negril		NWC	
41	Implement the Rural Water Supply Programme – water supply projects in selected rural communities		NWC	
42	Construct a new 15 mgd water treatment plant for KMA under a public private partnership arrangement	<p>The construction of the treatment plant is part of the broader initiative to meet the projected water requirement in the KMA area.</p> <p>It will be constructed adjacent to the National Irrigation Dam near Content in St. Catherine, using water from the Rio Cobre River as its raw water source.</p>	NWC	
<b>Sector Strategy: Advance development of infrastructure for sewerage treatment and disposal</b>				
43	Complete Stage 2 of the Port Antonio Water Sewerage and Drainage project		NWC	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
44	Undertake expansion of the Soapberry Treatment Plant		NWC	
45	Extend sewer network in sections of Kingston and St. Andrew		NWC	
46	Rehabilitate selected wastewater treatment plants in St Catherine and Clarendon		NWC	By 2030, improve water quality by reducing

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #3, 6, 9, 11 and 17
				pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

### National Outcome Indicators and Targets – Strong Economic Infrastructure

The table below shows the national outcome indicator that will be used for tracking performance in this sector. The full data set can be located in Appendix 3.

National Outcome # 9 – Strong Economic Infrastructure												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Infrastructure Index	3.54	3.91	3.75	3.74	3.90	4.09		3.69	3.84	4.00	4.20	4.59



## National Outcome # 10 - Energy Security and Efficiency

Vision 2030 Jamaica continues to advance the creation of a modern, efficient diversified and environmentally-sustainable energy sector that by 2030 will provide affordable and assessable energy supplies, contribute to long-term energy security and international competitiveness of all our key economic sectors. In so doing, the Plan also intends to ensure the no less than 20 per cent of our energy supply will come from renewable energy sources. The thrust of Vision 2030 Jamaica is to reduce the many challenges that faced the sector in the past, including dependence on important petroleum, insufficient use of energy and limited efforts on energy conservation across the population and amongst key sectors.

### National Strategies 2018 – 2021

The following national strategies will be pursued over the next 3 years:

- Diversify the Energy Supply
- Promote Energy Efficiency and Conservation

#### *Diversify the Energy Supply*

To diversify the energy supply focus will continue to be placed on ensuring an appropriate and integrated policy, legislative and institutional framework to increase both the share of alternatives and renewables in the energy mix as well as electricity generation. This will be accompanied by determining priorities in a timely manner based on cost, efficiency, environmental considerations and clean technologies. Essential to this is a fiscal environment that encourages development and use of renewable and alternative energy and one that encourages strategic partnerships between the public and private sectors and with international development partners.

#### *Promote Energy Efficiency and Conservation*

Vision 2030 Jamaica recognizes the strategic importance of conservation and efficiency as key to reducing overall consumption of energy resources. Focus is placed on increasing the efficiency of the energy sector in the generation, transmission and distribution of electricity as well as in the use of energy in the transport sector, other economic sectors and amongst communities and the residential sector. Extensive focus will be placed both on enhancing use of clean technologies as a means of driving competitiveness of economic sectors as well as demand side management to promote public awareness and responsible energy use as well as employing energy saving devices. Use of market mechanisms also will be promoted especially in the areas of net billing and net metering.

### Alignment of National Outcome #10 with the 2030 Agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goal:

- **Goal #7 – Ensure Access to Affordable, Reliable, Sustainable and Modern Energy for All**



### **Priority Strategies and Actions 2018 – 2021**

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #10 and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

<b>No.</b>	<b>Priority Strategies and Actions for FY2018/2019 - FY2020/2021</b>	<b>Additional Information</b>	<b>Main Implementing Entity</b>	<b>Contribution to Achieving SDG Targets</b>
	<b>National Strategy 10-1: Diversify the Energy Supply</b>			
	<b>Sector Strategy: Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector</b>			
1	Promulgate regulations under the Electricity Act: <ul style="list-style-type: none"> <li>• Net Billing Regulations</li> <li>• Wheeling Regulations</li> <li>• Auxiliary Regulations</li> <li>• GER Regulations</li> </ul>	<p>The wheeling regulations will allow for the development of a range of instruments including, a pro-forma self-generation licence, wheeling codes, wheeling contracts and supplementary wheeling agreements.</p> <p>National consultations to sensitize the public on Electricity Act and associated legislation also will be undertaken</p>	MSET	<p>By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>By 2030, increase substantially the share of renewable e3nergy in the global energy mix</p>
2	Finalize and promulgate Gas Act		MSET	
3	Develop the Gas Sector Regulatory Framework	With the advent of gas to the Jamaican energy market, it is expected that its use will expand outside of the electricity sector to other commercial and industrial operations, hence the need for proper regulation of the supply and distribution of this resource becomes even more urgent.	OUR	
4	Develop an integrated resource plan (IRP)	This Plan will take account of the current and future electricity demand projections as the economy expands and will also take account of all the existing generation plants, determine the optimal generation capacity requirements for the future and suggest the optimal mix of generating sources for Jamaica. The IRP will inform the procurement of new generating	MSET	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
		capacity going forward, as well as the investment requirements for the transmission and distribution system over the medium to long term, ensuring that the energy sector is developed in a structured way, consistent with the National Energy Policy.		
5	Develop Smart Energy Road Map Implementation Plan	This road map will facilitate and expand the developments in smart technologies to ensure that the grid is adequate to integrate additional renewables and clean energy solutions	JPSCO	
6	Promulgate sub-policies under the National Energy Policy 2009 – 2030 <ul style="list-style-type: none"><li>• Renewable and Alternative Energy</li><li>• Energy Conservation and Efficiency</li><li>• Carbon Credits</li><li>• Biofuels</li></ul>	<p>The Renewable and Alternative Energy Policy that is expected to further drive investments in renewables, decreased reliance on imported fuels, contribute to job creation, especially in installation, servicing, sales and operations and advance the establishment of the ESCO Sector</p> <p>The Carbon Credits Policy will be designed to achieve a competitive, diversified, efficient and investment-conducive carbon credits trading sector that fosters socio-economic development and induces a less carbon-intensive economy</p> <p>Assessments on training landscape for RE &amp; EE Technologies also will be undertaken</p>	MSET	
7	Develop and implement 3 <sup>rd</sup> National Energy Action Plan under the National Energy Policy 2009 - 2030		MSET	
8	Amend Petroleum Quality Control Act		MSET	
<b>Sector Strategy: Develop energy diversification priorities in a timely manner based on cost, efficiency, environmental considerations and appropriate technologies</b>				
9	Construct Wigton Wind Farm	Under Phase IV 34 MW will be added to		

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	Phase IV,	the wind farm for the generation of electricity from wind.  Phases 1 to III of Wigton Wind Farm has 3 fully functional wind farm facilities with a generating capacity of 62.50 MW, which equates to approximately 96,000 BOE annually		By 2030, ensure universal access to affordable, reliable and modern energy services  By 2030, increase substantially the share of renewable e3nergy in the global energy mix
10	Construct 190 MW LNG Power Plant in Old Harbour	That plant, which represents an \$US330 million investment, should become operational by June 2019 and will replace the current 40-year old, oil based plant at the same location	JPSCO	
11	Implement Smart LED Streetlight installation programme	Roll-out of 110,000 LED lamps based on a smart grid infrastructure, replacing current incandescent and fluorescent street lights	JPSCO	
	Sector Strategy: Encourage research, development and timely and efficient implementation of qualified renewable energy projects			
12	Develop investment packages for energy projects including for 12 hydro sites	The feasibility studies for the 12 sites were completed under MTF 2015 - 2018	PCJ	By 2030, increase substantially the share of renewable e3nergy in the global energy mix
13	Undertake research and feasibility studies for the generation of wind energy from offshore sources	This feasibility study also would include an assessment of integrating with a solar farm on the Mona Dam	PCJ	
14	Produce biodiesel for the Jamaican market	at about 5% injection (95% diesel and 5% biodiesel)	PCJ in collaboration with UTECH	
15	Provide low income off-grid communities with Solar PV-Kits	Phase 1 will ensure that at least 2000 households in off-grid and remote communities are provided with renewable generated electricity, thereby bringing the percentage of the population with access to electricity to above 98%	PCJ	
	Sector Strategy: Accelerate comprehensive oil and gas exploration programme			
16	Expand oil and gas exploration using 3D Seismic exploration techniques (upgrade from 2D)	Oil and Gas exploration commenced, in 2014, in at least 10 blocks. Two oil seeps have been found to date and	PCJ	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
17	Conduct an assessment, using the 3D Seismic Exploration Methodology, to determine the commercial viability of two seeps found on north coast		PCJ	By 2030, ensure universal access to affordable, reliable and modern energy services
18	Update Jamaica’s legislation for petroleum and exploration of petroleum		MSET in collaboration with the Cabinet Office	
	National Strategy 10-2: Promote Energy Efficiency and Conservation			
	Sector Strategy: Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector			
19	Establish framework for Energy Service Company (ESCO) development	This would involve conducting research on an Energy Performance Contract (EPC ) pilot establishing ESCO mode	MSET	By 2030, double the rate of improvement in energy efficiency
20	Execute 5 ESCO contracts	One ESCO (energy service company) contract was completed during the previous MTF	PCJ	
	Sector Strategy: Develop and implement programmes to influence market behaviour to promote efficient use of energy			
21	Continue to implement retrofitting projects to reduce energy consumption in public buildings (target is for over 70 public sector buildings to be retrofitted)	<p>This activity will build on initiatives undertaken in previous years under the Energy Efficiency Conservation Programme (EECP) for government institutions which up to 2017/18 now spanned 43 entities with an investment of about \$1.2 billion and savings of \$200 million.</p> <p>Other activities will include the conduct of 55 audits including energy and initiate 5 retrofits in public healthcare facilities and completion of 6 investment grade energy audits and 3 retrofits in public hospitals.</p> <p>Focus will continue to be placed on energy intensive users such as hospitals and schools with energy efficient technology</p>	PCJ	By 2030, double the rate of improvement in energy efficiency  By 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services
22	Implement Urban Traffic Management System	Designed to save travel time and reduce fuel consumption. The system would be a central control Intelligent	MSET in collaboration with Ministry of	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
		Traffic System (ITS) integration platform for traffic monitoring, operation, planning and modelling.	Transport and Works	
	<b>Sector Strategy: Establish a framework for timely development, decision making and implementation of the least cost expansion plan (LCEP) for generation, transmission and distribution of electricity</b>			
23	Upgrade Petrojam refinery	The upgrade will be divided into two parts, firstly to produce Petcoke and cleaner fuel such as Ultra Low Sulphur Diesel. The refinery also will upgrade the vacuum distillation unit which is to take Heavy Fuel Oil (HFO) and change to asphalt (\$115 Million dollar project) to meet the demands of the local market and to increase export of asphalt by approximately 50%	Petrojam	By 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services

## National Outcome Indicators and Targets – Energy Security and Efficiency

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 10 – Energy Security and Efficiency												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Percentage of renewables in energy mix	5	7.3	8.9	8.5	10.5	11.2	7.8	11	12.5	12.5	12.5	20
Percentage of renewables in electricity generation <sup>36</sup>			6.3			10				15		30
Net energy to the grid from alternatives <sup>37</sup>												
Energy Intensity Index (EII) BTU/US\$1 unit of output (Constant Year 2007 US\$)	14,587	11,018	10,443	10,467	10,900	10,155		12422	9359	6000	6000	4422

<sup>36</sup> New indicator added to MTF 2018 - 2021

<sup>37</sup> New indicator added to MTF 2018 - 2021

## National Outcome # 11 – A Technology-Enabled Society

Vision 2030 Jamaica recognizes the fundamental role that science, technology and innovation (STI) must play in the creation of wealth, economic development, employment creation, design and commercialization of new products and services, and in the improvement in the quality of life for all citizens, thereby advancing sustainable prosperity of a nation. This national outcome is based on a shared vision of placing Jamaica firmly on the global map in terms of the excellence in research and innovation and its application for the benefit of our society.

Under Vision 2030 Jamaica activities will continue to be implemented to strengthen the policy framework governing STI and deepen the application of science and technology to benefit all aspects of national development and unleash the full creative potential of Jamaicans. Vision 2030 Jamaica calls for all sectors to become more deeply engaged in using science and technology and to value the role of innovation in delivering greater economic, social and environmental benefits to the country. Despite the importance of STI, the country continues to face a range of challenges, including: low levels of investment in research and development, lack of a national innovation system, weak research and innovation culture, and some weaknesses in intellectual property. MTF 2018 – 2021 will focus on these issues towards maximizing the contribution of science and technology towards laying the foundation for the long-term transition to a knowledge-based society and innovation-based economy.

### National Strategies 2018 – 2021

The following national strategies will be pursued over the next 3 years:

- Integrate Science and Technology in All Areas of Development
- Establish A Dynamic and Responsive National Innovation System

Both national strategies will among other things ensure that the country's STI capacity is so developed to enable us to:

- Make demonstrable progress in addressing health and nutrition problems, avoid and/or mitigate the impacts of natural disasters, embark on a path of sustainable poverty reduction, improve spatial planning and safeguard fragile ecosystems, and improve the quality of daily life for the rural and urban poor
- Transform our economy into one that is based on the production of more knowledge-intensive, higher value-added goods and services... concentration our efforts towards developing the higher forms of capital stock – human, knowledge, cultural and institutional capital stocks
- Raise productivity, wealth, and standards of living by developing new, competitive economic activities to serve local, regional and global markets
- Develop appropriate R&D capacity to support technology-based economic growth and to address social, economic and ecological problems specific to our country.
- Build the base for long-term increases in productivity and prosperity through innovation – which will allow us to develop and enhance those complex interactions between the highest forms of capital – the knowledge, human and cultural assets of a nation. This



innovative culture will in turn foster: greater levels of collaboration between the public sector, private sector and universities; high-quality research and development; protection of intellectual property; and promotion of entrepreneurship.

#### *Integrate Science and Technology in All Areas of Development*

Under this national strategy, focus is placed on the integration of science and technology into all areas of development is important in the creation of a knowledge-based economy and in fostering economic growth and global competitiveness. The strategies and actions contained in this MTF is intended to position Jamaica to take the necessary steps to: increase participation in the sciences; developing capacities among the public and private sectors and academia to identify and adopt appropriate technologies; applying science and technology to economic and social processes; and promoting access to technological solutions for all categories of our population.

#### *Establish A Dynamic and Responsive National Innovation System*

Under this MTF, much needed focus will be placed on advancing and developing an effective world-class National Innovation System (NIS) to contribute to the delivery of economic and social prosperity for our country. Focus will be placed on creating linkages among key NIS stakeholders to diffuse STI throughout the economy and attention also will be placed on building out STI capacity (laboratories, processes and organizations). There is recognition that this NIS will play a key role in enabling us to 'catch up' as quickly as possible and take a leap forward in moving our country to become an acknowledged leader in the application of STI.

### **Alignment of National Outcome #11 with the 2030 Agenda and the SDGs**

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goal:

- **Goal #9 - Innovation and Infrastructure**



## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #11 and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
National Strategy 11-1 Integrate Science and Technology in All Areas of Development				
Sector Strategy: Create an effective policy and legislative framework to support and advance STI				
1	Promulgate the National STI Policy to 2037	When promulgated, this would be Jamaica’s first long term national STI policy embodied by the vision statement “A dynamic STI culture, unleashing the creative potential of our people, catalyzing economic development and sustainable prosperity, contributing to social transformation, empowering Jamaicans to excel in an evolving world and contribute to the global frontiers of science”.	MSET	Support domestic technology development, research and innovation in developing countries, including ensuring a conducive policy environment
2	Conduct a full resource audit and gap analysis of the STI landscape	This would include all policies, programmes, personnel, infrastructure and agendas	NCST	
3	Establish a national coordinating mechanism to facilitate planning and policy implementation towards: optimal use of infrastructure and resources; maximizing the value and benefits of intellectual property (IP)		JIPO	
Sector Strategy: Build capacity for effective science and technology education				
4	Institutionalization of the pilot project “Improving Innovation Capacities in the Caribbean (INVOCAB) to include sensitization of teachers of teachers to implement the curriculum and testing of the curriculum by the Ministry of Education	The pilot phase of this project led to the development of innovation related curriculum and teacher training in Primary and Secondary Schools. The testing of the curriculum by the Ministry of Education will commence with the Bluefields All Age School	MSET and MEY&I	Enhance scientific research, upgrade the technological capabilities of industrial sectors, including encouraging innovation and substantially increasing the number of research and development workers per 1million people

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
				and public and private research and development spending
<b>Sector Strategy: Build strong linkages and create a two-way transfer of knowledge between research in tertiary institutions and the market place</b>				
5	Develop a national research agenda to support national development efforts		MSET in collaboration with NCST and tertiary level institutions – UWI, UTECH, CASE, NCU	Support domestic technology development, research and innovation in developing countries, including ensuring a conducive policy environment
<b>Sector Strategy: Commercialize research and innovation</b>				
6	Develop and implement a structured programme or mechanism for commercializing innovations/pilot projects related to energy conservation		MSET	Enhance scientific research, upgrade the technological capabilities of industrial sectors, including encouraging innovation and substantially increasing the number of research and development workers per 1million people and public and private research and development spending
7	Develop an appropriate framework to support the sustainable utilization of STI to fully exploit the value and benefits of natural and genetic resources		NCST	
8	Develop a framework for the coordination and standardization of the National Nutraceutical Industry in Jamaica.		NCST	
9	Support 600 MSMEs in capacity building, product development and accrediting analytical services	This will be done through the SRC's Innovation Lab and Science Resource Centre. This is the first facility of its kind within the Caribbean, and will cater to climate-saving start-ups from across the region in the areas of energy efficiency, renewable energy, sustainable agribusiness, water/waste management and resource use efficiency.	SRC	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
		Companies will be provided with incubator services such as office rental, business development training, mentorship, access to a unique community of innovators, among other benefits.		
National Strategy 11-2: Establish a Dynamic and Responsive National Innovation System				
Sector Strategy: Strengthen the national research, development and innovation system to facilitate knowledge-based development				
10	Conduct a comprehensive legislative and regulatory review governing all agencies within the innovation system	This review is expected to identify gaps in the system; lead to the development of a plan of action to formalize and strengthen the system to ensure success of start-ups and other innovations; institutionalize the National Innovation Awards and Young Inventors and Innovators Awards	MSET	Support domestic technology development, research and innovation in developing countries, including ensuring a conducive policy environment
11	Develop agenda to amend, establish and rationalize legislation required for the implementation of the National STI Policy		MSET	
12	Establish an STI database and information sharing mechanisms for decision making processes		NCST	
Sector Strategy: Create knowledge parks and centres of excellence to facilitate R&D and innovation with emphasis on indigenous technology				
13	Undertake a feasibility study to determine Jamaica’s readiness for establishing a science, technology, research and innovation park	The study will detail an assessment of Jamaica’s industries, technology capabilities and challenges that influences the development of the park. Further, it will provide relevant documentation that will provide guidance to GOJ to make the next strategic steps to determine the capacity development needed to take place in short order and position this country to reap the benefits of our scientific and technological capacities	MSET in collaboration with the private sector	Support domestic technology development, research and innovation in developing countries, including ensuring a conducive policy environment

## National Outcome Indicators and Targets – A Technology-Enabled Society

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 11 – A Technology Enabled Society												
National Outcome Indicators	Baseline	Actual							Targets			
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
# of scientific publications	48		53	32.2	23.8			≥55	≥62	≥66	≥66	≥105
Resident Patent Filing/million population	2.2		12.1	2.6	7	4		≥12	≥18	≥18	≥66	≥53
Global Innovation Rank <sup>*38</sup>			82	96	89	84	81			56	56	

<sup>38</sup> New indicator added to MTF 2018 - 2021

## National Outcome #12 – Internationally Competitive Industry Structures

Vision 2030 Jamaica recognizes that the creation of wealth is inextricably linked to the efficient production of valuable goods and services. Wealth creation is built on strong foundations created by, among other things, a stable macroeconomy, an enabling business environment, strong economic infrastructure and energy security and efficiency. While the building of strong foundations is addressed by other national outcomes under the Plan, this national outcome places focus on the development of internationally competitive industry structures. This involves developing the microeconomic conditions to increase the productivity of the country's economic enterprises of all sizes and across sectors.

The Plan identifies cross-cutting factors such as the availability of inputs and support services, the development of economic linkages and clusters, the promotion of eco-efficiency and investment in the emerging green economy as well as conditions which compel productivity, as critical elements that drive competitiveness. In order to increase international competitiveness, Vision 2030 Jamaica calls for a range of strategies to be pursued. These include:

- Identify and strengthen export capacity in targeted areas
- Develop and promote high-quality standards for globally competitive products and services
- Strengthen strategic regional and global partnerships to support local producers including exchanges and co-production agreements
- Strengthen policy, legislative and institutional framework for fair market competition
- Promote green jobs and industries
- Develop the capacity of local companies in process, materials and energy efficiencies
- Support integration of environmental considerations into all functional management areas

Over the years, there has been progress in developing company sophistication and productivity, incorporating eco-efficiency practices as well as strengthening the legislative framework. Notwithstanding, the international competitiveness of Jamaican enterprises continues to be impacted by several issues and challenges. These include 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. In this regard, the planned priorities under MTF 2018 – 2021 aim to continue to develop the microeconomic conditions for competitiveness by advancing the application of standards and developing the national quality infrastructure. Emphasis will also be placed on efforts 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 2018 – 2021**

The following national strategies will be pursued over the next 3 years:

- Develop Company Sophistication and Productivity
- Enhance the Framework for Competition among Enterprises
- Promote Eco-Efficiency and the Green Economy

### *Develop Company Sophistication and Productivity*

This national strategy embraces the long-term transition to an innovation-based economy. In this regard, this strategy focuses on the requirements for enterprises to transform their levels of sophistication, by among other things employing global best practices of management, technology and production and by creating valuable products and services that meet the unique need of demanding and sophisticated services.

### *Enhance the Framework for Competition among Enterprises*

Vision 2030 Jamaica recognizes that long-term economic development requires, inter alia, a strategic focus on developing and maintaining an effective framework for competition. Under this national strategy, emphasis is placed on the strengthening of legislation and institutions to promote fair market competition; developing trade regimes that allow fair access to domestic and export markets; and ensuring an appropriate role of the government in regulating private sector economic activities.

### *Promote Eco-Efficiency and the Green Economy*

This national strategy embraces eco-efficiency and the greening of our economy. It aims to encourage companies to simultaneously increase their profitability and efficiency while being environmentally and socially responsible. Vision 2030 Jamaica aims to build a green economy and the foundation for long-term competitiveness and sustainability of productive enterprises.

## **Alignment of National Outcome #12 with the 2030 agenda and the SDGs**



By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #8: Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all**
- **Goal #12: Ensure sustainable consumption and production patterns**
- **Goal #17: Strengthen the means of implementation and revitalize the global partnership for sustainable development**

### **Priority Strategies and Actions 2018 – 2021**

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12 and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

<b>No.</b>	<b>Priority Strategies and Actions for FY2018/2019 - FY2020/2021</b>	<b>Additional Information</b>	<b>Main Implementing Entity</b>	<b>Contribution to Achieving SDG Targets – under SDG Goals #8, 12 and 17</b>
<b>National Strategy 12-1: Develop company sophistication and productivity</b>				
<b>Sector Strategy: Develop and promote high-quality standards for globally competitive products and services</b>				
1	Develop and implement the revised National Quality Policy as a means of strengthening the National Quality Infrastructure	This includes developing the legislative framework for the operation of the National Compliance Regulatory Authority (NCRA).	BSJ	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
2	Advance accreditation of laboratories and assist exporters in meeting requirements of the USFSMA, HACCP and ISO standards		JANAAC, BSJ	
3	Build the capacities of testing laboratories of agencies involved in the export of agricultural and agro-processed products to the EU markets	Key objectives of this initiative include:  To increase awareness of international standards and technical requirements in the public sector; and  To promote sensitization of and dialogue with the private sector on Technical Barriers to Trade (TBT) and Sanitary Phyto Sanitary (SPS) issues.	MEGJC	
4	Develop a design-led industrial		MICAF	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 12 and 17
	strategic policy framework			
Sector Strategy: Identify and strengthen export capacity in targeted areas				
5	Continue to implement the 2015-2019 National Export Strategy II		JAMPRO, Implementing Entities	<p>Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p> <p>Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries’ share of global exports by 2020</p>
National Strategy 12-4: Enhance the framework for competition among enterprises				
Sector Strategy: Strengthen the policy, legislative and institutional framework for fair trading practices				
6	Complete amendment to the Fair Competition Act		OPC, MICAF, FTC	
7	Develop a Consumer Protection Policy ( <i>Cross reference: National Outcome #8, 8-1</i> )	The Policy aims to enhance and provide greater coordination and efficiency of consumer protection efforts	CAC, MICAF	
National Strategy 12-5: Promote Eco-Efficiency and the Green Economy				
Sector Strategy: Promote green jobs and industries				
8	Develop a comprehensive programme and a portfolio of projects in line with the investment priorities of the Green Climate Fund (GCF)		MEGJC	By 2030, achieve the sustainable management and efficient use of natural resources
9	Develop Green Economy Investment Strategy	This would be undertaken for the following sectors: manufacture, tourism, agriculture, construction and water	MEGJC	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
10	Prepare a sustainable		MEJGC, NEPA	Encourage companies to adopt

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 12 and 17
	consumption and production strategy and action plan			<p>sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>Implement the 10-year framework of programmes on sustainable consumption and production</p>

### National Outcome Indicators and Targets – Internationally Competitive Industry Structures

The table below shows the national outcome indicator that will be used for tracking performance of this outcome. The full data set can be located in Appendix 1.

National Outcome # 12 – Internationally Competitive Industry Structures												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Percentage share of global GDP based on PPPs	0.029	0.025	0.022	0.021	0.021	0.021		0.035	0.026	0.027	0.031	0.032
Travel and Tourism Competitiveness Index	48			76		69		54	48		58	35

## National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture

The agriculture sector remains a key driver of economic growth and development for Jamaica. It is an important contributor to GDP, employment, foreign exchange earnings, rural life, environmental sustainability and food security. The contribution of agriculture to sustainable national development also extends to the area of health, specifically, nutrition and healthy lifestyles. Vision 2030 Jamaica continues to advance the dynamic transformation of the agriculture sector through a sustained, research-oriented, technological, market-driven and private sector-led 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.

The agriculture sector recorded annual average growth of 2.9 per cent over the period 2015 – 2017 and its contribution to total goods and services production increased from 6.3 per cent in 2015 to 6.7 per cent in 2017. Additionally, the Agriculture Production Index (API) increased from 116.6 in 2015 to 127.5 in 2017. Notably, for 2015 and 2017, the sector contracted by 0.2 per cent and 4.0 per cent, respectively. These periods of contraction were largely attributed to adverse weather conditions. For 2016, however, the sector grew by 12.9 per cent, an outturn which corresponds to an increase in the API to 131.4, the highest for the period. This performance was largely attributed to favourable weather conditions. The performance for the period highlights the vulnerability of the sector to adverse weather conditions and the need to accelerate efforts to climate proof the sector.

In addition to the sector's vulnerability to the negative impacts of climate change and heightened climate variability, the sector continues to be negatively impacted by a range of other issues and challenges. Some of these issues and challenges include:

- Inadequate key infrastructure and equipment support services including development and maintenance of farming and fishing feeder roads; irrigation works; green cane harvester service; packaging and storage facilities
- Limited access to resources necessary to increase production and productivity by women and youth
- A high incidence of larceny in crops and livestock and illegal, unreported and unregulated (IUU) fishing
- Threats to the long-term development of Jamaica's marine fisheries, including over-harvesting, habitat destruction and pollution, and incursions by fishing vessels from other countries.

MTF 2018 – 2021 outlines a package of priorities geared towards enhancing the competitiveness of the agriculture sector by, inter alia, addressing the main issues and

challenges facing the sector and building on the successes gained under previous MTFs. Some of the strategic priorities include:

- Strengthening the framework for greater competitiveness of a diversified range of agricultural products and increase agricultural output particularly of crops, livestock and aquaculture
- Provide adequate water supply, irrigation and drainage to boost agricultural productivity and meet the needs of rural communities
- Increasing the resilience of the agriculture sector to natural hazards
- Advancing the development of the Fisheries sub-sector
- Increasing access to resources and provide effective services to youth and women in agriculture
- Promoting national food and nutrition security and safety.

### Alignment of National Outcome #12-Agriculture with the 2030 agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #2: End hunger achieve food security and improved nutrition and promote sustainable agriculture**
- **Goal #8: Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all**
- **Goal #12: Ensure sustainable consumption and production patterns**
- **Goal #13: Take urgent action to combat climate change and its impacts**

### Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12 – Agriculture and advancing National Goal # 3 – Jamaica has a Prosperous Economy.



No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
Sector Strategy: Strengthen agriculture research institutions and programmes				

No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
1	Enhance livestock (including fisheries) research and conservation of animal genetic resources including through improved coordination and collaboration with industry stakeholders and NGOs	This includes the exploration and advancement of sustainable livestock production technologies.	MICAF, RADA, JDDDB	By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed
2	Increase the use of soil and land information in agricultural production and planning		MICAF	
3	Implement the Bodles Rehabilitation Project	The project includes the rehabilitation of the Bodles Research Station in Old Harbour, St. Catherine with a special focus on infrastructure development for livestock research.	MICAF	
Sector Strategy: Strengthen the framework for greater competitiveness of a diversified range of agricultural products and increase agricultural output particularly of crops, livestock and aquaculture				
4	Develop agro parks and other key production areas through investment, certification, value chain development, technical support services, and the provision of production zones with adequate infrastructure, targeted crops, livestock, aquaculture, and soil health and fertility enhancement support	Key outputs include: <ul style="list-style-type: none"><li>• 3 newly established production zones</li><li>• 11 agro parks operationalized</li><li>• 3 production zones that are Good Agricultural Practices (GAP) certified</li><li>• Trained farmers in good agricultural practices</li><li>• Established contract farming scheme for local and export markets</li></ul>	AIC, MICAF, NIC, RADA	<p>Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p> <p>By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals</p>

No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
		<ul style="list-style-type: none"> <li>Established post-harvest facilities to service production zones</li> </ul>		and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels,
5	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		MICAFA, JDDDB	and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed
6	Apply suitable emerging biotechnologies for breed development and expansion of production including use of a clean seed programme	The clean seed programme focuses on strawberry, Irish potatoes, ginger, onion and select fruit trees.	MICAFA	
7	Develop and implement targeted programmes for select sub-industries including yam, sweet potato, dasheen, cassava, mangoes, ackee, breadfruit, and pineapple and other emerging industries		MICAFA, AIC, RADA, SRC, SCJ Holdings	
8	Prioritize the creation of value-added products from crops and livestock in which there is a comparative advantage		SRC, MICAFA, RADA, JACRA, JBDC	
9	Expand the execution of existing programmes for target sub-industries for crops and livestock		MICAFA, RADA	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in

No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
				the least developed countries
Sector Strategy: Provide adequate water supply, irrigation and drainage to boost agricultural productivity and meet the needs of rural communities				
10	Implement the Essex Valley Agriculture Development Project and other irrigation projects	The Essex Valley Agriculture Development Project focuses on enhancing the production and productivity of farmers in Essex Valley St Elizabeth in a socially inclusive, gender equitable and climate sensitive manner. This includes: <ul style="list-style-type: none"><li>the provision of irrigation systems for 700 hectares of arable lands</li><li>infrastructure support in the form of pack houses and global GAP facilities</li><li>climate and crop vulnerability assessments to guide production</li></ul>	NIC	By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment
11	Develop a mechanism for coordinating sustainable rural development including spatial planning, access, housing development, wastewater treatment and management of manufacturing waste		MEGJC, MICA, NWC, NEPA, MLGCD	
Sector Strategy: Strengthen agricultural marketing structures				

No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
12	Expand the Export Market Platform to further stimulate public-private investment in agribusiness value chain development	This will be achieved by identifying and developing a framework to exploit and diversify external market sources for domestic agricultural products.	MICAF	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
13	Develop and strengthen linkages with other economic sectors and industries including tourism, sport and manufacturing		MICAF, JMEA, MOT	
14	Promote expanded production and export of the USDA pre-cleared group of products		MICAF, JAMPRO	
Sector Strategy: Increase the resilience of the agriculture sector to natural hazards				
15	Explore and advance integrated pest management technologies	This action includes: <ul style="list-style-type: none"><li>• Implementation of the frosty pod control and management plan</li><li>• Implementation of the beet army worm management plan</li><li>• Development and implementation of management plans for other emerging pest diseases of economic importance</li></ul>	RADA, MICAF, MOH	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality  Integrate climate change measures into national policies, strategies and planning
16	Expand utilization of organic and protective agriculture technologies to mitigate the impacts of climate change		JOAM, JGGA	
17	Promote the use of water harvesting in agricultural production	A key output of this action is a feasibility study on the commissioning of underutilized dormant water	RADA, MICAF, NIC, MEGJC	



No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
		catchment sources.		
18	Rehabilitate mined out lands for agricultural purposes such as water harvesting and protected agricultural production through inter-sectoral collaboration		MTM, MICAFA, JGGA, JBI	
19	Establish new fish sanctuaries and maintain existing fish sanctuaries to achieve increased fishing stock	This includes efforts to strengthen and expand collaboration with local and international partners in species management and sustainable climate-smart fisheries management to build the capacity of managers and users of fisheries protected and conservation areas.	Fisheries Division	
20	Implement a management and governance system for the Pedro Cays fisheries areas ( <i>Cross reference: National Outcome #13</i> )		Fisheries Division, NEPA	
21	Continue to utilize the farmer field school (FFS) methodology to promote climate-smart agriculture		RADA, NIC, ACIDI VOCA	
22	Develop and implement a ten-year agricultural sector plan	The ten-year plan will be an update of the sector plan under Vision 2030 Jamaica. The revised Plan will mainstream climate modelling and vulnerable groups in the sector (youth, women, person with disabilities).	MICAFA	

No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
23	Increase the adoption of climate resilient practices among targeted fishing and fish farming communities. This includes: <ul style="list-style-type: none"><li>Capacity building and awareness raising</li><li>Strengthening the fisheries policy and regulatory framework</li></ul>	This action will be pursued under the Promoting Community-based Climate Resilience in the Fisheries Sector Project. The project has been designed to assist vulnerable fishing and fish farming communities to adapt to climate smart resilient practices in fishing projects.	MICAF	
24	Implement the agriculture sector components of the Strategic Pilot Programme for Climate Resilience Investment Project (IP)-Adaptation Programme and Financing Mechanism	This includes: <ul style="list-style-type: none"><li>vulnerability assessment for project prioritized sectors</li><li>facilitation of sustainable farming practices in selected communities</li><li>water harvesting and management initiatives</li></ul>	MEGJC	
25	Develop and implement community-based drought and other hazard mitigation response strategies		RADA, MICAF, ODPEM	
26	Promote the use of safety equipment and protected gear, including public education on health and safety standards in agriculture		MOH, MICAF	
<b>Sector Strategy: Promote national food and nutrition security and food safety</b>				
27	Advance implementation of the Food and Nutrition Security Action Plan	An Inter-ministerial Committee will be established to guide the process.	MOH, MICAF	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase
28	Continue the implementation of the National Animal		MICAF	

No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
	Identification and Traceability System (NAITS)			productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality  By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
29	Continue to develop and implement the food safety certification and standardization programme for trade and domestic production	The National Agricultural Health and Food Safety Committee provides oversight.	MICAF, MOH	
30	Continue the implementation of the Praedial Larceny Prevention Programme including illegal, unreported and unregulated fishing		MICAF, MNS, JCF	
31	Strengthen surveillance and management of illegal importation of agricultural substitutes that attract lower duties		MICAF, JCA	
Sector Strategy: Strengthen the strategic planning framework for the agriculture sector				
32	Develop and finalize the: <ul style="list-style-type: none"><li>• Livestock Policy</li><li>• Seed Policy</li><li>• Fisheries Policy and Action Plan</li><li>• Organic Agriculture Policy</li><li>• Medical Cannabis Policy/Development Plan</li></ul>		MICAF, MOH, JOAM	
33	Develop the institutional framework for emerging agriculture industries in Jamaica	Special focus will be placed on organic agriculture through: <ul style="list-style-type: none"><li>• establishment of a competent authority for organic agriculture</li><li>• development of public private</li></ul>	MICAF, JOAM	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed

No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
		<p>partnerships for cost effective certification processes.</p> <p>Other industries include medical cannabis, bamboo, and deep sea fishing</p>		countries
<b>Sector Strategy: Strengthen the capacity of Government to play a supporting role in development of the agriculture sector</b>				
34	<p>Continue the modernization of the Fisheries Division, RADA, Plant Quarantine and Produce Inspection (PQ/PI) and the Agricultural Land Management Division (ALMD) through:</p> <ul style="list-style-type: none"> <li>• Implementation of Phases 2 to 3 of the fisheries modernization programme</li> <li>• Implementation of Phases 2 to 4 of the RADA modernization programme</li> <li>• Completion of the ALMD modernization</li> <li>• Implementation of the programme to modernize government agricultural research entities and divisions to improve service delivery and responsiveness to emerging trends and needs</li> </ul>	<p>Both the Research &amp; Development Division and Fisheries Division will be transformed to new quasi-autonomous structures</p> <p>The modernization of the ALMD will include work to develop Soil Laboratories Accreditation Programme</p> <p>Modernization activities also include work to rehabilitate infrastructure in agricultural Research Stations and gain accreditation of select Research Laboratories</p>	MICAF	Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries
<b>Sector Strategy: Develop and improve farm roads and access to fish landing sites including rural road networks</b>				
35	Implement the national farm road rehabilitation programme		MICAF, RADA	Increase investment, including through enhanced international cooperation, in rural

No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
				infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries
Sector Strategy: Establish a policy and planning framework to protect and develop suitable agricultural lands and fishing sites				
36	Develop the National Land Policy	The policy should integrate agriculture land use.	MEGJC, MICAFA, NLA, NHT	By 2030, achieve the sustainable management and efficient use of natural resources
37	Design and promulgate legislation regarding landing sites for the fisheries sector		Fisheries Division, MFAFT	
Sector Strategy: Increase access to resources and provide effective services to youth and women in agriculture				
38	Establish marketing groups with a special focus on strategies to address the needs of women and youth		RADA, Jamaica 4-H, Rural Women Groups, BWA	By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value
39	Maintain the youth in agriculture mandate by advancing the inclusion of youth throughout all agricultural programmes e.g. agro parks and food security initiatives		MICAFA, Jamaica 4-H, RADA, IICA, JAS	
40	Develop and implement an action plan for increasing access to resources (extension services, access to credit, land inputs, etc.) for rural women to enhance their productivity and economic empowerment		RADA, GFP, BWA	

No.	Priority Strategies and Actions for FY 2018/2019 – FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #2, 8, 12 and 13
41	Develop and implement age- and gender-specific approaches for extension service delivery including use of social media promotion		RADA, Jamaica 4-H, Fisheries Division, Private Sector	addition and non-farm employment
42	Deliver agriculture-focused entrepreneurship and adaptable technologies training to youth farmers		Jamaica 4-H, Farmers Organizations, RADA	
Sector Strategy: Advance the development of the Fisheries sub-sector				
43	Develop un-utilized and under-utilized capture fisheries (e.g., sea cucumbers, sea urchins, etc.)		Fisheries Division	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries

## National Outcome Indicators and Targets – Internationally Competitive Industry Structures: Agriculture

The table below shows the national outcome indicator that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

<b>National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture</b>												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Agriculture Production Index	100	106.6	117.9	116.6	131.6	127.5		124.6	132.2	135.1	138.3	176.4

## National Outcome # 12 – Internationally Competitive Industry Structures: Manufacturing

Vision 2030 Jamaica will continue efforts to develop the manufacturing sector by enabling a transition to higher levels of productivity and value-added production. This transition includes the use of efficient and clean technologies and environmentally sustainable processes, with motivated, productive employees, within an enabling business and regulatory environment. The Plan calls for a strategic approach which focuses on improving:

- Productivity levels
- Economic and market opportunities
- Environmental sustainability

Over the years, the sector developed steadily and has remained the largest goods-producing industry in the Jamaican economy. Over the 2015 – 2017 period, the sector recorded annual average growth of 1.8 per cent. This growth performance was supported by relatively stable international crude oil prices and greater international and domestic demand. Moreover, the sector's contribution to total goods and services production increased from 8.1 per cent in 2015 to 8.3 per cent in 2017. In addition, export earnings for the sector increased from US\$501.9 million in 2015 to US\$574.2 million in 2017.

Despite notable advances over the years, the sector continues to face several issues and challenges which must be addressed to improve the performance and competitiveness of the sector. These include:

- High cost of some productive inputs including energy and other utilities as well as taxes on some inputs
- High costs associated with dealing with crime and security issues in Jamaica and an unreliable justice system
- Low levels of productivity
- Limited use of clean technologies
- Limited access and high cost of credit to the manufacturing sector
- Low levels of investment in modern technology and business practices

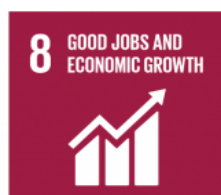
The general thrust of Vision 2030 Jamaica will address the main issues and challenges facing the manufacturing sector in order to improve the performance and competitiveness of the sector. In this regard, MTF 2018 – 2021 outlines a package of strategic priorities which is consistent with this general thrust. These include:

- Create an enabling business environment which fosters and supports the establishment, growth and survival of manufacturing enterprises
- Develop linkages between the manufacturing sector and purchasers in linkage sectors and industries

- Increase exposure of manufacturers to relevant, innovative and cleaner production technologies
- Improve quality and relevance of training and accreditation at educational and training institutions by strengthening linkages to the manufacturing sector
- Climate proof the sector as well as encourage adoption of hazard mitigation and emergency management practices

## Alignment of National Outcome #12 – Manufacturing with the 2030 Agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goal:



- **Goal #8: Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all**
- **Goal #9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**
- **Goal #13: Take urgent action to combat climate change and its impacts**

## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12—Manufacturing and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 13
<b>Sector Strategy: Create an enabling business environment which fosters and supports the establishment, growth and survival of manufacturing enterprises</b>				
1	Develop a Design Led Industrial Strategic Policy Framework		MICAF, JMEA	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
2	Apply and enforce domestic procurement policy		MOFPS, MICAF	
3	Establish a Centre of Excellence for Manufacturers based on global best practices		JMEA	
4	Provide training to manufacturers on trade agreements and the		JAMPRO	Promote inclusive and



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 13
	opportunities that may exist in these agreements to harness these benefits - including the development of fact sheets on relevant information for manufacturers			sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries
5	Develop a national Bamboo Industry Development Plan (Cross reference: National Outcome #8		MICAF	
<b>Sector Strategy: Ensure Competitive Infrastructure for Manufacturing</b>				
6	Develop modern factory space for manufacturers, including managing and promoting rentable factory space		FCJ, JMEA	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
7	Provide incubators for small and medium manufacturers		FCJ, JMEA, JBDC	<p>Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p> <p>By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound</p>

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 13
				technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
<b>Sector Strategy: Develop linkages between the manufacturing sector and purchasers in linkage sectors and industries</b>				
8	Through the Tourism Linkages Council taskforces strengthen the linkages among the Tourism, Agriculture and Manufacture industries		JMA	<p>Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p> <p>Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p>
<b>Sector Strategy: Increase exposure to manufacturers to relevant, innovative and cleaner production technologies</b>				
9	Facilitate the procurement of innovative and cleaner technologies, equipment and machinery through affordable financing (use of existing energy sector incentives – zero rated taxes)		DBJ, EXIM, MOFPS, MSET, JMEA	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 13
				<p>sustainable consumption and production, with developed countries taking the lead</p> <p>By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>
<b>Sector Strategy: Promote environmental awareness of the manufacturing sector as a means of improving efficiencies</b>				
10	Promote regular environmental and energy audits for manufacturers to improve energy efficiencies and international competitiveness		JMEA, MSET, NEPA	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour
11	Promote the uptake of ISO 14000 and ISO 22000 standards		BSJ, JMEA	to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead
<b>Sector Strategy: Improve quality and relevance of training and accreditation at educational and training institutions by strengthening linkages to the manufacturing sector</b>				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #8, 9 and 13
12	Strengthen links between natural science faculties (UWI, UTECH, NCU) and business schools		JMEA, Tertiary level institutions	Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries
13	Develop and strengthen links with HEART Trust/NTA, NCTVET, MIND to certify training programmes		JMEA, HEART Trust/NTA, NCTVET, MIND	
<b>Sector Strategy: Climate proof the sector as well as encourage adoption of hazard mitigation and emergency management practices</b>				
14	Develop strategies that will promote or develop climate-smart manufacturing practices and products		MICAF	Integrate climate change measures into national policies, strategies and planning

### National Outcome Indicators and Targets – Manufacturing

The table below shows the national outcome indicator that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

<b>National Outcome # 12 – Internationally Competitive Industry Structures: Manufacturing</b>												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Percentage change in export earnings from manufacturers (rolling 3-year average)	26.3	-6.4	-0.8	-20.4	-14.7	-3.3			13	10	10	≥14

## National Outcome # 12 – Internationally Competitive

### Industry Structures: Mining and Quarrying

Vision 2030 Jamaica outlines a path for Jamaica to regain its competitiveness in the bauxite and alumina industry while taking greater advantage of its other mineral resources. This includes the development of value-added products based on limestone, the largest mineral resource possessed by the country. The Plan outlines a strategic approach to achieve the long-term vision of the sector. It focuses on, among other things, developing cost-efficient energy solutions for the bauxite and alumina industry and non-metallic minerals sub-sector; encouraging value-added production; rehabilitation of mined out lands and promoting greater compliance with environmental standards.

Over the 2015 – 2017 period, the sector recorded annual average growth of -2.1 per cent. Moreover, the industry's contribution to total goods and services production decreased from 2.2 per cent in 2015 to 2.0 per cent in 2017. The performance of the sector over the period highlights some of the issues and challenges which continue to hinder the development of the industry. Some of these include:

- Inadequate long-term planning to ensure availability of mineral resources within the context of competing land uses
- Inadequate levels of investment and growing inefficiency of its plants.
- High energy costs that reduce global competitiveness of our minerals industry
- Major environmental impacts including loss of biodiversity; reduction of forest cover; loss of habitats and watershed degradation
- Limited transport infrastructure for the sector including inadequate bulk-handling port and loading facilities to accommodate non-metallic minerals exports

MTF 2018 – 2021 outlines a package of strategic priorities designed to address the main issues and challenges impeding the long-term development of the industry. It also aims to build on the gains made over previous MTF periods. Over the MTF 2018 – 2021 period, focus will be given to:

- Ensure an appropriate policy and legislative framework for the long-term development of the minerals industry
- Long-term development of the minerals sector integrated into the overall land use planning and management objectives of the country
- Boost research and development capabilities of industry players and build institutional capacity
- Develop cost-efficient energy solutions for the metallic and non-metallic minerals sub-sectors
- Provision of competitive infrastructure and technology
- Promote development of diversified value-added non-metallic minerals products

## Alignment of National Outcome #12-Mining and Quarrying with the 2030 Agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #7: Ensure Access to Affordable, Reliable, Sustainable and Modern Energy for All**
- **Goal #8: Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all**
- **Goal #9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**
- **Goal #12: Ensure sustainable consumption and production patterns**
- **Goal #15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss**



## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12—Mining and Quarrying and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to meeting SDG Targets –under SDG Goals #7, 8, 9, 12 and 15
<b>Sector Strategy: Ensure an appropriate policy and legislative framework for the long-term development of the minerals industry</b>				
1	Promulgate the National Minerals Policy and Action Plan	The policy aims to improve competitiveness issues through increase private sector participation, especially of Jamaicans as well as increase transparency within the minerals sector.	MTM	By 2030, achieve the sustainable management and efficient use of natural resources
2	Review and amend the Mining Act.	This action supports, inter alia, the declaration by the	MTM, MGD, CPC, Attorney General,	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to meeting SDG Targets –under SDG Goals #7, 8, 9, 12 and 15
		government that no mining will be permitted in the cockpit country. This followed the establishment of Cockpit Country Boundaries (comprised of a Core, a Transition Zone and an Outer Boundary).	NEPA	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries  Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
3	Create an enabling environment (dynamic taxation/royalty model) for mineral valorization		MTM, MOFPS	
4	Develop and implement an enabling policy framework to diversify and expand value chain progression		MTM, MOFPS	
Sector Strategy: Long-term development of the minerals sector integrated into the overall land use planning and management objectives of the country				
5	Create a framework to increase the manufacture of lime, hydrated lime, cement, grout, thin-set, boulders for coastal protection, and slabs (commercial marble / recrystallized limestone) for cladding, flooring, furniture and other purposes		MTM, MQAJ, JBI, MGD	By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world
6	Establish zones (a zoning regime) for resource evaluation, exploration, allocation and protection (mapping and land acquisition)		MTM, MGD, JBI, MOFPS	
7	Establish a mineral land bank, including a financing		MTM, MGD, JBI, MOFPS	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to meeting SDG Targets –under SDG Goals #7, 8, 9, 12 and 15
	model			
Sector Strategy: Boost research and development capabilities of industry players and build institutional capacity				
8	Institute necessary minerals education programmes at the universities and other levels to provide professionals for the minerals sector	<ul style="list-style-type: none"><li>Develop tertiary-level training programmes in the Bayer process using the JBI pilot plant</li><li>Introduce applied electives on bauxite and limestone in tertiary geology curricula</li></ul>	MTM, MGD, JBI, Tertiary Institutions (UWI, UTech, NCU and Heart Trust/NTA)	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending
9	Build capacity and technical expertise in bauxite red mud mineral extraction (rare earth minerals) through a research and development programme		JBI, MTM, Nippon Light Metals from Japan	
10	Establish a National Minerals Institute		MTM	
11	Implement the Mined Lands Rehabilitation Policy, Strategy and Action Plan		MTM	
Sector Strategy: Develop cost-efficient energy solutions for the metallic and non-metallic minerals sub-sectors				
12	Use the annual productivity plan to drive a progressive reduction in the share of energy in the overall bauxite and alumina industry cost structure by increasing energy efficiency and promoting co-generation		MTM, JBI, Private Sector	By 2030, double the global rate of improvement in energy efficiency
13	Coordinate conversion of energy sources at bauxite/alumina plants with national decisions on diversification of fuel supply and underlying economics in energy markets		MTM, PCJ, JBI, Private Sector	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to meeting SDG Targets –under SDG Goals #7, 8, 9, 12 and 15
14	Promote retooling of non-metallic minerals operations to introduce energy-efficient equipment including variable speed motors		MTM, JBI, MQAJ	
15	Encourage more energy-efficient methods of drilling, blasting, loading, crushing and transport		MTM, MGD, MQAJ	
16	Construct an LNG-fire power plant at JAMALCO	It is anticipated that this initiative will result in a significant reduction in operation cost, as Energy/ Fuel accounted for the largest share of operation cost in the Alumina industry. Additional power will be utilized by the grid, providing efficient, baseload power.	Jamalco	
Sector Strategy: Provision of competitive infrastructure and technology				
17	Review and establish internal transportation routes to enhance the competitiveness of the minerals sector		MTM, PAJ	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
18	Ensure access to and development of port facilities for shipping of non-metallic minerals		MTM, PAJ	
Sector Strategy: Promote development of diversified value-added non-metallic minerals products				
19	Promote the Industrial, Metallic and Rare Earth Minerals Sector		MTM	
20	Undertaken study of Geotechnical Hazards and Mitigation of Negative Impacts	This action focuses on increasing understanding of Jamaica’s geo-hazard risks and availability of geo-hazard information.	MTM	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to meeting SDG Targets –under SDG Goals #7, 8, 9, 12 and 15

### National Outcome Indicators and Targets – Internationally Competitive Industry Structures: Mining and Quarrying

The table below shows the national outcome indicator that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome #12 – Internationally Competitive Industry Structures: Mining & Quarrying												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Percentage change in export earnings from the bauxite industry	14.65	14.27	4.48	-2.7	-17.6	22.2		2-4%			1%	

## National Outcome # 12 – Internationally Competitive Industry Structures: Construction

The construction sector has many linkages with other sectors in the domestic economy including tourism, housing, transport, urban and rural planning. These linkages are evident in the activities in the main components of the sector which include residential and non-residential construction, and construction of infrastructure and electrical and water installations. Vision 2030 Jamaica proposes the development of a dynamic and internationally competitive construction sector that supports economic development and growth that is environmentally sustainable, with the flexibility and creativity to adopt and adapt new construction technologies over time.

Over the 2015 – 2017 period, the sector recorded annual average growth of 0.8 per cent and contributed on average 6.9 per cent to total goods and services production. However, the percentage change in labour productivity of the sector, the main indicator for this sector under Vision 2030 Jamaica, declined for 2015 and 2016. Notably, the out-turn for 2016 of -13 per cent is the weakest performance since plan implementation commenced in 2009.

The sector continues to face several issues and challenges which MTF 2018 – 2021 seeks to address. These include:

- Low labour productivity
- 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
- High levels of informal activities
- Inadequate collaboration between local firms, particularly on major construction projects

MTF 2018 – 2021 outlines a package of priorities enhance the competitive of the sector and will be geared towards:

- Implementing the new Construction Industry Policy
- Establishing a governing framework for the construction industry
- Establishing a licencing and improved registration system for contractors and professionals in the construction industry

## Alignment of National Outcome #12 – Construction with the 2030 agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #8: Promote sustained, inclusive sustainable economic growth, full employment and decent work for all**
- **Goal #11: Make cities and human settlements inclusive, safe, resilient and sustainable**



## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12 – Construction and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets– under SDG Goals #8 and 11
<b>Sector Strategy: Finalize and promulgate the Construction Industry Policy</b>				
1	Implement the new Construction Industry Policy	The policy seeks to address a number of concerns in the industry, particularly those related to the safety and security of the construction environment; qualitative and environmental factors; the registration of professional enterprises involved in the industry; the refinement of Government's procurement rules; and the development of skill levels in the industry, with emphasis on training and certification.	MEGJC	<p>Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p> <p>Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and</p>

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets– under SDG Goals #8 and 11
				<p>labor-intensive sectors</p> <p>Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p> <p>By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p>
<b>Sector Strategy: Establish a licencing and improved registration system for contractors and professionals in the construction industry</b>				
2	Establish and strengthen		MEGJC, MLSS,	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets– under SDG Goals #8 and 11
	licencing authorities to enhance quality standards of the construction industry by: <ul style="list-style-type: none"> <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>		CIC, MOFP, IMAJ, Industry Associations, Professional Associations, HEART, PERB, ARB, Construction Enterprises, NCC	
<b>Sector Strategy: Establish a governing framework for the construction industry</b>				
3	Establish the Construction Industry Advisory Board with multi-stakeholder composition	This action is linked to the implementation of the Construction Industry Policy	MEGJC	

### National Outcome Indicators and Targets – Construction

The table below shows the national outcome indicator that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

<b>National Outcome # 12 – Internationally Competitive Industry Structures: Construction</b>												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Percentage change in labour productivity of Construction and Installation Sector	-0.26	1.36	6.0	-5.3	-13			3.00	3.00	3.00	3.00	3.00

## National Outcome # 12 – Internationally Competitive Industry Structures – Cultural and Creative Industries

Jamaica has made significant advancements in developing its creative economy and specifically its cultural and creative industries and entertainment sectors; and the country is globally renowned for its culture, music, talent and artistry. Vision 2030 Jamaica advances a multi-pronged, multi-dimensional approach to the development of the cultural and creative industries as an internationally competitive industry structure. Strategic focus is given to the strengthening of the legislative and policy framework, and systems and mechanisms for coordination of the sector for effective governance, increased formalization, and greater alignment with global standards. The development of systems for greater inclusion of cultural communities, key stakeholders and the wider citizenry as entrepreneurs involved in the global trade of cultural and creative goods and services is prioritized as a critical tenet of the infusion of the principle of inclusion. Also, prioritized is capacity building of the sector and its stakeholders to drive its sustainable development and establish an interconnected network of service providers and goods producers, which are innovative and market-driven entrepreneurs. These entrepreneurs should be equipped to effectively enter and find areas to dominate within global markets; promote Jamaica and attract visitors to its shores in support of the development and expansion of the tourism sector; and support the building of Jamaica's statue within the world heritage, creative cities and other global forums, networks and institutions towards building "Brand Jamaica". Medium Term Socio-Economic Policy Framework (MTF) 2018-2021 provides the strategic framework for the operationalization and implementation of these priorities, building on the successes gained under previous MTFs and utilizing evidence to address key gaps and bottlenecks towards the realization of a globally competitive cultural and creative industries sector within a thriving local creative economy.

### Alignment of National Outcome #12 – Cultural and Creative Industries with the 2030 Agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of SDGs 8, 9 and 11.



## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12 – Cultural and Creative Industries and advancing National Goal # 3 – The Jamaican Economy is Prosperous

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	Sector Strategy: Develop the Creative Economy and Create a Framework for a Coordinated and Structured Cultural and Creative Industries Sector			
1	Finalize and Implement the National Policy on Culture and Creative Economy of Jamaica 2017-2027	The Policy provides an integrated framework for the development of culture, cultural and creative industries and the creative economy.	MCGES	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries  Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
2	Develop and enact the Jamaica Creative Economy Act	The act will provide the legal framework for incentivizing the cultural and creative industries and entertainment sectors.	MCGES	
3	Fully establish and operationalize the National Cultural and Creative Industries Council (NCCIC) to support the development of cultural and creative industries	The NCCIC will operate as an arm of the Ministry of Culture, Gender, Entertainment and Sport (MCGES). It will have inter-sectoral representation and provide governance and institutional support to the sector.	MCGES	
4	Establish Creative Skills Council		MCGES	
5	Advance implementation of the National Registry of Entertainment and Creative Industry Practitioners	The Registry provides a record of registered creative practitioners, allowing for engagement in formal businesses processes and greater freedom of movement across borders in their capacity as practitioners	MCGES	
	Sector Strategy: Develop Mechanisms to Support Capacity Building and Business Development in the Cultural and Creative Industries			
6	Establish Culture and Creative Industries Fund		MCGES/NCCIC	Promote development-oriented policies that support productive activities, decent job creation,
7	Advocate for an equitable trade system to remove impediments to free movement experienced		MCGES	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	by entertainment practitioners			entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
8	Implement the Jamaica Creative 100 programme	This programme will include financial and other support to entrepreneurs in the creative sector to market, create and develop cultural products for the global market. Small business operators will be targeted with support provided for the short to medium term.	MCGES/NCCIC	
9	Support entrepreneurship in the culture and creative industries, in the communities around the Blue and John Crow Mountains World Heritage Site	This will include continued implementation of the Economic Opportunities Workshops initiative to include such communities as Accompong. The initiative comprises capacity building training and financial and other support to residents to equip them to capitalize on the economic opportunities associated with the World Heritage designation of the Blue and John Crow Mountains. The financial support has consisted of cash grants to support small business development.		Strengthen efforts to protect and safeguard the world's cultural and natural heritage
<b>Sector Strategy: Establish systems, structures, mechanisms and other arrangements for local and global marketing, promotion and distribution of Jamaica's cultural and creative products and services</b>				
10	Establish digital distribution and promotion platform for Jamaican music, video and fashion		MCGES/NCCIC	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
11	Establish Kingston Creative Media Village	This will support practitioners in promotion and market accessibility	MCGES/NCCIC	By 2030, devise and implement policies to

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
				promote sustainable tourism that creates jobs and promotes local culture and products
	<b>Sector Strategy: Strengthen data, statistical and monitoring and evaluation systems for Jamaica's cultural and creative industries</b>			
12	Establish a Culture and Creative Industries Satellite Account	This has been initiated by the MCGES and will serve to measure and make available statistics on the value of Jamaica's creative economy.	STATIN, MCGES	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending

## National Outcome Indicators and Targets – Internationally Competitive Industry Structures – Cultural and Creative Industries

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 12 – Internationally Competitive Industry Structures: Cultural and Creative Industries												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Growth Rate of Recreational, Cultural and Sporting Activities	1.59	-2.6	3.4	2.6	0.54	-	-	3.00	3.00	3.00	3.00 (prov.)	5.00

## National Outcome # 12 – Internationally Competitive Industry Sectors – Sport

Vision 2030 Jamaica demonstrates recognition of the economic growth potential of the sport industry and advances a strategic approach to its development that addresses key challenges and creates and capitalizes on opportunities for development of the sector. Owing to Jamaica's long standing and world-renowned performance in sport, and particularly athletics, Jamaica is a recognized giant among nations, embodying the Jamaican saying ***"wi likle but we tallawah"***. While Jamaica is most renowned for its performance in Track and Field, the country is also world renowned for its male and female cricketers; its male and female football teams; performance in netball with the "Sunshine Girls" consistently ranked among the best in the world; swimming; and excellent performances in badminton, table tennis, diving, chess, gymnastics, rugby, and racing, among others. Over the last two decades, a number of state and private led initiatives have placed Jamaica on the path towards the creation of a globally competitive sport industry which is inclusive and provides maximum economic benefits to Jamaicans and Jamaica's development.

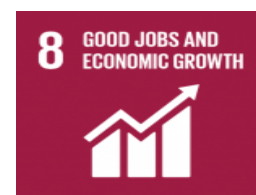
However, the nation's sport industry has received inadequate recognition for its potential to contribute to economic growth and national development. While the sport industry is developing, much work is needed for the sector to realize its full potential as a viable industry contributing not only to national growth but providing sustainable income earning opportunities for a range of persons involved in the sporting sector and/or who provide goods and services to the sector. Key challenges to be addressed include inadequate business management and entrepreneurial skills, inadequate capital for investment and insufficient data and statistics to inform evidence-based business practice and development of the industry.

MTF 2018-2021 prioritizes strengthening of governance and coordination in the sector; the creation of an enabling environment for expanded production of elite athletes in a wider range of sports; and increasing and enhancing the sustainability of earnings to industry players and the country, including the development of supporting industries. This is intended to facilitate entrepreneurship, innovation and global trade and promotion, including sports tourism – towards establishing Jamaica's sport industry as a globally competitive industry. These initiatives will be spearheaded by the Ministry of Culture, Gender, Entertainment and Sport (MCGES) with support from a range of government, private sector, civil society, international development and other partners.

## Alignment of National Outcome #12 - Sport with the 2030

### Agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of SDGs 3, 8 and 9.



### Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12 – Sport and advancing National Goal # 3 – Jamaicans are Empowered to Achieve their Fullest Potential

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
<b>Sector Strategy: Develop and package Sport as a national product for domestic and international trade</b>				
1	Advance implementation of the Sports for Economic Development Strategy	This forms part of efforts to develop the national sport industry, including sport tourism and services. The pillars of the strategy cover sport diplomacy, hosting major events, and investment in the industry and athletes. The government will work with national and international partners in advancing this initiative.	MCGES	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
2	Implement measures to establish Jamaica as a destination for International sport	This includes hosting international sporting events led by Jamaican and overseas interests. Jamaica has led the establishment of a number of locally hosted international meets and seeks to enhance the offerings and attract more local and international investments, competitors and spectators.	MCGES, Sporting Associations, Track Clubs and other partners	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through
3	Establish Jamaica as a leading international training base for athletes	There will be focus on increasing the number of promising and leading international athletes that choose Jamaica as a base for training. Also, capacity building of local institutions, human resource and facilities will be pursued in support of this initiative.	MCGES, GC Foster College, Sporting Associations, Track Clubs and other partners	
4	Establish a Sports Museum	This process has commenced and is expected to be substantially advanced or completed in the medium term. The	MCGES	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
		digitization of artefacts is to be pursued in the short term to create a virtual museum. This will serve as the museum until the construction, which will also be undertaken in the medium term, is completed. The Sports Museum is an important tenet of the Sports for Economic Development Strategy.		access to financial services
5	Establish a Sports Medicine Centre		MCGES, UWI	
<b>Sector Strategy: Create an enabling environment for the development of the sport industry</b>				
6	Conduct Strategic Review of the Sport Sector	This is intended to inform efforts towards improved governance of the sector; and inform planning through the identification of gaps and the opportunities for development of the sector.	MCGES	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol
7	Implement initiative to improve the national sport infrastructure and improve access	This will include retro-fitting and upgrading infrastructure to facilitate training and development. J\$128,608,000.00 has been allocated to the Sport Development Foundation (SDF) to upgrade facilities including the National Stadium and fields island wide.	MCGES	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
8	Support national sporting teams in accessing national facilities	Funding has been provided to the Independence Park Limited to facilitate access by national teams in areas such as netball, basketball and taekwondo. Also, venue support has been provided for the staging of tournaments and events	MCGES	
9	Expand bi-lateral and other agreements to build national capacity in sport	This encompasses developing the capacity of the GC Foster College, sporting organizations, clubs, athletes and other partners in the management of sport and the delivery of developmental services. It will include the continuation of the bi-lateral agreement between the Jamaican government and the People's Republic of China to implement a Jamaica/China Technical Coaching Project	MCGES	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
10	Strengthen the Anti-Doping in Sports Programmes	<p>Focus will be given to improved coordination of the programme.</p> <p>The programme aims to promote a drug-free environment and increase national awareness of doping through communication and education initiatives; advocacy; detection of doping through testing and investigations; and enforcement of the anti-doping rules in accordance with the standards stipulated by the international governing body, the World Anti-Doping Agency (WADA)</p>	MCGES, JADCO	support economic development and human well-being, with a focus on affordable and equitable access for all
<b>Sector Strategy: Strengthen systems and mechanisms for promoting the health and welfare of sportsmen and sportswomen</b>				
11	Advance implementation of the Jamaica Athletes Insurance Plan (JAIP)	<p>The JAIP provides group health, life and personal accident insurance coverage for persons 7-75 years who represent Jamaica at national and international sporting events. It is available to the members of the various sporting associations and participation in the scheme is voluntary. The JAIP is financed by the Sports Development Foundation (SDF), National Health Fund (NHF), Tourism Enhancement Fund (TEF) and the Culture, Health, Art, Sports and Education (CHASE) Fund.</p> <p>A Road Map for Sustainability of the JAIP will be completed in the period 2018-2021.</p>	SDF and NHF, TEF, CHASE	<p>Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all</p> <p>Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>

## National Outcome # 12 – Internationally Competitive Industry Structures: Information and Communications Technology

Vision 2030 Jamaica views the Information and Communications Technologies (ICT) sector as playing a central role in the transformation of Jamaica and on the path toward making the transition to becoming a developed country. ICTs have become engines for social and economic advancement globally and their appropriate utilization and advancement will improve the lives of all Jamaicans and the application of ICT in all sectors will lead to the achievement of rapid and sustained development.

The ICT sector within the context of Vision 2030 Jamaica is aligned with a number of National Outcomes, due to the role of the ICT sector as a productive sector in its own right, as well as an enabler of other sectors. In the national development plan, priorities related to the telecommunications network is included in National Outcome #9 under Strong Economic Infrastructure and the role of ICT in innovation and an enabler to advance to other sectors is captured under National Outcome #11 – A Technology-Enabled Society. Notwithstanding, the development of the ICT industry in its own right is important to achieve sustained global competitiveness driven by private sector investment enhance the productivity of the goods- and services-producing sectors. Additionally, ICT as an enabler of other sectors (ICT4D), is aligned with the following National Outcomes: National Outcome #2: World-Class Education and Training National Outcome #4: Authentic and Transformational Culture, National Outcome #5: Security and Safety National Outcome #6: Effective Governance, National Outcome #8: An Enabling Business Environment. Consequently the implementation of the ICT Sector Plan also will contribute to the achievement of these National Goals and National Outcomes

IN effect, Vision 2030 Jamaica will advance the creation of a favourable business environment and supporting framework for ICT investments and operations; develop ICT-focused business parks and financing mechanisms; encourage greater use and application of ICT by Government and private enterprises, including with a focus on MSMEs; and increase the capacity to gather and apply information on the ICT industry to plan for its development and measure its contribution to the national economy. This in turn will lead to the achievement of the national ICT vision of a *“A globally competitive ICT sector that is widely accessible and makes the greatest possible contribution to the social and economic development of Jamaica”*

The package of priority strategies and actions to be pursued under MTF 2018– 2021 will focus on, among other things, the following areas:

- Creating the necessary frameworks to effectively adoption and use of open source platforms and software



- Retrofitting community access points with renewable energy towards improving efficiencies and reducing costs of access to the internet within communities whilst at the same time increasing the number of persons with access to the internet

### Alignment of National Outcome #12– Services with the 2030 agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #4: Ensure inclusive and equitable quality education and promote lifelong learning for all**
- **Goal #9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**
- **Goal #17: Strengthen the means of implementation and revitalize the global partnership for sustainable development**



### Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12, and with specific emphasis on the tourism sector and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
<b>Sector Strategy: Create an appropriate policy and regulatory environment conducive to investments in ICT and network development</b>				
1	Promulgate the ICT Bill	This Bill will establish a modern legislative environment and create a Single ICT Regulator. It will repeal the 17-year-old Telecommunications Act. This single regulator will combine the functions of the Spectrum Management Authority, with the relevant divisions of the OUR and the Broadcasting Commission, into a single regulatory body that will advance a more agile and responsive regulatory environment in keeping with the demands of future technology needs.	MSET	
2	Promulgate the Data Protection Bill		MSET	
3	Complete the ICT		MSET	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	Governance Handbook, the Policy, Standards & Guidelines Manual & the Government-wide Training Plan and Catalogue.			
4	Establish the Government of Jamaica ICT Authority	This new entity is expected to optimize government’s investments in ICT, transform ICT service delivery within the GOJ; and improve the ease of doing business	MSET	
Sector Strategy: Promote greater use of Free and Open Source Software (FOSS)				
5	Facilitate the adoption and use of open source platforms and software	<p>The Government of Jamaica will pursue greater use of Open Source Software as part of its thrust to transform ICT within government while at the same time reducing the attendant costs associated with the use of proprietary software.</p> <p>A technical working group to comprise the Office of the CIO, eGov and the Ministry of Science Energy and Technology will develop and implement an action plan for the adoption and migration of Government Platforms to Open Source Software</p>	E-Gov Jamaica	
Sector Strategy: Expand the deployment of Community Access Points (CAPs) and community multimedia centres within publicly accessible spaces				
6	Increasing CAP and retrofit CAPs with renewable energy		USF	
7	Increasing public WIFI through methods such as public transportation systems and in national parks	JUTC buses in the Corporate area will be fully equipped with freely accessible Wi-Fi. Emancipation Park – We will also be rolling out Public Wi-Fi in Emancipation Park.	USF	
8	Create the New Kingston Smart City Thoroughfare	The New Kingston Area is set to become Jamaica’s first Smart City. This will be achieved by utilizing a combined Proof of Concept effort between the JPS, NWA, MSET in conjunction with Private Sector Partners. Work has already begun by JPS to implement a Smarter Grid and intelligent lighting in that space. The next phase will involve blanketing the entire Knutsford Boulevard corridor, from Oxford Road to Trafalgar Road with intelligent Wi-Fi	MSET	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	Development of an intelligent WIFI platform	This is an intelligent corridor where persons can safely use their devices to connect to high speed internet free of cost	MSET	
<b>Sector Strategy: Proliferate and promote the delivery of first class easily accessible and secure e-government services</b>				
9	Launch and start-up of Gov-Net		E-Gov Jamaica	
10	Roll-out of phases II and III of the GOJ portal (See National Outcome #6 – Effective Governance	The portal is a central place to perform online transactions with the government, find information on how and where to access government's services and receive feedback to queries. Among the services available are tax and traffic fine payments, as well as queries; motor-vehicle registration; bill payments; and applications for passport, birth, death and marriage certificates and driver's licences. The website also facilitates charitable donations through the National Education Trust (NET); applications for import and export permits and licences; and access to forms and links for doing business and investing in Jamaica.	E-Gov Jamaica	
<b>Sector Strategy: Integrate ICT in the administration of justice and law enforcement</b>				
11	Establish the Caribbean's first Cyber Academy	This will be undertaken through an MOU between GoJ and Israel Aerospace Industries – ELTA. This academy will build a professional & skilled cyber workforce by providing training, practical experience and most importantly certification in the areas of Cyber security, Cyber defense and Cyber intelligence. The academy will be designed as a center of excellence in the region making Jamaica the regional leader in Cyber Security and Cyber Defense.	MSET	
<b>Sector Strategy: Develop education and skills capacity to support research and innovation in ICT</b>				
12	Expand the Technology Advancement Programmeme (TAP 1000)	Under this programme, over 1,000 unattached youth aged 18-35 from across the island are trained and employed annually in the areas of ICT, digitization and data collection	USF	
<b>Sector Strategy: Establish full integration of ICT into the teaching and learning processes at all levels</b>				
13	Full rollout of the Tablets in Schools Project			

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
<b>Sector Strategy: Develop Jamaica's outsourcing industry</b>				
14	Continue implementation of the National Strategy for Development of Jamaica's Outsourcing Industry	Activities completed include: the establishment of an IT-BPO Task Force and the National BPO coordinator to drive, oversee implementation, and update the development work plan for the BPO industry	MGGJC	
15	Design and Construct has 750,000 square feet of BPO space	Among this would be the Naggo Head Technology Park. The Naggo Head Technology Park will be the first of its kind in the English-speaking Caribbean and will house a diverse group of BPO companies supported by critical support services such as rooms and boarding, a day care centre, gymnasium, restaurant, internet cafes, homework centre, retail outlets, among other facilities	FCJ	

## National Outcome Indicators and Targets – Internationally Competitive Industry Structures: ICT

The table below shows the national outcome indicator that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

<b>National Outcome # 12 – Internationally Competitive Industry Structures: ICT</b>												
National Outcome Indicators	Baseline	Actual						Targets				
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
ICT Development Index	60	84		105	96	98				60	60	
Networked Readiness Index	46	66	86	82	83					46	46	

## National Outcome # 12 – Internationally Competitive Industry Structures: Services

The services industry continues to be the main growth driver of the Jamaican economy and remains the largest contributor to Jamaica's GDP. Under Vision 2030 Jamaica – National Development Plan, finance and insurance services; real estate, renting and business activities; and wholesale and retail trade, including repair and installation of machinery are treated collectively as 'Services'. Other services industries such as ICT, tourism, sport, and cultural and creative industries are treated in their own right under separate chapters of Vision 2030 Jamaica – National Development Plan and successive MTFs.

Under Vision 2030 Jamaica, the country will pursue the development of high quality, knowledge-based financial, business, and distribution services that are able to evolve and expand to achieve and maintain global competitiveness. The Plan proposes a strategic approach which seeks to address the problems which have hindered each area—Financial, Business and Distribution—while simultaneously pursuing initiatives to develop the sector to become internationally competitive.

Several critical issues have been identified as negatively impacting the sector and which must be addressed over the medium-term to ensure the sector is able to achieve and maintain global competitiveness. These include: the need for innovation in financial products design and service delivery; inadequate levels of financial literacy and inclusion of economic actors; improving the transport infrastructure and network for distribution services and distributive trades; and poor customer service, particularly in the retail trade.

The package of priority strategies and actions to be pursued under MTF 2018– 2021 will focus on, among other things, the following areas:

- Diversifying the range of financial institutions and products
- Improving the operation of the financial sector through greater inclusion, education and protection of economic actors
- Strengthening the production and marketing of key services sectors
- Reducing the transactions cost associated with inadequate information flows in the real estate sector
- Improving the customer service culture

### Alignment of National Outcome #12– Services with the 2030 agenda and the SDGs

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goal:

- **Goal #8: Promote sustained, inclusive sustainable economic growth, full employment and decent work for all**

Activities to be pursued under MTF 2018 – 2021 are aligned to the following indicators under SDG#8:

- Annual growth rate of real GDP per capita
- Annual growth rate of real GDP per employed person
- Number of commercial bank branches and automated teller machines (ATMs) per 100,000 adults
- Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider



### Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12 – Services and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets– under SDG Goal #8
<b>Sector Strategy: Improve the operation of the financial sector through greater inclusion, education and protection of economic actors</b>				
1	Implement the Action Plans of the National Financial Inclusion Strategy		Member Organizations of the National Council, Steering Committee and Financial Inclusion Working Groups	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
2	Strengthen depositor protection and investor compensation. This includes: <ul style="list-style-type: none"> <li>• Drafting and Passage and of the Credit Unions (Special Provisions) Bill</li> <li>• Amendments to the Cooperative Societies Act</li> <li>• Update the Proposal for the Establishment of Compensation Schemes for non-DTIs</li> </ul>	The enacting of legislation as well as the amendments to Cooperative Societies Act seek to facilitate the supervision of credit unions by the BOJ	JDIC, BOJ, FSC	
3	Design and commence the execution of a robust financial literacy campaign including the delivery of financial education programmes for youth in schools		CAC, Bankers Association, MOEYI	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets– under SDG Goal #8
4	Develop the policy framework to encourage fair competition through reduction in barriers to entry to the industry, especially in commercial banking		FTC, FSC, BOJ	
<b>Sector Strategy: Diversify the range of financial institutions and products</b>				
5	Advance the Jamaica International Financial Services Authority (JIFSA) programme to establish Jamaica as a centre for international financial services	This will be done by: <ul style="list-style-type: none"> <li>• completing enactment of requisite pieces of legislation</li> <li>• implementing and sustaining a rigorous marketing plan</li> </ul>	JIFSA	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
<b>Sector Strategy: Minimize uncertainties in the distributive trade through improved collaboration among data collecting agencies</b>				
6	Engage largescale distributors towards development of data collection system		CAC, STATIN, Jamaica Customs	
<b>Sector Strategy: Diversify the transport infrastructure network for the distributive trades</b>				
7	Expand the range of transportation services available to the distributive trades to include marine transportation		MTM, MEGJC, PAJ	
<b>Sector Strategy: Collaborate with providers in development of advanced ICT networks and applications for services</b>				
8	Improve the security and usage on electronic/e-commerce transactions <ul style="list-style-type: none"> <li>• Develop a position paper on the usage of electronic/e-commerce transactions</li> </ul>		MICAF, JBA, JCC	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
<b>Sector Strategy: Strengthen the business environment for provision of services through improvements in the customer service culture</b>				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets– under SDG Goal #8
9	Enhance the capacity of the Jamaica Customer Service Association (JCSA) to implement an island-wide campaign to improve customer service		JCSA	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
10	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		JCSA, CAC, JCSI	
Sector Strategy: Strengthen production and marketing of key service sectors				
11	Develop a National Service Policy		MICAF	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries



## National Outcome Indicators and Targets – Internationally Competitive Industry Structures: Services

The table below shows the national outcome indicator that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 12 – Internationally Competitive Industry Structures: Services											
National Outcome Indicators	Baseline	Actual						Targets			
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2030
Growth Rate of Services (Finance and Insurance Services and Real Estate, Renting and Business Activities) (%)	4.12	-2.21	0.48	0.85	0.9	0.8		2.25	≥2.25	≥2.25 (prov)	≥4.02

## National Outcome # 12 – Internationally Competitive Industry Structures: Tourism

The tourism sector continues to develop and implement strategies and actions towards meeting its vision of “an inclusive, world-class, distinctly Jamaican tourism industry that is a major contributor to socio-economic and cultural development, with a well-educated, highly skilled and motivated workforce at all levels within a safe, secure and sustainably-managed environment”. Under Vision 2030 Jamaica the country is expected to widen the participation in the tourism industry by local stakeholders; improve training and working conditions at all levels; promote investment and economic linkages; diversify our tourism product, source markets and market segments; improve standards and levels of customer service; increase the value earned and retained from each tourist; increase the use of Jamaican inputs and culture in all areas of the industry; and strengthen the integration of tourism development with sustainable land use planning and environmental management.

The sector continues to play a central role in national development by contributing to income generation, job creation and foreign exchange earnings. In the last 10 years, the tourism sector has expanded by approximately 36 per cent over the last ten years. The sector directly employs over 100,000 Jamaicans, while generating indirect jobs for another 250,000 Jamaicans (or one in every four Jamaicans) in linked sectors such as agriculture, the creative and cultural industries, manufacturing, transportation, finance and insurance, electricity, water, construction and other services. The direct contribution of tourism to GDP is estimated at 8.4 per cent while total contribution is estimated at a 27.2 per cent of GDP. Tourism is also the single most important generator of foreign exchange for the Jamaican economy.

Under Vision 2030 Jamaica, all the targets used for monitoring the tourism industry were positive for the 2015 – 2018 MTF period with the indicators percentage change in foreign exchange earnings and % change in the number of persons employed in the accommodations sector exceeding the 2018 target. Tourism arrivals, both stop-over and cruise continued on an upward trend as well. This increase in visitor arrivals was due primarily to increased airlift from two of the country’s major source markets – Europe and the United States as well as increased airlift from one of the emerging markets destinations - South America.

MTF 2018 - 2021 outlines a package of priorities enhance the competitive of the sector and will be geared towards:

- Developing diversified geographic resource markets
- Supporting and facilitating the development of a variety of accommodations
- Continuing to enhance the visitor experience through product development
- Deepening linkages between the tourism sector and other sectors such as agriculture, manufacturing and the cultural and creative industries)

- Strengthening the legislative and regulatory framework to protect workers' health, safety and other rights
- Ensuring that activities in the tourism sector are environmentally sustainable and that the sector implements strategies and actions that reduce the effects of a changing climate.

### **Alignment of National Outcome #13 with the 2030 Agenda and the SDGs**

By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal #8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**
- **Goal #11: Make cities and human settlements inclusive, safe, resilient and sustainable**
- **Goal #12: Ensure sustainable consumption and production patterns**
- **Goal # 13: Take urgent action to combat climate change and its impacts**



## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #12, and with specific emphasis on the tourism sector and advancing National Goal # 3 – Jamaica has a Prosperous Economy.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
<b>Sector Strategy: Ensure that the policy and legislative framework supports the competitiveness thrust of the sector</b>				
1	Prepare updated Tourism Strategy and Master Plan	This strategy and master plan will guide the long term development of the tourism sector. It also will include sustainability components.	MOT	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products  Develop and implement tools to monitor sustainable tourism impacts for sustainable tourism that creates jobs and promotes local culture and products
2	Amend Travel Agency Act		MOT	
3	Develop Multi-destination tourism concept	This is as a way of capitalizing on opportunities to share from larger tourism markets such as Mexico and Dominica Republic – though “sharing of tourist days”. Jamaica has already established an MOU with Mexico, Dominica Republic and Cuba to facilitate this	MOT	
4	Restructuring of the Tourism Enhancement Fund (TEF)	This restructuring will facilitate the development of new and innovative projects and attractions across the island. This restructuring is linked to the Shovel Ready programme as well.	MOT	
<b>Sector Strategy: Develop new tourism market segments and advance gains in the development of new market segments</b>				
5	Implement community tourism programme	Some activities will include the development of a community tourism tool kit in collaboration with JSIF; development of community tourism turnkey projects as well as the establishment of a community tourism portal. This programme is designed to support communities and community-based enterprises to participate in and benefit from tourism. It also aims to support diversification of the overall tourism product	TPDCO	Develop and implement tools to monitor sustainable tourism impacts for sustainable tourism that creates jobs and promotes local culture and products
6	Implement tourism component of South Coast Sustainable		TPDCO/TEF	Strengthen efforts to protect and safeguard

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
	Development Plan			the world’s cultural and natural heritage
7	Enhance the promotion of heritage-based tourism	This will be done through the continued focus on the development and preservation of the country's major heritage assets: Priority areas Port Royal, Seville, Spanish Town and Falmouth	JTB	
8	Establish Artisan Villages and gastronomic experiences	These will form part of Heritage Tourism initiatives	TPDCO/TEF	
9	Develop sports tourism strategy and implementation plan		MCGES	
10	Finalize and promulgate the health and wellness tourism policy		JAMPRO	
11	Develop fully integrated website with an integrated digital platform	This new website, underpinned by a social media-integrated digital platform will provide global access to the destination	JTB	
Sector Strategy: Develop diversified geographic source markets				
12	Increase marketing programmes to specific countries in South America and Continental and Eastern Europe and other the emerging markets	Diversified geographic source markets to be established/increased in Continental Europe and eastern Europe, Central and South America as well with specific focus on Chile, Peru, Equador and Columbia.	JAMVAC /JTB	
Sector Strategy: Support and facilitate the development of a variety of accommodations/ Establish a supporting environment for the development of various types of attractions				
13	Promulgate Timeshare Regulations	Timeshare Vacation Act which was passed in Parliament in 2014 serves two purposes – it gives legal recognition to timeshare vacation schemes in the form of right-to-use agreements which are timeshare contracts and deeds issued in respect thereof and regulates the marketing, promotion and provision of timeshare accommodation	MOT	
14	Implement the “Shovel Ready Programme”	This programme is designed to ensure that potential tourism properties are identified across the island which could be packaged and presented to investors to make it easier for them to	TEF	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
		invest in hotel development.		
15	Develop Air BnB host association		JTB/TPDCO	
16	Develop framework for the implementation of bed and breakfast accommodations		JTB	
Sector Strategy: Enhance the visitor experience through product development				
17	Continue Resort town upgrading programme	Towns to include Montego Bay, Port Antonio, Falmouth, Lucea, Black River Ocho Rios and Negril	TPDCo/TEF	Strengthen efforts to protect and safeguard the world’s cultural and natural heritage
18	Finalize and promulgate national craft policy and establish the Craft Authority		MICAF	
19	Continue Implementation of the Beach Park Programme and upgrade 10 beaches in resort towns	4 beaches have already been rehabilitated under this programme	TPDCO	
20	Develop framework for the anti-harassment initiatives and social inclusion		TPDCO	
Sector Strategy: Sustain the framework for deeper linkages between tourism and other sectors (e.g. agriculture, manufacturing, entertainment etc.)				
21	Strengthen the linkages network and facilitate business arrangements between tourism sector and other key sectors such as local agricultural and manufacturing sectors	The various networks in this programme also will include: sports and Entertainment; knowledge; health and wellness, shopping and gastronomy	TEF	Develop and implement tools to monitor sustainable tourism impacts for sustainable tourism that creates jobs and promotes local culture and products
Sector Strategy: Strengthen the legislative and regulatory framework for protect workers’ health, safety, remuneration and rights				
22	Establish pension scheme for tourism workers	Draft Bill has been prepared and sensitization of the scheme was done.  The pension scheme is expected to increase the direct benefits to workers in the industry. Prior to now, there has been no available pension scheme for tourism workers. Currently, of the 36,000 workers in the industry, approximately 30,240 or 84% could	MOT /TEF	Protect labour rights and promote safe and secure working environments for all workers

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
		retire without a pension plan. The implementation of the pension scheme also would allow for increasing awareness of the importance of pensions and retirement plans amongst tourism workers.		By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
23	Develop a framework for support the housing solutions for tourism workers in resort towns	This framework also will address the provision of basic infrastructure for informal settlements in which a number of tourism workers currently reside.	MOT /TEF	
Sector Strategy: Ensure that activities of the tourism sector support the country’s environmental sustainability goals				
24	Implement components of the South Coast Sustainable Development Plan		TPDCo	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
Sector Strategy: Reduce the vulnerability of the tourism sector to natural hazards and a changing climate				
25	Establish Global Resilience and Crisis Management Centre at UWI	This centre is being designed to assist tourism destinations with preparedness, management and recovery from disruptions and/or crises that threaten economies and livelihoods globally with real time data and effective communication.	MOT	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
26	Develop the Climate Change Sector Strategy for Tourism		MOT in collaboration with CCD	

## National Outcome Indicators and Targets – Tourism

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 12 – Internationally Competitive Industry Structures: Tourism												
National Outcome Indicators	Baseline	Actual							Targets			
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Percentage change in foreign exchange earnings from tourism	2.11		4.4	7.0	6.2	11.2		≥3.98	≥3.98	≥5.0	≥5.0	≥4.1
Percentage change in visitor arrivals (stopover)	1.3		4.6	2.1	2.8	7.9		3.0	2.8	4.5	5.0	4.0
Percentage change in visitor arrivals (cruise)	-11.8		12.5	10.2	5.5	16.2		2.5	4.6	5.0	5.5	6.0
Percentage change in the number of persons employed in the accommodations sector	3.7		1.9	7.8	19.7			0.8	3.9	3.0	3.0	3.0



## National Outcome # 13 – Sustainable Management and Use of Environmental and Natural Resources

Vision 2030 Jamaica continues to postulate the need for a strong relationship between environmental sustainability and economic growth and stresses that pitting economic growth against environmental sustainability is a false dichotomy. Jamaica's economic development and livelihoods and patterns of settlement have been closely tied to the natural resource base of the island. Natural resources of the land, air and water must be viewed as capital, providing essential services for economic and social development. The functions of a healthy environment such as nutrient cycling, flood control, climate control, soil productivity, forest health, pollination, waste assimilation and natural pest control underpin economic development and sustain human health. A healthy, natural environment is therefore key for sustainable development and human survival.

The Plan therefore recognizes the role that environmental sustainability must play in advancing Jamaica's economic growth prospects and in achieving developed country status. This notion is further supported by Agenda 2030 Sustainable Development Goals which articulates the central role the environment and natural resources to the achievement of all the other sustainable development goals (SDGs).

Vision 2030 Jamaica is built on the notion that the rules for Government, business, investors, and consumers will have to be rewritten to ensure that environmental considerations become integral factors in socio-economic decision-making, thereby moving us into realm of the blue, green and circular economies, would undoubtedly lead us to the changes and the results we want - eliminating poverty, high levels of economic growth, social inclusion among others as well as leading us onto the pathway to development where we 'leave no one behind'.

The many complexities and unique features of the Jamaican environment require a focus on strategies that can be utilized to ensure that the country's developmental objectives are compatible with the natural environment and in keeping with the tenets of sustainable development. In recognition of the importance of the aforementioned, many of government's sectoral policies over the past fifteen years, have reflected the importance of sustainability and seek to take into account social, environmental and economic factors.

Although Jamaica has made substantial improvements in environmental management, many challenges still remain and need to be addressed. Recent evaluations of the state of the environment indicate that there is a number of worrying trends. Among these are: deteriorating air and water quality, poor management of wastes, loss of biodiversity, and watershed degradation among others. There also is an urgent need to increase awareness of environmental stewardship practices amongst the population as a means of ensuring greater engagement by the society in more sustainable consumption and production practices.

MTF 2018 - 2021 outlines a package of priorities designed to improve the state of the natural environment, thereby contributing to reduced vulnerabilities and advancing socio-economic development:

- Promoting sustainable consumption and production practices
- Advancing the blue, green and circular economies
- Placing greater emphasis on ecosystems management
- Strengthening of the overall policy, legislative and institutional framework for environmental management
- Reversing loss of environmental resources through restoration initiatives
- Creating a dynamic and responsive regulatory environment
- Improving the governance structures for waste management
- Developing frameworks to address unregulated sources of pollution
- Increasing public awareness and education on environmental issues
- Increasing environmental awareness of the linkages between the environment sustainable prosperity and the role and responsibilities of all in society
- 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
- Improving the financing mechanisms for biodiversity and ecosystem management

### **National Strategies 2018 – 2021**

The following national strategies will be pursued over the next 3 years:

- Integrate Environmental Issues in Economic and Social Decision-Making Policies and Processes
- Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management
- Develop Efficient and Effective Governance Structures for Environmental Management
- Manage all Forms of Waste Effectively

#### *Integrate Environmental Issues in Economic and Social Decision-Making Policies and Processes*

Under this national strategy, emphasis will be placed on ensuring that the necessary integration of environmental issues in economic and social decision- making policies and processes is supported by: an institutional framework to facilitate this integrated approach; effective communication between the environmental practitioners and economic policymakers to enable meaningful policymaking; implementation of best management practices for air, forests, ground and surface water, land, soil and mineral resources. Emphasis also will be placed on strengthening, updating and/or developing and implementing the necessary environmental and planning legislation to support environmental sustainability.

#### *Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management*

Ecosystem-based management approaches influence decision-making to support conservation and is an integrated approach to natural resource management that considers the entire ecosystem, including humans, and has the goal of maintaining an ecosystem in a healthy, productive and resilient condition so that it can provide the services humans want and need. Jamaica's current environmental legislation provides a basic framework for the conservation and sustainable use of biodiversity, although much of the country's development goals depend on ecosystem services and many of these services remain in decline.

Vision 2030 Jamaica recognizes that our development goals depend on ecosystem goods and services as well as biodiversity and assigns an array of programmes for biodiversity conservation and ecosystems management. This is expected to involve activities both on land and in the marine environment with the latter focusing on ensuring that the country takes stock of its assets in the blue economy.

#### *Develop Efficient and Effective Governance Structures for Environmental Management*

Vision 2030 Jamaica recognizes the need for an efficient, effective and accountable governance framework for developing and improving the capacity of environmental leadership of public and non-state institutions. Through this framework we will: promote environmental stewardship; foster participation and the acceptance of sharing responsibility for protecting the environment; develop an effective system for environmental monitoring and compliance; and develop an effective planning and regulatory framework for environmental planning that ensures sustainability.

#### *Manage all Forms of Waste Effectively*

The effective management of waste remains a challenge for Jamaica. We currently generate approximately 1 kg of solid waste per person per day, and this is projected to increase to 1.5 kg per person per day by 2030 due to population increase, changes in consumption patterns, technological changes and modernization of the economy. The characterization of the waste stream indicates that close to 20 per cent of the waste is inorganic, consisting of plastics, glass and other non-biodegradable materials. There is therefore a huge potential to establish industries that focus on recycling and composting towards creating an overall "waste as a resource" industry.

These national strategies and the activities to be pursued over the period 2018 – 2021 are designed to advance the vision of *"a society work together to adopt and promote measures that will help develop a sustainable society, achieve and enhance a healthy natural environment in harmony with the social and economic aspirations of Jamaica"*. This vision is based on a series of assumptions including:

- Increased environmental awareness
- Effective regulatory framework for the natural environment which binds government and people
- Data driven decision making with meaningful public participation

- Development that takes place within the carrying capacity of natural resource constraints
- Informed committed leadership who are all champions for the environment
- Constitutional and legislative reform – right to a healthy environment, citizens right to appeal
- Preservation and renewal of ecological capital

### Alignment of National Outcome #13 with the 2030 Agenda and the SDGs



By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal # 6: Ensure availability and sustainable management of water and sanitation for all**
- **Goal #12: Ensure sustainable consumption and production patterns**
- **Goal # 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development**
- **Goal #15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss**

### Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #13 and advancing National Goal # 4 – Jamaica has a Healthy Natural Environment.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
<b>National Strategy 13-1 Integrate Environmental Issues in Economic and Social Decision-Making, Processes and Policies</b>				
<b>Sector Strategy: Create frameworks that will enable the integrated management and sustainable use of Jamaica's natural resources</b>				
1	Prepare National Environmental Policy		MEGJC	By 2020, ensure the conservation,

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
2	Prepare State of the Environment Report 2015 – 2018/19		NEPA	<p>restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services</p> <p>By 2020 sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including strengthening their resilience</p> <p>By 2030, achieve the sustainable management and efficient use of natural resources</p>

**Sector Strategy: Implement best management practices for air, forests, ground and surface water, land, soils, marine resources and minerals resources consumption**

3	Develop a co-management agreement for the protection of Goat Islands, as an integral component of the Portland Bight Protected Area	The objective of this agreement is to provide a refuge for Jamaica's flora and fauna including the critically endangered Jamaican Iguana as well as the vulnerable Jamaican Coney and Jamaican Boa. Some activities to be undertaken include: the removal and control of threats, restoration of the habitat and re-introduction or introduction of endemic, endangered and threatened species.	NEPA in collaboration with UDC	<p>By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services</p> <p>By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and substantially increase afforestation and</p>
4	Develop the national land policy		MEGJC	
5	Develop and promulgate the Beach Access and Management Policy		MEGJC	
6	Pilot environmental accounting exercise in the Cockpit Country		UDC in collaboration with NEPA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
7	Develop and implement a national Reforestation Programme	This programme will provide overall direction and strategy for reforestation efforts on forest estates and will include database and M&E framework		restoration globally
8	Promulgate the National Beach Sand Policy		MEGJC	By 2030, combat diversification, restore degraded land and soil, included land affected by desertification, drought and flood
9	Design and implement a Geographic Information Based Decision Support System for integrating watershed management into the Yallahs River and Hope River Watershed Management Unit		NEPA	By 2020 sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including strengthening their resilience
10	Implement an electronic land titling system		NLA	By 2030, achieve the sustainable management and efficient use of natural resources
11	Establish fish sanctuary in the Kingston Harbour		UWI Marine Lab	
<b>Sector Strategy: Update, strengthen and implement relevant environmental legislation</b>				
12	Prepare drafting instructions for the amendment of the Wildlife Protection Act		NEPA in collaboration with CPC	By 2020 sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including strengthening their resilience
13	Amend Forest Act		Forestry Department in collaboration with CPC	
14	Promulgation of the Fisheries Industry Act	This new Act addresses issues such as updating the definitions of fisheries activities.	MICAF	By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
				<p>substantially increase afforestation and restoration globally</p> <p>By 2030, achieve the sustainable management and efficient use of natural resources</p>
<b>Sector Strategy: Promote the use of new, clean technologies for all economic activities (tourism, manufacturing etc.)</b>				
15	Promulgate National Environmental Management System (EMS) Policy	The Policy will support the implementation of EMS within the public and private sectors and will be designed towards improving the environmental management practices of organizations as well as enhancing economic efficiencies within organizations	MEGJC	<p>Implement the 10-year framework of programmes on sustainable consumption and production</p> <p>Encourage companies to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>
16	Prepare national sustainable consumption and production policy		MEGJC	<p>By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>
<b>National Strategy 13-2: Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management</b>				
<b>Sector Strategy: Adopt an ecosystems management approach</b>				
17	Declare Cockpit Country a protected area	The area will be declared once the verification of the boundaries of the protected area are identified. This will	MEGJC	By 2030, achieve the sustainable management and

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
		be done by undertaken a ground trothing exercise.		efficient use of natural resources
18	Designate Black River Landscape, St. Elizabeth as well as Pedro Cays and surrounding waters as protected areas.	The designation of these two proposed protected areas under the Natural Resources Conservation Authority Act will contribute to national, regional and international commitments to increase the number and coverage of marine, terrestrial and inland water protected areas.	NEPA	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services
19	Prepare Cockpit Country Management Plan		NEPA	
20	Finalize the marine spatial plan for Pedro Bank and Cays		NEPA	
21	Implement the Pedro Cays Management Plan	C-CAM to manage overall project – oversight by NEPA and NSWMA	C-CAM	
22	Update the national watersheds management policy		NEPA	By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies
23	Implement the Integrated Management of the Yallahs and Hope River Watershed Management Areas project	The main outcome of this project is to improve the conservation and management of biodiversity and the provision of ecosystem services in the Yallahs River and Hope River Water Management Units (WMU). This is intended to contribute to the reduction of the pressures and threats to the natural resources in the targeted WMUs, by increasing the practice of Sustainable Land Management (SLM), and, thereby, resulting in the improved management of biological diversity and enhanced flow of ecosystem services that sustain local livelihoods.	NEPA	
24	Develop National Mangrove Management Plan		Forestry Department	By 2030, increase the economic benefits from the sustainable use of marine resources, including through sustainable
25	Develop and implement a Payment for Environmental Services System (PES)	This system is expected to provide financial resources to continue financing conservation activities within critical watersheds.	NEPA	
26	Undertake assessments and economic valuation of coastal	This assessment will form part of the national adaptation and response	NEPA	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
	protection services provided by mangroves	strategy to support ongoing activities aimed at building the resilience of the country’s coastal ecosystems		management of fisheries, aquaculture and tourism
27	Undertake an assessment of the 26 watershed management units		NEPA	By 2020, protect and restore water-related ecosystems, including mountains, forests, wildlife, rivers
28	Explore species diversification and undertake research in spawning, biomass, etc. for commercial and export purposes in the fisheries sector - for pelagic fishing, Basa, sea cucumbers and glass eels	Sea cucumbers are in high demand by Asian countries for medicinal purposes. This project will be undertaken through a public private partnership (PPP)	Fisheries Division	
29	Implement the Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States		NEPA in collaboration with UN Environment	
Sector Strategy: Promote the sustainable management and use of water resources				
30	Promulgate the water sector policy and action plan	This policy proposes that by 2030 all Jamaican’s will have universal access to potable water. It also proposes to have a much more integrated approach to water resource management as well as the impact of climate change on the country’s water resources.	MEGJC	By 2030, achieve the sustainable management and efficient use of natural resources
31	Finalize and promulgate the National Policy on Sustainable Financing for Wastewater Management		NEPA	By 2030, achieve universal and equitable access to safe and affordable drinking water for all
32	Finalize the Jamaica Water Resources Master Plan		WRA	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
33	Undertake the Hermitage Dam Rehabilitation Study			By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
				chemicals and materials, halving the proportion of untreated wastewater  By 2030, achieve access to adequate and equitable sanitation and hygiene for all

**Sector Strategy: Reverse loss of environmental resources through restoration initiatives**

34	Implement coral reef restoration programme in Palisadoes/Port Royal Protected Area		NEPA in collaboration with UWI	Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020 protect and prevent the extinction of threatened species  By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts  By 2030, achieve the sustainable management and efficient use of natural resources
35	Undertake activities towards the restoration of the hydrological functionality of the Negril Morass		NEPA	
36	Install shoreline protection for Annotto Bay, Buff Bay and Orange Bay (North Eastern Coastal resilience).		NEPA	
37	Undertake reforestation of 100ha of denuded forest estates per year		Forestry Department	

**Sector Strategy: Promote sustainable use of biological resources**

38	Promulgate the National Wildlife Trade Policy		MEGJC	Promote fair and equitable sharing the benefits arising from
39	Promulgate the National Biosafety Policy		MEGJC	
40	Amend the Endangered Species		MEGJC	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
	Act			the utilization of genetic resources and promote appropriate access to such resources as internationally agreed  Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products
41	Prepare executive actions to ratify the Nagoya Protocol for Access and Benefit Sharing		NEPA	
National Strategy 13-3: Develop Efficient and Effective Governance Structures for Environmental Management				
Sector Strategy: Build capacity of environmental institutions (systems, processes, personnel etc.) and encourage transformational leadership				
42	Modernize the fisheries Division	The Division will become a statutory body and be designated the Fisheries Management Authority	Cabinet Office, MFPS	By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans in order to restore fish stocks
43	Separate regulatory and operational functions of the NSWMA		MLGCD	
44	Undertake organizational analysis and capacity assessment of the NSWMA		MLGCD in collaboration with MFPS	
Sector Strategy: Create a dynamic and responsive regulatory environment including review and strengthening of relevant environmental legislation				
45	Amend the Natural Resources Conservation Authority (NRCA) Act		MEGJC	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services
46	Revise the Environmental Impact Assessment (EIA) Guidelines	The revised guidelines will include new categories of developments that will be subject to undertaking EIAs	NEPA	
47	Promulgate National Solid Waste Regulations		NSWMA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
				<p>By 2020 sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including strengthening their resilience</p> <p>By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p>
<b>Sector Strategy: Support effective delivery of environmental education at all levels of the Jamaican education system and promote environmental awareness</b>				
48	Develop and Implement a public environmental awareness campaign	This should be built on existing initiatives and also involve partnerships with the public and private sectors as well as with civil society organizations. Attempts should be made to align this activity with local and international environmental days of significance and promote coordination amongst entities of activities to be undertaken.	NEPA in collaboration with NGOs and civil society partners and the private sector	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
Sector Strategy: Strengthen the capacity of local organizations to facilitate citizen participation in sustainable management of their local natural resources				
49	Implement a range of sustainable livelihoods projects in forest dependent communities	These projects will not only provide jobs in forest dependent communities but will build the capacity of community groups to sustainable manage and use forest ecosystems. Some of the projects to be undertaken will be in the areas of agro-forestry, ecotourism, bee keeping, reforestation, rainwater harvesting, nutraceuticals, yam stick production, craft item production among others	Forestry Department	Provide access for small scale artisanal fishers to marine resources and markets
50	Develop an alternative livelihoods project for the fisheries sector - Climate Smart fisheries management project	This project has been designed to assist vulnerable fishing and fish farming communities to adapt to climate smart resilient practices in fishing projects. Activities to be implemented under this project will focus on increasing awareness of the fisheries community to better and more sustainable fishing practices as well as to introduce sustainable fishing practices in the sector.	Fisheries Division	
51	Implement pilot waste minimization project in one gully area in the KMA	A community located alongside a gully, within the KMA, will be targeted and measures will be put in place, to determine how the flow of plastics through the gully could be stemmed. Mechanisms (to trap waste/garbage) will be placed in the gully and community members will be recruited to assist with the collection of waste. Community members also will be exposed to better environmental management practices	MEGJC, NEPA in collaboration with NSWMA	
National Strategy 13-4: Manage All Forms of Waste Effectively				
Sector Strategy: Create an appropriate institutional framework for the integrated management of all types of waste, including the development of a comprehensive waste management policy and associated standards and regulations				

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
52	Revise National Waste Management Policy	The new policy will take into account and include strategies for all categories of waste such as hazardous waste, e-waste, medical waste, white waste, agricultural waste, sewage waste etc.		By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
53	Develop national strategy and action plan for integrated waste management		MEGJC	
54	Implement system for quantification and reporting of waste streams		NSWMA	
55	Implement annual waste characterization studies		NSWMA	
56	Update national programme of action for land based sources of pollution		MEGJC	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
57	Promulgate take back legislation for E-wastes.		MEGJC	
58	Develop National Policy and Strategy on the Environmentally Sound Management of Hazardous Wastes		MEGJC	
59	Revise national medical waste policy			
60	Conduct feasibility assessment of waste-to-energy options		NSWMA	By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities
61	Establish protocols for the collection, treatment and disposal of laboratory waste from all government labs	This activity is one of several recommendations emerging out of an audit undertaken on government laboratories	MSET in collaboration with SRC	
Sector Strategy: Create incentives for the development of markets for waste (e.g. recycling, waste-to-energy etc.)				
62	Develop a green economy investment strategy	The sectors to be targeted include energy, manufacture, tourism , agriculture, construction and water	MEGJC	Encourage companies to adopt sustainable practices and to integrate
63	Implement plastics minimization project	This project is aimed at enhancing the capacity of the country to carry out integrated waste management activities and strengthen the policy and legislative framework to reduce and	MEGJC, NEPA	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets – under SDG Goals #6, 12, 14 and 15
		<p>manage plastic marine litter from land-based activities in an integrated and environmentally sound manner. This is being undertaken in collaboration with the private sector. Activities to be undertaken include: conduct of a regulatory impact assessment on all types of plastic.</p> <p>Conduct pilot projects under Trash Free Partnership that reduce and prevent marine litter, resulting in healthier coastal and marine ecosystems, as well as inland waterways</p>		<p>sustainability information into their reporting cycle</p> <p>Implement the 10-year framework of programmes on sustainable consumption and production</p>
64	Prepare a Sustainable Consumption and Production Strategy and Action Plan		MEGJC in collaboration with NEPA	
65	Use economic instruments for environmental management and other measures to manage various forms of waste such as single use plastic bags, PET bottles, plastic straws etc		MEGJC	
<b>Sector Strategy: Create a framework for the management of air quality</b>				
66	Develop an Emissions Policy framework	This policy framework will advance and support the reduction in emissions, which is expected to reduce incidence of respiratory related illness in the population and ultimately reduce the costs to the health sector from treatment of respiratory and other related illnesses.	NEPA	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
67	Develop air quality index		NEPA	
68	Implement a source emissions reduction strategy along the three miles to six miles corridor in the KMA		NEPA	

## National Outcome Indicators and Targets – Sustainable Management and Use of Environmental and Natural Resources

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 13 – Sustainable Management and Use of Environmental and Natural Resources												
National Outcome Indicators	Baseline	Actual							Targets			
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	20.21	2030
Environmental Performance Index	74.7 (2006)		58.3		77.02		58.58	≥80	≥82.2	≥60.2	≥60.2	≥80



## National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change

Vision 2030 Jamaica – National Development Plan calls for key stakeholders to engage in processes that will minimize the impacts faced by natural and manmade hazards by engaging in mitigation, risk transfer, and preparedness measures – measures that are deemed less costly than recovery and rehabilitation. Vision 2030 Jamaica also recognizes the role that hazard risk reduction can play in achieving sustainable prosperity for this country and proposes to ‘disaster-proof’ development by: ...“transforming ‘vicious spirals’ of risk accumulation and disaster losses into ‘virtuous spirals’ of development, risk reduction and effective disaster response”. The Plan proposes a range of strategies that the country should pursue. Many of these, as presented below, are being pursued to some extent albeit there still exists high levels of vulnerability, and we continue to face significant impacts from hazardous events, particularly excess rainfall in the last few years. Strategies to be pursued include:

- Modernizing the legal framework related to disaster risk reduction
- Introducing risk transfer as part of the DRM framework
- Using predictive tools for modelling, hazard data mapping and risk assessment
- Adopting a community-based approach to hazard risk reduction
- Expanding early warning systems to reduce the risk of hazards
- Incorporating hazard risk reduction in environmental and natural resources management
- Establishing mechanisms for increasing resilience of the poor and most vulnerable
- Establishing measures to incorporate hazard risk reduction in land-use practices and human settlements
- Creating opportunities for private sector involvement in hazard risk reduction, including business contingency planning
- Developing measures to adapt to climate change such as those related to ‘climate proofing’ all national policies and plans; identifying strategic priorities for adaptation to climate change; and, undertake research to identify sector-specific strategies for adaptation

Whilst it is well known that prevention and mitigation efforts are indispensable steps to build resilience, no country can fully insulate itself against losses from adverse natural events. Disaster risk management strategies include risk reduction by increasing investment in mitigation and prevention – commonly referred to as disaster preparedness – but also include a series of alternative instruments for loss financing – commonly referred to as risk financing instruments.

Over the years, Jamaica has invested in, and implemented a range of risk mitigation strategies, projects and programmes in an attempt to prepare for natural hazards and reduce the impacts that these hazards bring. Some of these have included:

- Development of multi-hazard mapping and risk assessments in several communities across the island
- Implementation of the aspects of the Disaster Vulnerability Reduction Programme
- Development of national resettlement guidelines
- Components of the pilot programme for climate resilience
- Building capacity in post disaster needs assessment
- A range of climate change projects

MTF 2018 - 2021 outlines a package of priorities designed to improve the country's response to both natural and man-made disasters and is centered around the following key areas:

- Development of mechanisms that integrate disaster risk reduction into development planning consistent with the Sendai Framework for Disaster Risk Reduction 2015-2030
- Implementation of best practices in hazard risk management
- Building awareness of natural hazards amongst stakeholders
- Development of a comprehensive national disaster recovery framework
- Identification of strategic priorities for climate change
- Adoption of best practices for climate change adaptation
- Promotion of knowledge on climate change and facilitation knowledge transfer
- Participation in mechanisms and fora that develop global solutions to climate change

### **National Strategies 2018 – 2021**

The following national strategies will be pursued over the next 3 years:

- Improve Resilience to All Forms of Hazards
- Improve Emergency Response Capability
- Develop Measures to Adapt to Climate Change
- Contribute to the Effort to Reduce the Global Rate of Climate Change

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

Under this national strategy, emphasis is placed on both natural and man-made hazards and their potential effects on the economic, social and environmental spheres of development. The strategy calls for Jamaica to have in place a long-term and comprehensive risk management strategy that takes into account the impacts of a changing climate, covering a range of dimensions – including rehabilitation plans and policies as well as multi-sectoral programmes to: better identify risks; reduce vulnerability to natural hazards by improving environmental and developmental practices; reduce the impact of adverse events; and strengthen emergency services, including the development and use of early warning systems. The Plan emphasizes the importance of holistic risk management to support resilience building amongst the most vulnerable and define ways in which various sectors – such as agriculture and tourism – could be climate proofed and link social protection and financial protection strategies.

Emphasis also is placed on the role that hazard risk reduction can play in achieving sustainable prosperity for the country and proposes to ‘disaster-proof’ development by;’...”transforming vicious spirals of risk accumulation and disaster losses in virtuous spirals of development, risk reduction and effective disaster response. It recognizes the importance of building capacity across the country to limit the impact of hazards on the population and infrastructure and incorporate hazard risk considerations into development planning.

#### *Improve Emergency Response Capability*

Under this national strategy, emphasis is placed on importance of improving the country’s capacity to respond to emergencies and provides strategies and actions towards strengthening the country’s emergency response capability and early warning systems as a priority component of disaster preparedness and energy management. This national strategy calls for building the capacity of key agencies such as health and the fire services to be able to respond to both natural and man-made disasters in a timely, efficient and effective manner.

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

Vision 2030 Jamaica provides the framework to ensure that climate change issues are mainstreamed into national policies and development activities. The objective is to avoid or minimize the impact of disasters related to climate change by increasing coping capacity at various levels (including economic sectors and communities) within the country. One of the key areas for action is to embed climate change mitigation and adaptation in the physical planning system. The Plan will ensure that adaptive measures become the mechanism to manage risks, and adjust economic activity to reduce vulnerability.

#### *Contribute to the Effort to Reduce Global Rate of Climate Change*

Under Vision 2030 Jamaica mitigation measures will be implemented to reduce the country’s carbon footprint. Mitigation, through reducing greenhouse gas emissions, will be addressed through greater energy conservation. Energy conservation in Jamaica will put us in a “win-win” situation as it provides other substantial positive economic, social and environmental benefits. Our efforts also will be centered around reforestation to increase the amount of greenhouse gases removed from the atmosphere, as well as those activities that rehabilitate our watersheds. These measures (energy conservation and reforestation), if pursued on a global scale, will mitigate and reduce the global rate of climate change. Vision 2030 Jamaica will provide the framework to enable us to lobby actively for the major greenhouse gas-producing nations to take mitigation action and to participate in developing global solutions to climate change.

## Alignment of National Outcome #14 with the 2030 Agenda and the SDGs



By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal # 13: Take urgent action to combat climate change and its impacts**
- **Goal #11: Make cities and human settlements inclusive, safe, resilient and sustainable**
- **Goal #1: End Poverty in all its forms everywhere**
- **Goal #7 - Ensure Access to Affordable, Reliable, Sustainable and Modern Energy for All**

### Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #14 and advancing National Goal # 4 – Jamaica has a Healthy Natural Environment.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets under SDG Goals #13, 11, and 7
<b>National Strategy 14-1 Improve resilience to all forms of hazards</b>				
<b>Sector Strategy: Modernize the policy and legal framework related to hazard risk reduction</b>				
1	Prepare national policy on disaster risk management	This policy also will focus on the integration of human rights, and gender in the development of national disaster reduction and response plans	ODPEM	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
2	Develop Public Financial Management Policy for Natural Disaster Risk	This will developed to improve understanding of fiscal risks of natural disasters, and recommend appropriate public financial management for natural disaster risk including the	MFPS	By 2020, substantially increase the number of cities and human

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets under SDG Goals #13, 11, and 7
		implementation of various financing strategies.		settlements adopting and implementing
3	Develop and promulgate 'Specially Vulnerable' regulations	These regulations are part of the DRM Act (2015) and will allow for the preparation of special area precautionary plans for the mitigation and prevention of disasters in a designated specially vulnerable areas	ODPEM	integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change,
4	Revise Jamaica's Seismic Code		MSET in collaboration with UWI Earthquake Unit	<p>resilience to disasters, and development and implement in line with the Sendai Framework for Disaster Risk Reduction 2015 – 2030 holistic disaster risk management at all levels</p> <p>By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters</p> <p>By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental</p>

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets under SDG Goals #13, 11, and 7
				shocks and disasters
Sector Strategy: Use predictive tools for modelling, hazard data mapping and risk assessment				
5	Expand the development of multi-hazard mapping and risk assessments	This action will guide decision making related to disaster risk management and spatial planning. A number of projects are being implemented in disaster vulnerability to support this activity: Jamaica Disaster Vulnerability Project and the SPCR  Complete two district level hazard map and assessment in West Kingston and Northern Clarendon	ODPEM	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
6	Build capacity of key stakeholders in data collection and analysis; risk assessment methodologies for enhancing multi-hazard mapping and undertaking risk assessments		ODPEM	
Sector Strategy: Expand early warning systems to reduce the risks of hazards				
7	Develop early warning messaging	This would involve communication and dissemination mechanisms for disaster risk information and early warning systems	ODPEM	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
8	Establish Risk Reduction Management Centres	These will be established in St. Mary, Portland, St. Thomas, St. Catherine and will be rolled out to the other local authorities.	MLGCD	
Sector Strategy: Create and strengthen national platforms and establish the foundation for hazard risk reduction				
9	Finalize the seismic road map-	This road map will allow for the retrofitting of critical facilities and structures and undertake an in-depth engineering assessment	ODPEM	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
Sector Strategy: Establish mechanisms for enhancing resilience of the poor and most vulnerable				
10	Create mechanisms to reduce	Related activities will include the	MLGCD	Strengthen resilience

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets under SDG Goals #13, 11, and 7
	informal settlements in high risk areas	strengthening and/or establishment of community capacity for natural resource management and disaster risk reduction in two community groups in West Kingston & Clarendon; and conducting two assessments in West Kingston & Clarendon on community level opportunities for social enterprise linked to use of natural resources		and adaptive capacity to climate-related hazards and natural disasters in all countries  By 2030, significantly reduce the number of deaths and the number of people affected and
11	Implement 'train-the-trainer' DRM programmes at the community level		ODPEM	substantially decrease the direct economic losses relative to global gross domestic product caused by disasters
12	Improve risk identification and a reduction in vulnerability in eight coastal communities (Port Maria, Alligator Pond, Black River, Savanna-la-Mar, Morant Bay, Ocho Rios, Manchioneal and Portland Cottage)	This project is being implemented under the Jamaica Disaster Vulnerability Reduction Project (DVRP), towards enhancing the country's resilience to disaster and climate risk.	ODPEM	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
<b>Sector Strategy: Regulate the importation, storage, distribution, use and disposal of hazardous materials</b>				
13	Develop systems to prevent the inflows of hazards at the country's borders		OPDEM in collaboration with Jamaica Customs	
<b>National Strategy 14-2: Improve Emergency Response Capability</b>				
<b>Sector Strategy: Develop a comprehensive national disaster recovery framework</b>				
14	Review and revise national disaster recovery framework		ODPEM	
15	Develop and maintain National Inventory Database		ODPEM	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets under SDG Goals #13, 11, and 7
16	Develop strategies for business continuity of small and medium enterprises		ODPEM	
17	Implement strategies for psychosocial intervention for hazards with long reaching effects		ODPEM	
18	Develop Risk Management Guidelines for MDAs		ODPEM	
19	Identify high risk areas for mass evacuation and mass assembly points		ODPEM	
20	Standardize the national incident command system		ODEPM	

#### **National Strategy 14-3: Develop Measures to Adapt to Climate Change**

**Sector Strategy: Adopt best practices for climate change adaptation/ Create mechanisms to fully consider the impacts of climate change and 'climate proof' all national policies and plans**

21	Climate proof national policies and plans and integrate/infuse relevant actions into plans of key social and economic sectors	This would include infusing disaster risk and climate change adaptation issues into all national and sectoral policies. Whilst led by the CCD there would be a strategic role for the Cabinet Office	CCD in collaboration with the Cabinet Office	Integrate climate change measures into national policies, strategies and planning  By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and development and implement in line with the Sendai Framework for Disaster Risk Reduction 2015 –
22	Implement sustainable land and marine use management initiatives for the following resources: forestry (e.g. REDD+), marine and coastal areas (e.g. the Blue Economy), wetlands, fisheries	Cross reference with National Outcome #13	NEPA, Forestry Department, Fisheries Division	
23	Implement water security/conservation measures for domestic and agricultural uses		MICAF, NIC	
24	Implement activities to address the effects of climate change on the tourism sector		CCD in collaboration with the MOT	
25	Implement activities to address the vulnerabilities associated with the effects of climate change on the transport sector		CCD in collaboration with the MTM	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets under SDG Goals #13, 11, and 7
26	Implement activities to address the effects of climate change on human health		CCD in collaboration with MOH	2030 holistic disaster risk management at all levels  Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities
27	Implement activities to protect the coast and shoreline from climate change related incidences		CCD	
28	Support the development of national initiatives to promote opportunities in the Blue Economy in both adaptation and mitigation		CCD	
Sector Strategy: Identify strategic priorities for climate change				
27	Prioritize a research agenda for climate change and conduct relevant research to address strategic needs		CCD in collaboration with UWI (and other academia)	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
30	Finalize the 3rd National Communication to the UNFCCC	Parties to the United Nations Framework Convention on Climate Change are required to report on their activities to implement the Convention in the form of National Communications. This document contains the latest information on the emissions of greenhouse gases for the country from 2006 to 2012. Also included are mitigation options with the potential to reduce our carbon emissions from the energy sector up to the year 2050.	CCD	
31	Prepare the 4th National Communication to the UNFCCC		CCD	
32	Prepare the 2nd Biennial Update Report (BUR) to the UNFCCC		CCD	
33	Develop a coordinated and transparent national MRV system	This MRV system will enable the tracking of technical assistance received, climate finance flows as well as adaption and mitigation activities	CCD	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets under SDG Goals #13, 11, and 7
34	Strengthen the capacity of the CCD		MEGJC	
Sector Strategy: Promote knowledge of climate change and facilitate knowledge transfer				
35	Strengthen the capacity of the climate change focal point network	This network consists of person from 27 ministries and agencies and was developed to enable them to effectively infuse climate change issues into all areas of national development		
36	Upgrade, expand and coordinate the programme of collection of climate-relevant data		CCD	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
37	Develop and implement a coordinated information platform/clearing house for climate change		Climate Change Division in collaboration with Met Office	
38	Finalize and maintain the National GHG Emissions Inventory System		CCD	
Sector Strategy: Promote education and discussion about climate change in communities and amongst the general public				
39	Incorporate climate change issues into education curricula	This would involve among other activities, developing a training module for teachers on climate change education. Training of 530 persons (327 females and 203 males) in climate change adaptation principles and techniques with special reference to agriculture.	CCD in collaboration with MEYI	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
40	Improve awareness raising and knowledge transfer with communities and the non-formal education sector		CCD, Forestry Department	Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on
41	Conduct a national awareness survey on the role and use of forests		Forestry Department	
42	Implement measures to enable vulnerable communities to be climate resilient		CCD in collaboration with SDC and 4-H Clubs	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets under SDG Goals #13, 11, and 7
				women, youth and local and marginalized communities  By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
<b>National Strategy 14-4: Contribute to the Effort to Reduce the Global Rate of Climate Change</b>				
<b>Sector Strategy: Conduct research on Jamaica's levels and sources of greenhouse gas emissions with a view to further reducing the emissions</b>				
43	Participate in international negotiations related to climate change and greenhouse gas emissions	(e.g. COP 23 and COP 24)	CCD	
44	Strengthen the capacity to measure greenhouse gas emissions in support of fulfilment of Jamaica's commitments under the new international climate agreement		CCD	
45	Revise the Nationally Determined Contribution (NDC) to raise the country's ambition to reducing GHG emissions		CCD	
<b>Sector Strategy: Promote energy conservation and non-carbon-based forms of energy/Promote the use of cleaner technologies</b>				
46	Develop National Appropriate Mitigation Actions (NAMAs) for the water and transport sectors	as a means of reducing the country's greenhouse gas emissions profile		By 2030, double the global rate of improvement in energy efficiency
47	Implement activities to improve efficiency by reducing electricity		NWC	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets under SDG Goals #13, 11, and 7
	consumption in the water sector			
48	Implement activities to reduce emissions in that impacts adversely on the change in change from the transport sector		MTM	

### National Outcome Indicators and Targets – Hazard Risk Reduction and Adaptation to Climate Change

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change												
National Outcome Indicators	Baseline	Actual							Targets			
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Hazard Damage as a % of GDP <sup>39</sup>	3.4					0.2		2.5	1.5	1.3	1.3	≤1

<sup>39</sup> This indicator is only calculated when a Damage and Loss Assessment (DaLA) is undertaken. Prior to 2017, the last DaLA was done following Hurricane Sandy in 2012 when the figure was 0.8 per cent.

## National Outcome # 15 – Sustainable Urban and Rural Development

At the very core of Vision 2030 Jamaica – National Development Plan and articulated as one of 7 guiding principles, is the need for sustainable urban and rural development towards delivering a high quality of life for all Jamaicans. Vision 2030 Jamaica proposes a spatial arrangement of land use that will facilitate social and economic development, promote environmental sustainability and satisfy the need for safety, efficiency, aesthetics and social justice. The Plan also proposes and through the implementation of strategies and actions will ensure that all Jamaican households have access to affordable, appropriate and legal housing options in livable, vibrant, inclusive and aesthetically pleasing communities.

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 multi-sectoral 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.

Today in Jamaica, much strides have been made in advancing the sustainability of our urban and rural areas. Notwithstanding many key achievements, and the implementation of various projects and programmes, there still remains uncontrolled and disorderly growth of urban areas, underdevelopment of rural areas, the persistence of rural poverty, and weaknesses in the planning system including outdated legislation and lack of a national spatial plan, and an increase in the prevalence of squatter settlements. MTF 2018 - 2021 outlines a package of priorities designed to improve urban and rural development such as:

- Development of at least six sustainable development plans
- Preparation of a national spatial plan
- Wide scale use of AMANDA in all required agencies to improve the efficiency and effectiveness of the development applications and approvals process
- Development and promulgation of the agricultural land use policy
- Replication of the Caribbean Local Economic Development Project (CARILED) in selected parishes
- Finalization and promulgation of the national housing policy

### National Strategies 2018 – 2021

The following national strategies will be pursued over the next 3 years:

- Create a Comprehensive and Efficient Planning System
- Create an Appropriate Framework for Sustainability Planning
- Create Sustainable Urban Centres, including Urban Renewal and Upgrading
- Create Vibrant and Diversified Rural Areas

- Ensure Safe, Sanitary and Affordable Shelter for All

#### *Create a Comprehensive and Efficient Planning System*

Under this national strategy, a comprehensive and efficient spatial planning system will be pursued. This is deemed necessary to coordinate socioeconomic development and minimize environmental problems as well as respond to the rate of development taking place in the country and the impacts of globalization. Vision 2030 Jamaica therefore proposes to create a technology-enabled, transparent, flexible, responsive, efficient and effective planning system that produces the physical development needed to achieve sustainable prosperity for all citizens. An efficient planning system also will be a key determinant in integrating the overarching sustainable development goals of Vision 2030 Jamaica.

#### *Create an Appropriate Framework for Sustainability Planning*

The main thrust of this national strategy is the development and implementation of local sustainable development plans (LSDP) in all parishes, and improved citizen participation in governance at the local level. By 2030, all parishes will have sustainable development plans and these plans are expected to be updated every 5 years. LSDPs provide an effective mechanism to facilitate and promote sustainable patterns of urban and rural development – by making suitable land available for development in line with economic, social and environmental objectives, thereby meeting our diverse needs in existing and future communities, ensuring that communities designed and planned around the elements of economic prosperity are socially adequate, have open and green spaces and arrangements for the disposal of waste; promoting personal well-being; and creating equal opportunity for all

#### *Create Sustainable Urban Centres, including Urban Renewal and Upgrading*

Vision 2030 Jamaica proposes the creation of sustainable urban centres underpinned by first world urban growth management strategies. Under this national strategy, emphasis will be placed on minimizing urban sprawl and strengthening the critical elements of social capital vital to urban community development. Focus will be placed on urban renewal and upgrading, and conservation and renewal of heritage sites located in urban centres. This strategy will require increases in the level of urban investments to keep pace with the growth and demands of our population.

#### *Create Vibrant and Diversified Rural Areas*

Under Vision 2030 Jamaica, our rural areas are conceptualized as drivers for growth and as such, the Plan proposes to create economically viable and socially stable rural areas where there is universal access to social amenities, a system of governance which fosters the active participation of local communities, and where opportunities are created so that there can be greater contribution to growth and development of the nation, while ensuring the sustainable use of natural resources and protection of the natural environment. Importantly, areas of emphasis under this national strategy include: promoting investment in services and infrastructure; building effective, integrated and participatory approaches for rural

development; supporting development of human and social capital in rural areas; and fostering attention on eradicating poverty and promoting social inclusion in rural areas

#### *Ensure Safe, Sanitary and Affordable Shelter for All*

Globally, shelter and related services promote individual and collective dignity, privacy and security. In the economic sphere, housing contributes to employment creation and labour productivity, community economic development and capital formation at both the micro- and macroeconomic levels. The provision of adequate housing has historically proven to be challenging globally and more so in developing countries. Vision 2030 Jamaica recognizes that housing is an important component of the economic and social development of the country. It is an important part of national infrastructure and pivotal to social development, national competitiveness and economic growth. The Plan embodies the concept that shelter represents a broad continuum of affordable and appropriate housing options related to the income of target groups. It is proposed that, by the year 2030, every Jamaican will be living in a well-constructed dwelling unit that is safe, sanitary and affordable and in an inclusive and aesthetically pleasing community.

#### **Alignment of National Outcome #15 with the 2030 Agenda and the SDGs**



By pursuing the strategies and actions in MTF 2018 – 2021, Jamaica will be contributing to the achievement of the following sustainable development goals:

- **Goal # 1: End Poverty in all its forms everywhere**
- **Goal #11: Make cities and human settlements inclusive, safe, resilient and sustainable**

## Priority Strategies and Actions 2018 – 2021

The table below shows the main priority strategies and actions to be pursued over the period 2018 – 2021 towards achieving National Outcome #15 and advancing National Goal # 4 – Jamaica has a Healthy Natural Environment.

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
<b>National Strategy 15-1 Create a Comprehensive and Efficient Planning System</b>				
<b>Sector Strategy: Ensure that development decisions are guided by a spatial planning framework</b>				
1	Prepare Jamaica's National Spatial Plan	<p>This spatial plan will constitute strategies and policies to deal with national challenges including urbanization, regional imbalances/ inequalities, rural development, environmental degradation, transportation and underutilization of resources available in the country, including those in the blue economy. The National Spatial Plan when prepared will provide the spatial framework for guiding the location and regulation of orderly and sustainable development for the entire country.</p> <p>The Plan also will ensure the optimal use of the nation's land and marine resources and outline the framework for their effective use and management, along with addressing issues regarding climate change.</p>	MEGJC	Support positive economic, social and environmental links between urban, per-urban and rural areas by strengthening national and regional development planning
2	Operationalize the AMANDA Public Portal II Build the capacity of MCs and NEPA to utilize the	<p>AMANDA Public Portal II will enhance improvements in the Development Application &amp; Review Process (DARP) by: expanding the shared use of the AMANDA (Applications Management and Data Automation) software platform hosted at NEPA within the Ministry of Local Government &amp; Community Development, Municipal Corporations and Referral Agencies; and will allow for the online submission of development applications.</p> <p>Currently, AMANDA Public Portal does</p>	NEPA	



No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
		allow for the client to monitor the status of their application through the use of the universal registration number. This capability will be further enhanced with the implementation of Public Portal II which will allow for electronic submissions of environmental permits and building applications, further enhancing the efficiency of the planning approvals process.		
3	Implement Management Plan towards fully reforming the Development Approvals process	This management plan was developed following Cabinet Decision 12/2015 which focused specifically on recommendations towards improving the DARP	NEPA	
Sector Strategy: Develop and adopt mechanisms for better integration of spatial models and tools for decision-making				
4	Amend Town and Country Planning Act		MEGJC	Support positive economic, social and environmental links between urban, per-urban and rural areas by strengthening national and regional development planning
5	Promulgate 4 development orders	These are for the parishes of St. Elizabeth, St. Thomas, Hanover and Westmoreland	NEPA	
6	Prepare and promulgate 3 development orders	These are for the parishes of St. James and St. Ann and for Portmore	NEPA	
National Strategy 15-2: Create an Appropriate Framework for Sustainability Planning				
Sector Strategy: Fully implement the Local Sustainable Development Planning Framework				
7	Prepare 8 LSDPs (remaining LSDPs to be prepared)	Chief among these are Portland, St. Thomas and Westmoreland	MLGCD in collaboration with relevant local authorities	Support positive economic, social and environmental links between urban, per-urban and rural areas by strengthening national and regional development planning
8	Review and revise the Local Sustainable Development Plans (LSDP) for Manchester.		Manchester Local Authority	
9	Strengthen the capacity of local authorities	This would include building the capacity of the staff of the local authorities to prepare strategic and local plans to better guide the operations of the local authority and advance modernized operations at the local level	MLGCD	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
<b>National Strategy 15-3: Create Sustainable Urban Centres, including Urban Renewal and Upgrading</b>				
<b>Sector Strategy: Design policies to minimize sprawl and encourage compact development, infill and urban regeneration</b>				
10	Undertake a review of residential densities in urban areas and issue new residential zoning standards, towards increasing residential densities in urban areas	<p>The review will take account of current trends in urban renewal and development to facilitate an increase in the housing stock; enhance public safety; provide wider options for housing solutions; increase efficiency of use of urban lands; reduce commuting costs and protect environmentally sensitive areas.</p> <p>Already, development orders include the notion of increasing the residential density to minimize sprawl and encourage compact development, infill and urban regeneration</p>	MEGJC	<p>By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p> <p>By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p>
<b>Sector Strategy: Develop growth scenarios for main urban centres/Reverse the process of degradation and decay in urban areas</b>				
11	Implement Downtown Kingston Redevelopment Project	Proposed developments under the Downtown Kingston Redevelopment Project include the Musson's West Kingston Business Park; Coronation Market; Kingston Lifestyles Plaza; Railway Station Museum projects; Micro-brewery, Restaurant and Beer Garden; B&D Trawling Seafood Market, Processing Centre and the Major Water-Front Entertainment Park; the Culture Hub Social Enterprise in Trench Town; and Pan-Jam Boutique Hotel and Business Centre. The geographic area of focus for the pilot will be an area broadly bounded by Rae Town to Trench Town and below Heroes Circle.	MEGJC	<p>By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p> <p>Strengthen efforts to protect and safeguard the world's cultural and natural heritage</p>
12	Rehabilitate markets in the KMA	This will be done as part of the gastronomy sector and also as part of the Down Town Kingston Redevelopment Project	KSAC	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
13	Rehabilitate the Ward Theater	This will be undertaken as part of the "Kingston Cultural City Project"	KSAC	
14	Convert parts of downtown Kingston accommodate only pedestrian traffic	This will include creating boardwalks in the Kings Street and Parade Areas of downtown Kingston	KSAC	

#### **National Strategy 15-4: Create Vibrant and Diversified Rural Areas**

#### **Sector Strategy: Promote growth in rural areas while protecting the environment/ Promote investment in services and infrastructure**

15	Undertake a carrying capacity study of the Negril Development Order Area	This carrying capacity study has become urgent given the significant increase in the number of residential rooms proposed within the Negril Development Order Area, as well as a rapid expansion of development infrastructure and population figures, especially in Negril. A carrying capacity study would determine the magnitude of development pressure that can be absorbed by critical resources and infrastructure without degrading the natural environment and the tourism industry itself. It also will outline a clear strategy for sustainable growth within the limits of the natural resources and provide projections and timing of the additional resource capacity required to support growth of the local tourism industry.	MEGJC	Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
16	Create two transportation hubs for Buff Bay and Port Antonio		Portland Local Authority	
17	Reconstruct the Port Maria market as well as two other markets in Annotto Bay and High Gates, St. Mary		St. Mary Local Authority	
18	Revamp the transportation centres in two major towns in St. Mary: Port Maria and High Gates		St. Mary Local Authority	
19	Expand the Ian Flemming International Airport	This will include changing the usage of land around the airport to have eco-tourism accommodation in St. Mary	St. Mary Local Authority	
20	Redevelop Port Maria	This will be done in an attempt to move away from an agriculture-based	St. Mary Local Authority	

No.	Priority Strategies and Actions for FY2018/2019 - FY2020/2021	Additional Information	Main Implementing Entity	Contribution to Achieving SDG Targets
		economy to the transforming the Paggee area in Port Maria, St. Mary, into an entertainment zone		
21	Identify the Municipal corporation lands for development and/or divestment		St. Mary Local Authority	
National Strategy 15-5: Ensure Safe, Sanitary and Affordable Shelter for All				
Sector Strategy: Provide housing opportunities and improve economic access to housing for all income levels of the population by encouraging a mix of residential development types				
22	Finalize and promulgate the national housing policy		MEGJC	By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
23	Continue to implement low income housing programme		NHT	
24	Implement electronic land titling system		NLA	
25	Amend the Rent Restriction Act		MEGJC	
Sector Strategy: Develop and maintain a comprehensive up-to-date information of housing concerns in the country, and the resources available to address housing needs				
26	Finalize squatter census	This census will incorporate a verification of the number of squatter settlements that are across the island. The verification for 8 parishes were completed in the last MTF.	MEGJC	By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
27	Prepare and finalize the Squatter Management Policy		MEGJC	
28	Finalize amendments to the Public Private Partnership Housing Policy		MEGJC	

## National Outcome Indicators and Targets – Sustainable Urban and Rural Development

The table below shows the national outcome indicators that will be used for tracking performance in this sector. The full data set can be located in Appendix 1.

<b>National Outcome # 15 – Sustainable Urban and Rural Development</b>												
National Outcome Indicators	Baseline	Actual							Targets			
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
Housing Quality Index	68.1		72.8	72.2				71.34	73.77	76	76	86
Proportion of households with access to secure	80.5		73.8	72.8				82	85	88	88	95

### National Outcome # 15 – Sustainable Urban and Rural Development

National Outcome Indicators	Baseline	Actual							Targets			
	2007	2010	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030
tenure												
Poverty in rural areas (%)	15.3		24.9	28.5				16.8			≤16.8	≤12
Number of parishes with local sustainable development plans not older than 5 years	0		2	5	4			8	6	8	8	15

## APPENDIX 1: How to Align Your Strategic/Corporate and Operational Plan and/or Country Programme with the MTF (use Guidelines Below)

Developmental Area	How to Align	Key Considerations
<b>Planning and Implementation</b> <b>Development Principles</b> <i>Guiding Principles (People-Centred:</i> <ul style="list-style-type: none"> <li>➤ Sustainability (Social, Economic, Environmental)</li> <li>➤ Social Cohesion</li> <li>➤ Partnership</li> <li>➤ Transparency and Accountability</li> <li>➤ Transformational Leadership</li> <li>➤ Equity</li> <li>➤ Sustainable Urban and Rural Development</li> </ul> <i>Supporting Principles:</i> <ul style="list-style-type: none"> <li>➤ Inclusion</li> <li>➤ Good Governance</li> </ul>	Align the Development Principles that guide your operations with the Guiding and Underpinning Principles of Vision 2030 Jamaica	Sustainability: <ul style="list-style-type: none"> <li>➤ Development efforts must have long term focus</li> <li>➤ Strategies must be put in place to sustain gains and prevent slippage</li> <li>➤ Strategies must be put in place to address gaps and sustain gains</li> </ul> Inclusion <ul style="list-style-type: none"> <li>➤ Ensure that your goals and outcomes are intended for the benefit of all groups</li> <li>➤ Ensure that your objectives and programmes/projects target key groups, particularly the vulnerable as it relates to different needs and factors affecting access and capacity for engaging public and private goods and services to advance their development</li> </ul> Good Governance <ul style="list-style-type: none"> <li>➤ Ensure that the outcomes you attach to the policies you develop and programmes you plan and implement are built on a tested Theory of Change – when your products and services fail to lead to the intended outcome(s) because of poor policies, plans and programme implementation, you undermine trust in your capacity to deliver development results that will benefit people’s lives</li> <li>➤ Be transparent and accountable - monitor, evaluate and report on development results and make reports available to the public</li> </ul>
<b>National Goals and Outcomes</b>	Step 1 <ul style="list-style-type: none"> <li>➤ Look at all the National Goals and identify the ones which your work will help to achieve</li> <li>➤ Map the goals of your organization, programme or project to relevant national goals</li> </ul> Step 2	<ul style="list-style-type: none"> <li>➤ The ultimate goals and outcomes of your work should be to support the achievement of Jamaica’s national goals and outcomes as articulated in Vision 2030 Jamaica</li> <li>➤ The direct goals and outcomes of your work should align with relevant national goals and outcomes</li> <li>➤ <b>You should be trying to make your work fit in with Vision 2030 Jamaica and not</b></li> </ul>

<i>Developmental Area</i>	How to Align	Key Considerations
	<ul style="list-style-type: none"> <li>➤ Look at the national outcomes and identify the ones which your work will help to achieve</li> <li>➤ Map the planned goals and outcomes of your organization, programme or project to relevant National Outcomes (associated with each goal)</li> </ul> <p>Step 3 – Check and Assess</p> <ul style="list-style-type: none"> <li>➤ Look at the goals and outcomes that you have identified as relevant.</li> <li>➤ Were there any aspects of your work that could not be aligned with at least one National Goal and one National Outcome? <ul style="list-style-type: none"> <li>- <i>If yes, that aspect of your work is not aligned to Vision 2030 Jamaica</i></li> </ul> </li> </ul>	<p><b>the other way around.</b></p>
<p><b>National Strategies, Sector Strategies, and Priority Actions</b></p>	<p>Step 4</p> <ul style="list-style-type: none"> <li>➤ Go to each national outcome to which your work is aligned and do the following:</li> <li>➤ Examine each national strategy being pursued and identify the ones to which your work is aligned</li> <li>➤ Do the same for each sector strategy</li> <li>➤ Then identify the priority actions to which your work is contributing, if any – if you are not contributing to any prioritized action, there is no cause for concern if you are aligned to national and sector strategies</li> <li>➤ Were there any aspects of your work that could not be aligned with at least one National Strategy and one Sector Strategy?</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Vision 2030 Jamaica – National Development Plan document contains all the national strategies for achieving each outcome<sup>40</sup>. See sections on each National Outcomes to see associated National Strategies.</li> <li>➤ Each MTF contains only those National Strategies, Sector Strategies and Actions prioritized for the period covered by the MTF</li> </ul> <p><i>Note: You should only map your work being done in the period covered by the MTF to the prioritized National Strategies, Sector Strategies and Actions</i></p> <p><i>For example: you are to align your work planned for the period 2018-2021 with the National Strategies in MTF 2018-2021. For longer term alignment, focus on aligning with the goals and outcomes</i></p>

<sup>40</sup> With the exception of National Strategy for achieving Effective Social Protection

<i>Developmental Area</i>	<i>How to Align</i>	<i>Key Considerations</i>
	<ul style="list-style-type: none"> <li>- <i>If yes, that aspect of your work is not aligned to the priorities under the MTF even though they are aligned to Vision 2030 Jamaica broadly.</i></li> <li>- <i>Please ensure that your priorities do not conflict with what are the strategic priorities for the country.</i></li> </ul> <p><i>Inform the Vision 2030 Jamaica Secretariat of your ideas and what you are doing to advance the achievement of Vision 2030 Jamaica.</i></p>	

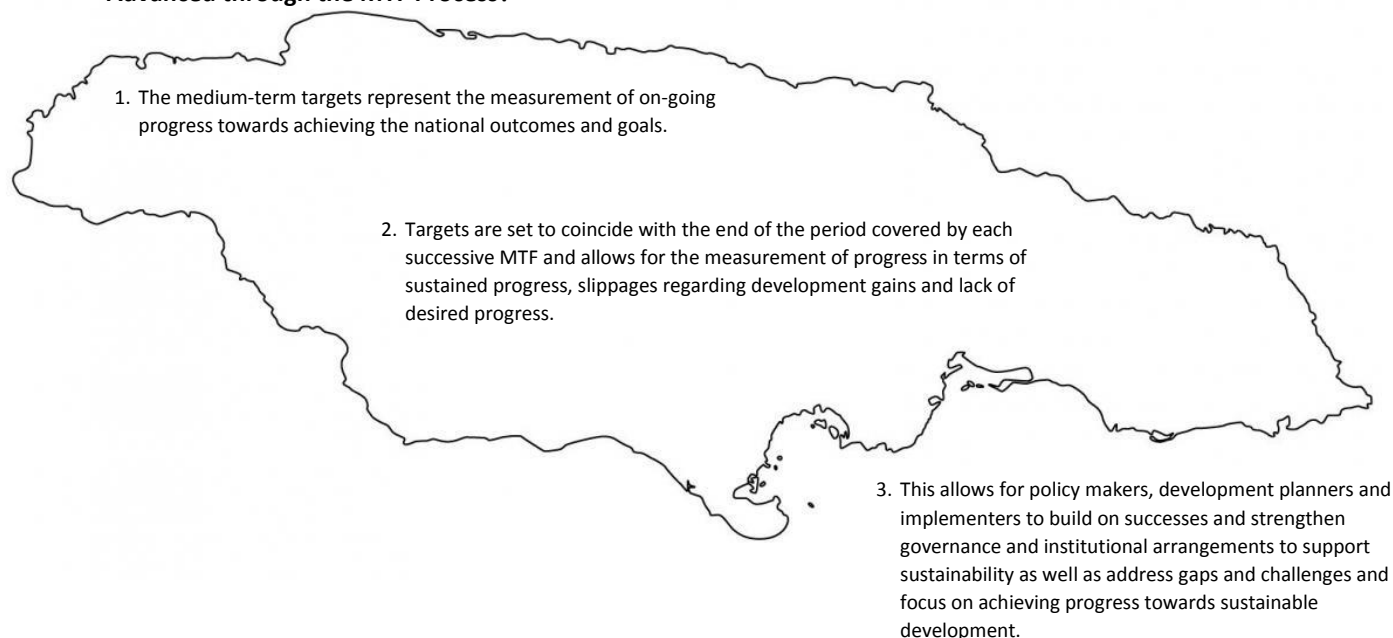


The table below comprises an abridged version of a template for aligning your medium-term organizational plan with Vision 2030 Jamaica and MTF 2018-2021. The full table includes all National Goals, National Outcomes and National Strategies and the prioritized Sector Strategies and Actions (with each National Outcome separated). USE GUIDELINES ABOVE

<b>ALIGNING YOUR ORGANIZATION'S WORK WITH MTF 2018-2021</b>						
<b>Instructions: Use MTF 2018-2021 to complete the following – place a tick where appropriate and complete sections where appropriate</b>						
<i>Identify the National Goal(s) to which your organizational plan aligns</i>	<i>Identify the National Outcome(s) to which your organizational plan aligns</i>	<i>Tick all applicable National Strategies for each National Outcome</i>	<i>Tick all applicable Sector Strategies (for each National Strategy)</i>	<i>List MTF Priority Actions to which your organization is contributing (see pages x to x)? - align with relevant national and sector strategies</i>	<i>Align Other Priority Actions to the National Strategies and Sector Strategies</i>	
Goal Two: The Jamaican Society is Secure, Cohesive and Just <input type="checkbox"/>	National Outcome #5: Security and Safety <input type="checkbox"/>	5-1: Strengthen the capacity of communities to participate in creating a safe and secure society <input type="checkbox"/>	Create an enabling environment for communities to adhere to the rule of law towards creating a safe and secure society <input type="checkbox"/>	Aligned to National and Sector Strategy:		
				Aligned to National Strategy Only:		
		5-2: Reform and modernize the law enforcement system <input type="checkbox"/>	Strengthen governance and institutional capacity of the law enforcement system <input type="checkbox"/>	Aligned to National and Sector Strategy:		
				Aligned to National Strategy Only:		

## The MTF – Tool for Continuous Improvement; Advancing Sustainable Development; and Inclusive Growth – “leaving no one behind”

### How is Continuous Improvement of Vision 2030 Jamaica Advanced through the MTF Process?



### The Medium Term Socio-Economic Policy Framework promotes sustainability, and includes:



- The establishment of the requisite legal environment and policy framework for the development and implementation of transformative programmes and projects to promote increased security and safety, an enabling business environment and disaster risk reduction for example



- The establishment of effective governance mechanisms to greater levels of efficiency, effectiveness and accountability – this should lead to enhanced achievement of development results and increased trust in the capacity of the state to advance development that equitably benefits all



- The development and establishment of strong and relevant institutions



- The alignment of medium term actions with long term planning and programming (*the 21-year Vision 2030 Jamaica – National Development Plan*) to address the social, economic and environmental factors addressing a particular development concern



- The development of a coordinated National Statistics System (NSS) and national data and statistical capacity. These support the implementation of the monitoring and evaluation framework for Vision 2030 Jamaica including monitoring development results based on the National Indicator Framework; and strengthening national and sector level M&E systems to support the monitoring and reporting of development.

## Advancing Inclusion – “Leaving No One Behind”

Each MTF advances strategic priorities that are rights-based and which seek to advance effective governance and equitable opportunities and rewards for all Jamaicans. Relevant focus is given to all groups and key factors associated with vulnerabilities across all outcomes. Also, strategic priorities to address key vulnerabilities are addressed under relevant outcomes. The table below presents some key areas of inclusion and key vulnerabilities addressed in each MTF as well as the most relevant goals and outcomes.

Principle of Inclusion “Leaving no one behind”	Relevant Goals & Outcomes
- <b>Social Inclusion</b>	Goal 1: Jamaicans are Empowered to Achieve Their Fullest Potential
- <b>Economic Inclusion</b>	Goal 3: Jamaica’s Economy is Prosperous (and particularly National Outcome #8 “An Enabling Business Environment”)
- <b>Effective Governance</b>	Goal 2: The Jamaican Society is Secure, Cohesive and Just; specifically, National Outcome #6 “Effective Governance”
<i>Key Vulnerabilities</i>	<i>National Outcome with Specific Focus</i>
- <b>Gender</b>	National Outcome #6 “Effective Governance”
- <b>Age (children, youth, working age, elderly)</b>	National Outcome #1 “A Healthy and Stable Population” National Outcome #3 “Effective Social Protection”
- <b>Persons with Disabilities</b>	National Outcome #3 “Effective Social Protection”
- <b>Poverty</b>	National Outcome #3 “Effective Social Protection”

## **APPENDIX 2: Implementation Progress – A Snapshot of Key Achievements under the 15 National Outcomes over the Period 2015 – 2018 (Programmes, Projects and Initiatives)**

This section provides information on key priority strategies and actions that were completed over MTF 2015 – 2018 and attempts to illustrate the impacts of these activities. The achievements are organized by national outcomes.

### **National Outcome #1 – A Healthy and Stable Population**

Under MTF 2015-2018, there were notable advancements towards achieving the outcome of “A Healthy and Stable Population including: improved access to public goods and services as it relates to reproductive and general health; and strengthening governance and institutional arrangements for the protection, development and productive engagement of key demographic groups – children, youth, adults, elderly – and migrants. This was supported by policy development and planning; strategic engagement of capacity and resources to maximize outcomes and achieve greater efficiencies; and the strengthening of monitoring and evaluation (M&E) and data and statistical systems. The prioritized strategic actions, including development accelerators under Medium Term Socio-Economic Policy Framework 2015-2018 were largely advanced with the implementation of a number of key policy and programmatic areas lagging. The areas that were completed included:

#### **Population**

- Key population related policies were advanced over the period – the Revised National Youth Policy (2017-2030) and the National Policy on International Migration and Development (IMD) were both approved in 2017. A Five-Year Strategic Implementation Plan (2017-2022), which operationalizes the IMD Policy was completed in 2017; implementation of the plan commenced in 2017.
- Strengthened data and statistical systems, including the civil registration and vital statistics system, which was integrated with accelerated efforts to develop the country’s National Identification System (NIDS); and the migration database.
- Pilot of the e-registration of births was implemented in seven major hospitals (birthing facilities) – St. Ann’s Bay, Annotto Bay, Victoria Jubilee, Spanish Town, May Pen, Mandeville, Princess Margaret.<sup>41</sup>

#### **Children**

- The Child Protection and Family Services Agency (CPFSA) was formed in November 2017 through a merger of the Child Development Agency (CDA) and the Office of the Children’s Registry (OCR) to improve governance, efficiencies and the quality of service in meeting the protection, care and development needs of children, particularly those who interact with the state. This led to the:

---

<sup>41</sup> ESSJ, 2017, p. 293

- Establishment of the Child Case Management System in 2017 to leverage technology through a centralized data management system to deliver better real time and individualized island wide monitoring and response to the needs of all children who interact with the state’s child care and protective services.

### **Youth**

- The enabling environment for youth participation in national and local governance was strengthened through:
  - The establishment of the Youth Advisory Council of Jamaica (YACJ), which engages youth in national and participatory governance and development-related decision-making and planning, including legislative and policy development. The YACJ’s work included contributions to Revision of the National Youth Policy, Review of the Sexual Offences Act and Sustainable Financing of Tertiary Education.
  - The reconvening of the National Youth Parliament in 2016, which has been structured as a year-long engagement that includes capacity building, opportunities for engagement in governance related activities and participation in development-related research and project design and implementation.
  - The implementation of an initiative to revitalize youth clubs
- There was increased youth engagement as drivers of entrepreneurship, innovation, increased productivity and social change. The government advanced in its initiative to transform the 11 Youth Information Centres to Youth Innovation Centres (YICs) with 5 YICs extensively repaired and over 15,000 youth utilizing the services of the YICs in 2017/18. Youth were also engaged in a number of state managed programmes to build their employability skills, provide work experience and facilitate job placement.

### **Health**

- To improve access to health care services, the MoH continued the “No User Fee” Policy in public health facilities; and a Reduced Waiting Time Initiative was introduced in seven hospitals and eight health centres in 2016 and will be extended over the medium term. The year one results from the Reduced Waiting Time Initiative demonstrated improved access with health centres recording a 41 per cent increase in visits; and 20 per cent of total visits done during the extended hours<sup>42</sup>. This initiative also included the implementation of a one-year Reduced Waiting Times in Emergency Departments Project (2016-2017), which involved piloting an e-triage system as part of efforts to transition from a manual and less standardized system. There was a review and standardization of the Triage Process, which commenced in seven hospitals; and a Standard Emergency Severity Index (ESI) system was introduced in 2017.
- A Patient Referral Policy and Procedure Manual was completed.
- As part of efforts to improve the treatment of NCDs, the MoH established two National Cancer Treatment Centres during the period – the National Cancer Treatment Centre at

---

<sup>42</sup> Ministry of Health Sectoral Debate, June 2018

the Cornwall Regional Hospital which was opened in November 2017; and the St. Joseph's Hospital Cancer Treatment Centre which was opened in March 2018<sup>43</sup>.

- Efforts to improve the infrastructure and facilities for paediatric care advanced as phase one in the establishment of the Cardiac Unit at the Bustamante Hospital for Children was completed in November 2017 with the first surgery completed in the same month.
- The MoH pursued a number of related initiatives to improve access to essential medicines. The implementation of the GoJ Health Card was completed and the transfer of pharmacy services to the National Health Fund (NHF) advanced. The Public-Private Partnerships – Pharmacy Programme being led by the NHF, commenced in 2016 with a pilot including 17 pharmacies. Over 72,000 prescriptions were filled by these pharmacies up to March 2018. The NHF also piloted the implementation of Kiosks in select locations and developed a mobile application “Quick Prescript” which will be launched in 2018 to facilitate the electronic transmission of prescriptions by patients to Drug-Serv for speedier filling of prescriptions and to improve patient access to information regarding where required drugs are available.
- The MoH revisited its Manpower Plan to inform the way forward in meeting the needs of policy and programmatic priorities including Primary Health Care Renewal, NCDs and Centres of Excellence. A framework to address manpower needs has been developed and is being implemented in collaboration with the Regional Health Authorities (RHAs). The MoH also entered into bilateral arrangements with the governments of the United Kingdom (UK) and China to enhance the training for nurses and increase the number of nurses trained.

## **National Outcome #2 – World Class Education and Training**

Jamaica has made satisfactory progress towards the achievement of “World Class Education and Training”, which broadly encompasses the realization of an inclusive and equitable education and training system that effectively fulfills its functions in equipping the citizenry for: (i) civic responsibility; (ii) meritocratic social and occupational placement; and (iii) skill and competency-based engagement of the productive sectors, entrepreneurship, and innovation within a technology driven and diversified national and global economic landscape. The main achievements over the period 2015-2018, included:

- Improved access to education and training through – increased state support and regulation of the Early Childhood (EC) sector to facilitate improved access to ECIs; continued tuition-free access to public primary level educational institutions; and the full implementation in 2016 of a non-mandatory tuition policy for public secondary level educational institutions, which commenced in 2007. The HEART Trust/NTA continued to provide subsidized post-secondary and tertiary level training to all Jamaicans. The MoEYI and its agencies, particularly, the HEART Trust/NTA engaged qualified youth and adults in tuition free training and certification programmes, including community-based programmes, with focus on those unattached from formal societal institutions and processes.

---

<sup>43</sup> Ministry of Health Sectoral Debate June 2018

- Strengthening the quality of facilities and instructional, developmental, and care services in Early Childhood Institutions (ECIs) including: the amalgamation of over 200 basic schools into infant schools/infant departments resourced with trained teachers and/or teacher mentors, under the Early Childhood Rationalization Programme; increased budgetary support to ECIs; the certification of 113 ECIs in 2017 under an initiative to accelerate the certification of Early Childhood Institutions (ECIs) – to enhance quality assurance, and create an enabling environment for the improvement of learning and other developmental outcomes within institutions that are equipped to meet national standards for child care and protection. The Jamaica School Readiness Assessment (otherwise known as the Age 4 Assessment) was introduced and administered in 2017 and serves as a comprehensive screening tool to determine children’s general readiness for Grade One (1) and to inform interventions at age 5 to improve Grade One (1) readiness.
- The introduction and full roll out of a National Standard Curriculum (NSC) for Grades 1-9 to improve inclusion and equity in educational service delivery and learning outcomes. The NSC provides a framework for student-centred education through the provision of multiple pathways to learning based on assessed student learning needs and capacity: the Proficiency Pathway for primary education; and the Alternative Pathway to Secondary Education (APSE). Teachers were trained to deliver the NSC. The curriculum offerings were also strengthened by continued STEAM and TVET integration to increase students’ capacity for technological development and innovation, and practical application of theoretical knowledge.
- The transformation of the HEART Trust/NTA to provide an integrated menu of programmes for successful engagement of the labour market and productive sectors through lifelong training and certification, apprenticeship and the development of employment readiness skills, and employment facilitation. The new HEART Trust/NTA is the result of the merger of the National Youth Service (NYS), Jamaica Foundation for Lifelong Learning (JFLL), and HEART Trust/NTA. At the end of the reporting period, the merger was operational with a full legal merger being pursued.
- The National Qualifications Framework (NQF) of Jamaica was launched in 2017. It provides a framework for standardized recognition of the levels and competencies associated with different educational and training offerings; and the Prior Learning Assessment and Recognition (PLAR) component allows for certification credits to be attached to work experience and knowledge gained outside of formal learning institutions.

### **National Outcome #3 – Effective Social Protection**

Under MTF 2015-2018, the development of the national social protection system advanced, including the improvement of the framework for implementation of a coordinated and strategic approach to achieving poverty reduction; strengthening of the regulatory framework and state managed system for the administration of social insurance and pensions; enhancing the efficiencies, effectiveness and targeting in the delivery of social assistance programmes; developing the enabling environment and building individual capacity for asset creation; strengthening the framework for greater levels of inclusion and sustainability through evidence-

based practice, universal design and more targeted focus on addressing the multi-dimensional development challenges associated with special needs, including those of persons with disabilities, the elderly, and the socially and economically marginalized.

These advancements and achievements included:

- The implementation of the Programme of Advancement Through Health and Education (PATH) continued as the major cash transfer programme to support the vulnerable in mitigating the effects of poverty and graduating from poverty. The beneficiaries included children (health and education), the elderly, persons with disabilities and the adult poor; also, public assistance/poor relief was provided. Over J\$10.7 billion was disbursed in cash transfers by the PATH over the period 2015-2017; and at the end of December 2017, there were 345 792 persons registered in the PATH, with 289 696 receiving benefits in the December payment period. Effective June 2017, all categories of PATH beneficiaries received on average a 30 per cent increase in the value of benefits. Approximately, 115 PATH beneficiaries received housing over the reporting period. Beneficiaries were also provided with training and other support to engage in entrepreneurship and gain employment, including over 1,000 persons receiving business development training and approximately 700 persons receiving entrepreneurial grants; and approximately 400 persons were engaged in job readiness training.
- A number of initiatives were pursued to empower and address the need of persons with disabilities (PWDs), including public education on the Disabilities Act, 2014; the construction of two new facilities for children with disabilities – an Assessment Centre and Early Stimulation Childhood Institute. The JCPD registered 30,715 PWDs via its Electronic Registry.

#### **National Outcome #4 – Authentic and Transformational Culture**

Over the period 2015-2018, Jamaica continued to celebrate and build on its accomplishments and recognition in a wide range of cultural areas, including: World Heritage; protecting, preserving and promoting national heritage; advancing the recognition of the contribution of the country's freedom fighters to the current path of self-determination and the indomitable Jamaican spirit; preservation, development and promotion of cultural communities; advancing the relaunch of a National Values and Attitudes Programme; strengthening of the parenting support initiatives; the continued use of sport in promoting social cohesion and igniting national pride; and nation branding. Jamaica made significant strides in developing its culture sector, including strengthening the country's capacity to capitalize on its culture as an important capital form in achieving economic growth and creating sustainable and meaningful jobs. Through policy development, capacity building and other strategic initiatives, the Government of Jamaica, under the Ministry of Culture, Gender, Entertainment and Sport (MCGES) enhanced the operationalizations that distinguish the culture sector from the creative economy and cultural and creative industries.

Specific areas advanced under MTF 2015-2018 include:



- The National Heroes and other Freedom Fighters (Absolution from Criminal Liability in Respect of Specified Events) Act, 2017 was enacted on March 5, 2018 - which absolves our relevant National Heroes and their supporters from criminal liability due to their leadership and participation in specified acts of rebellion against slavery and other injustices against the people of Jamaica.
- The inscription of the Blue and John Crow Mountains on UNESCO's World Heritage List on July 2, 2015 for its cultural and natural heritage – this was Jamaica's first World Heritage Site and the first mixed site in the Caribbean. Over the period 2015-2018, Jamaica implemented a menu of programmes to develop public awareness and advocacy, including a public awareness and promotional programme on World Heritage in local communities as well as building the capacity of key stakeholders to engage in promotional and public awareness programmes, and support policy and programming for strengthening Jamaica's presence in World Heritage. There was also capacity building of stakeholders – particularly those in closest proximity to the site – to engage in entrepreneurship to develop and capitalize on the economic opportunities afforded by the designation.
- Kingston was designated as a creative city of music by UNESCO in 2016 for the 6 genres of music it has provided to the world – ska, reggae, mento, rock steady, dub, dancehall.
- The protection, preservation and development of Jamaica's cultural heritage advanced through a number of initiatives, including:
  - The digitization of cultural content to preserve heritage and development of a cultural repository for education, research, information and tourism purposes advanced over the period 2015-2018 with digitization, in 2015-2017, of 1655 print material and images – books, maps and files; and 1144 non-print records (photos, prints, glass slides and films)
- The National Values and Attitudes Programme Committee was established by the Ministry of Education, Youth and Information in 2016 to re-establish a National Values and Attitudes Programme. The committee has multi-sectoral representation with sub-committees charged to develop key tenets of the programme. The development of the programme advanced with a structured framework established, binding political commitments and mobilization of resources commenced towards achieving the required J\$ 40 million to roll-out the programme.
- Several initiatives were pursued to strengthen the capacity of the family to fulfill its functions regarding socialization and providing protection and care for its members, particularly children and youth. The National Parenting Support Commission (NPSC) implemented a range of programmes, including: the “Stay Connected” Programme, which encourages continued parental involvement in children's lives into and throughout adolescence: and the Parent Mentorship Training Programme, which engages volunteers in providing mentoring and support to especially at-risk and vulnerable families, and supporting Parent Teachers' Associations (PTA) in their parenting outreach activities.

- The implementation of the Sports for Community Development Programme (SCDP) which is intended to support the rebuilding of social capital, social cohesion and youth inclusion.

## **National Outcome #5 – Security and Safety**

Over the period 2015-2018, the Government of Jamaica (GoJ), under the Ministry of National Security (MNS) led the development and implementation of legislative, policy, governance, institutional and programmatic transformative initiatives to enhance national and citizen security and safety and provide an integrated multi-sectoral response to the multi-dimensional security and safety challenges. Whilst there was continued prioritization of addressing the socio cultural and economic factors that have been identified as determinants of lawlessness and crime and violence – *including marginalization, vulnerability and various dimensions of informality that separate citizens from the formal systems and processes of the state* – there was critical re-examination and re-orientation in state policy and programming to address an unabated high murder rate despite significant investments at the national and community levels to reduce crime and violence, and which had resulted in reductions in the reported incidents of overall crime.

Major achievements and advancements included:

- In 2017, amidst national calls for transformative measures to address the rising murder rate, the GoJ developed for marginalized and underserved communities with high rates of crime and violence – a comprehensive programme of social, economic and environmental development interventions buttressed by coordinated targeted and localized interventions by the security forces. This was supported by the enactment of the Law Reform (Zones of Special Operations) (Special Security and Community Development Measures) Act, also known as the ZOSO Act, which accords the Prime Minister and heads of the security forces the authority to declare designated areas, Zones of Special Operations for a period of no more than 6 months. There were two declared Zones of Operations up to March 2018 – the first was Mount Salem in St. James and the second was Denham Town in Kingston.
- Jamaica strengthened the capacity of the security forces through the merger of the Jamaica Constabulary Force (JCF) and Island Special Constabulary Force (ISCF) towards a more effective police force.
- A Bill to establish the Major Organized Crime and Anti-Corruption Agency (MOCA) as an entity autonomous of the JCF was passed by the House of Representatives in February 2018
- The capacity for surveillance, responsiveness and improving safety in public spaces was enhanced through: the upgrading of the telecommunications service of the JCF to a Digital System in May 2015, including the introduction of the Dispatch and Automated Vehicle Location System (DAVLS) to enhance the operational efficiency of the JCF fleet; and the launch of the JamaicaEye National CCTV Network in March 2018, which utilizes

government owned CCTV cameras along with privately owned cameras<sup>44</sup> that cover public spaces to inform more timely and appropriate responses by the security forces to threats to national security as well as state responses to disasters and other emergencies.

- The state's capacity for evidence-based practice in monitoring and responding to security and safety concerns and maintaining the rule of law was strengthened through continued development of the Jamaica Crime Observatory – Integrated Crime and Violence Information System (JCO - ICVIS)<sup>45</sup>; and the introduction in 2017 of a Security Strengthening Project through support from the Inter-American Development Bank (IDB), which aims to build the state's capacity in electronic recording of reported incidents of crime and violence (E-Diary) and the development of an electronic platform for the management of and centralized access to national crime data by the national security apparatus.
- There was also the strengthening of forensic and crime scene investigative capability through legislation and capacity building, such as the establishment of the Institute of Forensic Sciences and Legal Medicine (IFSLM) in 2015; the passage of the Deoxyribonucleic Acid (DNA) Evidence Act, 2015; and the operationalization of the DNA Registry in 2017.
- The framework for addressing human trafficking was strengthened with focus given to meeting international standards for protection of citizens and penalizing offenders. The Trafficking in Persons (TIP) National Plan of Action was updated to cover the period 2015 – 2018; and Trafficking in Person Manual and Trafficking in Person Standard Operating Procedures for health workers were developed. In 2015, Jamaica was given a ranking of Tier 2 Watch List in the 4-category ranking of the United States Department Trafficking in Persons (TIP) Report. However, the country improved to the higher ranking of Tier 2 in the 2016 Report and maintained that ranking in the 2017 Report. The Office of the National Rapporteur on Human Trafficking was established; and Jamaica recorded its first human trafficking conviction and subsequent convictions during the period.
- Jamaica advanced in the protection of the maritime space and borders with: the passage of the Customs (Amendment) Act, 2015 and Maritime Drug Trafficking (Suppression) (Amendment) Act, 2016; expansion of the Sufferance Wharf; enhanced technological monitoring systems - establishment of a currency monitoring system at the Donald Sangster International Airport; the implementation of facial recognition technology by the Passport, Immigration and Citizenship Agency (PICA); and the commissioning of additional cargo imaging scanners and expansion of CCTV coverage of areas relevant to border management.

---

<sup>44</sup> These cameras are made accessible to the government within a network that is managed by the Ministry of National Security (MNS)

<sup>45</sup> The JCO covers 10 of the 14 parishes – it currently does cover St. Thomas, St. Elizabeth, Trelawny and Portland

## **National Outcome #6 – Effective Governance**

Over the reporting period, 2015 – 2018, much resources and effort were spent on creating a world class justice system, strengthening the process of citizens participation in local governance and in creating a more efficient and effective public sector. Also of significance were the efforts made to include civil society in key policy developments as well as efforts to ensure respect for human rights and freedoms. Some key accomplishments included:

- The entrenchment of local government in the Constitution. The Act titled “The Constitution (Amendment) (Local Government) Act” which allows for local authorities to perform regulatory functions to facilitate the management, improvement and development of resources of local communities. This Act also allows Parliament to make provision for local authorities to generate and spend their own revenue, and to provide for the holding of local government elections. The three strategic laws under the Act, that would further advance local government reform and citizen participation in governance - Jamaica Social Welfare Commission Act, Local Government (Unified Service & Employment) and, Local Government Financing and Financial Management Act were promulgated in March 2016.
- The Social Development Commission completed 412 Local Economic Initiatives (LEIs) under the Local Economic Development Support Programme (LEDSP) employing 1,797 persons (738 Full-time, 701 Part-time, 358 Seasonal)
- With respect to citizen participation in local governance, 571 CDCs were active over the period, covering 75% of the country, 68 active DACs covering 82% of the country and 12 active PDCs. This was accomplished under the Community Research and Database Programme (CRDP)
- SDC completed 682 community profiles which represents 88% of the country, 496 asset maps covering 64% of the country; and, 475 Priority Plans were completed which represents 61.3% of the country.
- With respect to public sector transformation, some key achievements included the establishment of the Public Investment Management Secretariat (PIMSEC); development of an Enterprise Risk Management Policy, capacity building for public-sector workers involved in budget preparation, certification of 108 public-sector employees in project management, and training for internal auditors.
- Under government effectiveness, the GOJ portal was created and launched, which brings all of the services of government – approximately 200 services into one place.
- To further enhance transparency and accountability, the Integrity Commission Act was enacted in 2017 and provides the legislative framework for a consolidated anti-corruption body, which was established 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.
- The administration of courts was strengthened through legislative reform, and building the institutional, human resource, technological, information and other capacities. A new governance framework comprising a Court Administration Division (CAD) of the Supreme Court was developed to provide administrative support to the Chief Justice, courts and the Judiciary. The CAD replaced the previously existing Court Management

Services (CMS); and the Judicature (Supreme Court) (Amendment) Bill 2015 was enacted, which statutorily designates the CAD replacing the CMS. Further strengthening of the governance framework comprised the passage of the Judicature (Resident Magistrates) Amendment and Change of Name Act 2016, which came into law on February 16, 2016. This Act led to the renaming of the Resident Magistrate's Court to the Parish Court.

- The physical infrastructure and facilities of the Supreme Court was enhanced through completed works on Public Building East (Supreme Court); and preliminary activities to upgrade Public Building West (Office of the Director of Public Prosecutions (ODPP) and Court of Appeal (CoA)) were advanced and slated for completion under MTF 2018-2021. The upgraded facilities will allow for the recruitment of additional judges and crown counsels.
- There were 13 Night Courts in operation to increase access to justice services and reduce backlog in cases, with four (4) added over the period – three were established and one reactivated.
- Relevant legislation to support greater transparency and efficiency in the hearing of cases and thereby reducing case backlog were passed, including - the Plea Negotiations and Agreement Act, 2017; the Renaming of the Courts of Petty Sessions (Miscellaneous Amendments) Act, 2017; the Jury (Amendment) Act, 2015; the Indictments (Amendment) Act, 2018, enacted on March 25, 2018; and the Criminal Justice Administration (Amendment) Act, 2018, enacted on March 15, 2018.
- The capacity for the drafting and promulgation of legislation, including the capacity of the Office of the Parliamentary Counsel (OPC) was strengthened through the development of a Drafting Manual, Progression Monitoring Tool, Legislative Policy Manual and capacity building of relevant personnel.
- Court personnel received training in customer service; and Customer Service Desks were established in the following courts – Corporate Area Family Court; Corporate Area (Kingston & St. Andrew) Parish Court; St. Catherine Parish Court; Half-Way-Tree Criminal Court
- A Mobile Justice Unit (providing justice services) was launched on January 13, 2017
- The state and particularly local level capacity for Alternative Dispute Resolution was strengthened by the establishment of six (6) Parish Justice Centres in Trelawny, St. Ann, St. Mary, Portland, Manchester and Westmoreland to support efforts to reduce case backlog and improve trust in formal justice processes through use of alternative dispute resolution approaches – including restorative justice, child diversion, mediation. Justices of the Peace received training in restorative justice practices and/or mediation. The Arbitration Act, 2017, was enacted and provides the legal framework for settling national and international disputes (trade, commerce, etc.) by arbitration; and the Law Reform (Miscellaneous) Provisions Law Reform (Miscellaneous Amendments) (Restorative Justice) Act, 2017 was also enacted and provides the legislative framework for the promulgation and enforcement of the Restorative Justice Policy
- Key policy and programmatic interventions were implemented to support victims and the vulnerable in their interactions with the justice system, and key legislation was

advanced such as the Law Reform (Miscellaneous Provisions) (Child Diversion) Bill which was submitted to Parliament for consideration. Digital recording equipment was installed in 19 Parish Courts (78 courtrooms) to assist victims of crimes as it relates to attendance to courts and mitigation of possible trauma due to interactions with alleged perpetrators. There was also provision of legal representation to persons with mental illnesses.

- Over the period 2015-2018 Jamaica continued its active engagement in regional and global dialogue and action regarding the development of statistics for global, regional and national development. Jamaica played a key role in the processes to develop and mainstream the Sustainable Development Goals (SDGs) Global Indicator Framework during its tenure as one of two Caribbean representatives (the other being Cuba) on the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs), and then later served in an advisory capacity.
- Jamaica achieved significant milestones in its efforts to establish a National Identification System (NIDs) – including strengthening the country’s civil registration and vital statistics system, leveraging technological advancements and developing an interoperability framework across MDAs. The legislative and infrastructural framework for the NIDS was advanced over the period 2015 – 2018 with several components completed, including:
  - The National Identification and Registration Act, which was enacted into law on December 8, 2017, creating the legal framework for the registration and assignment of National Identification Numbers (NINs) to citizens and ordinarily residents, including new-borns

## **Gender**

Over the period 2018-2021, the Government of Jamaica (GOJ) supported by civil society organizations and international development partners advanced the mainstreaming of gender in development processes and strengthened policy and programming regarding gender-based violence. Focus was given to continued implementation of the National Policy for Gender Equality (NPGE), 2011 and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)<sup>46</sup>; and engaging the citizenry, particularly children and youth to affect gender-based socialization and re-orient cultural attitudes regarding gender equality and equity.

Key areas of achievement included:

- The Bureau of Women’s Affairs (BWA) was designated the Bureau of Gender Affairs (BGA) in 2016.
- A Gender Mainstreaming Manual for the Public Sector was developed – informed by the National Policy for Gender Equality (NPGE), 2011; and an Inter-Sectoral Committee to monitor and evaluate gender mainstreaming was established.
- The National Strategic Action Plan to Eliminate Gender-Based Violence (NSAP GBV) 2017 – 2027 was launched in December 2017. The Plan was informed by the National Policy for Gender Equality (NPGE), 2011 and developed by the Bureau of Gender Affairs (BGA). It has five (5) strategic priority areas that cover prevention and protection,

---

<sup>46</sup> The CEDAW, 1979 was ratified by Jamaica on October 19, 1984

investigation, prosecution, the enforcement of court orders and victims' rights, and protocols regarding data management<sup>47</sup>.

- The first Women's Health Survey, with focus on women's health and gender-based violence in Jamaica, was conducted in 2016. The survey was led by the Ministry of Culture, Gender, Entertainment and Sport (MCGES) with support from the Inter-American Development Bank (IDB) and UN Women; and was conducted by the Statistical Institute of Jamaica (STATIN).
- Under the National Policy for Reintegration of School Aged Mothers into the Formal School System, 2013, the Women's Centre of Jamaica Foundation supported the reintegration of 1138 adolescent mother into formal learning institutions in 2015 and 2016; and adolescent fathers received counselling and support under the Baby Fathers Counselling Programme.

## **National Outcome #7 – A Stable Macroeconomy**

- The divestment of the Petroleum Company of Jamaica Limited (Petcom); Caymanas Track Limited (CTL) and the Kingston Container Terminal.
- Completed the implementation of the Automated System for Customs Data (ASYCUDA) World integrated customs software which became mandatory for all international trade transactions. The ASYCUDA is a web-based customs data management platform designed to transform the Jamaica Customs Agency to a paperless operation through the use of electronic documents. ASYCUDA improves the Jamaica Customs Agency's (JCA) business and operating procedures to key stakeholders as it allows for greater visibility and enhanced controls to detect and purge tax evaders while at the same time removing the bureaucratic red tape.
- Expanded coverage and functionality of the Central Management System (CTMS) to strengthen the efficiency and management of the Government's cash resources. A Treasury-linked accounting and reporting system was implemented alongside the Treasury Single Account (TSA) at the BOJ to facilitate centralization of the government cash management function within the Accountant General's Department. This action was supported by the establishment of a Cash Management Unit (CMU) in the Accountant General Department. The establishment of the CMU facilitated the transfer of the cash management function from the Fiscal Policy Management Unit (FPMU) in the Ministry of Finance and Public Service (MOFPS) to the CMU. In addition, the functions of the Treasury Single Account (TSA) was expanded with the activation and increased utilization of the Central Payroll Payment System (CPPS). This allowed for the central release of salary payments through the Treasury Management Module (TMM).
- A Revised Chart of Accounts (RCOA) was developed and introduced for the start of FY 2016/17. The RCOA establishes a set of standard accounting codes for revenue, expenditure, assets and liabilities to be used throughout the public sector in order to standardize Government's financial reports.

---

<sup>47</sup> ESSJ, 2017, pg. 416

- The passing of legislation to pave the way for public-sector pension reform. These are the Pensions (Public Service) Act, 2017 and the Constitution (Amendment) (Established Fund) (Payment of Pension) Act, 2017.
- The Procurement planning process was strengthened with the passing of the Procurement Act in October 2015. The act forms part of the larger initiative to improve efficiency and transparency in the procurement process in Jamaica.
- The structure for the provision for growth facilitating capital expenditure was enhanced with the implementation of the Public Investment Management System (PIMS). The PIMS aims to improve the efficiency of the projects which are implemented by the GOJ. A PIMS Secretariat, which has been staffed, was established to manage the system. The PIMS includes a database which comprises all projects to be undertaken by the Government that are directly funded by central government.
- Full implementation of the Tax Administration Jamaica (TAJ) Revenue Administration Information System (RAiS). Phase 2 of the Tax Administration Jamaica Revenue Administration Information System (RAiS) (GENTAX) integrated tax software package was implemented for all major tax types at the end of December 2015. The new system was implemented at the JCA and the TAJ and has improved access to services by taxpayers as well as facilitated the automation of a number of business processes. This is expected to lower costs, enhance efficiency of service delivery, and improve decision-making and management practices.
- Establishment of the Revenue Appeals Division (RAD) with an organizational structure, business processes and automation which is now integrated as part of the RAiS system.
- The TAJ was transitioned into a semi-autonomous revenue agency (SARA). The functions of the TAJ were also strengthened with amendments to the Revenue Administration Act. The amendments allow the TAJ to compel provision of third-party information to cross-check taxpayers' information and activities and require mandatory e-filing for the Large Taxpayers' Office (LTO)<sup>48</sup> clients for main tax types including the General Consumption Tax (GCT) and the Corporate Income Tax (CIT). TAJ was also empowered to collect outstanding arrears and seize and sell taxpayers' property
- Amendments were made the customs act to introduce advance clearance for ships and aircrafts arriving in Jamaica.
- The Banking Services Act, which amalgamates the statutes which govern the regulation and supervision of deposit-taking institutions (DTIs), was made effective in September 2015. The new enactment, among other things, harmonizes prudential standards across the DTIs, and enhances their code of conduct.
- The Banking Services (Deposit Taking Institutions) (Agent Banking) Regulations was approved by Parliament during FY2016/17 and the Banking Services (Deposit Taking Institutions) (Customer Related Matters) Code of Conduct was issued
- The Bank of Jamaica Act was amended to give the BOJ overall responsibility for financial stability.

---

<sup>48</sup> The Large Taxpayers' Office (LTO) yields half of total Corporate Income Tax (CIT) revenues and serves to safeguard the revenue base.



- The effectiveness of the monetary policy framework was enhanced with modifications to refine the monetary transmission mechanism. This includes:
  - The adoption of the overnight lending rate as the BOJ's policy rate. This represented a shift from the use of the rate paid on the Bank's 30-day Certificate of Deposit as the policy rate.
  - The implementation of a rules based multiple-price foreign exchange (FX) intervention framework termed "Bank of Jamaica Foreign Exchange Intervention and Trading Tool (B-FXITT)". In conjunction with B-FXITT, the FX surrender requirement for authorised dealers and cambios under the public sector entity facility was reduced. Together, these actions allow for improved efficiency and allocation as the Bank's intervention will be at a market-determined price that accurately reflects conditions at the time of the operation.

## **National Outcome #8 – An Enabling Business Environment**

- The installation of the Applications Management and Data Automation (AMANDA) system in 17 Local Authorities and key referral agencies. The system is already showing positive results in streamlining the process and reducing the processing time for development, environment and planning applications. During the review period, the system was expanded to include revenue tracking for all Municipal Corporations.
- The passage of the Dangerous Drugs (Amendment) Act, 2015. The amendments facilitate the establishment of a scheme of licenses, permits and authorizations for the cultivation and use of ganja (cannabis sativa) for medical, therapeutic or scientific purposes.
- Establishment of a Cannabis Licencing Authority (CLA). The CLA in 2015 under the Dangerous Drug (Amendment) Act, (DDA), to develop and regulate Jamaica's legal ganja and hemp industry.
- The passage of two key pieces of legislation related to the establishment of an international financial services centre in Jamaica. These are:
  - the General Partnership Bill, which will formalize the process for foreign partnerships seeking to transact business in Jamaica and facilitate mergers and conversion of partnerships;
  - the Limited Partnership Bill, which facilitate commercial activities unsuitable for other available business forms in Jamaica.
- Jamaica ratified the World Trade Organization (WTO) Agreement on Trade Facilitation in January 2016. The Trade Facilitation Agreement contains provisions for expediting the movement, release and clearance of goods, including goods in transit. It also sets out measures for effective cooperation between customs and other appropriate authorities on trade facilitation and customs compliance issues.
- A Trade Facilitation (TF) Road Map and Action Plan for the implementation of a range of TF reforms was developed in 2015 in order to ensure greater transparency and efficiency in the business and trading environment, as well as improve the competitiveness of domestic firms in the international market place.

- The National Foreign Trade Policy and Action Plan was approved by Cabinet in October 2017.
- According to the 2018 Doing Business Report, Jamaica improved in absolute terms evidenced by an increase in the distance to frontier<sup>49</sup> score from 66.70 for 2017 to 67.27 for 2018. This performance resulted from higher scores in the areas of Starting a Business, Getting Electricity, Trading across borders, Dealing with Construction Permits, and Resolving Insolvency. Regarding Starting a Business, Jamaica made starting a business faster by reducing the time required to start a business as the next-day service for company incorporation was reinstated. With regard to getting electricity, there was an improvement in the reliability of the electricity supply in Kingston due to increased investment in the distribution network. For trading across borders, the time of documentary compliance for exporting was reduced due to the implementation of an automated customs data management system (ASYCUDA World).
- According to the 2016 Doing Business Report, Jamaica was recognized as the best place to do business in the Caribbean, sixth in the Latin American and Caribbean region as well as among the most improved countries in 2015.
- Five consecutive years of decline in the unemployment rate, moving from 15.3 per cent in 2013 to 11.7 per cent in 2017.
- Three consecutive years of increase in the labour market efficiency index. The Global Competitiveness Report 2017-2018 showed that Jamaica recorded a score of 4.5 for the labour market efficiency index, up from 4.36 in the 2016-2017 reporting period.<sup>50</sup> For the 2015-2016 reporting period, Jamaica recorded a score of 4.28.
- Approval by Cabinet of the Revised MSME Policy and Implementation Plan as a Green Paper. The reviewed policy focuses on, inter alia, the development of the micro small and mediums sized enterprises.
- The completion of Phase I of the Mobile Business Clinic (MBCI). A total of seven (7) business clinics were conducted with the participation of 1166 MSMEs. The MBCI is an islandwide project involving the decentralisation of business development services, geared at reaching a wider group of MSMEs in new and existing industries and sectors. It aims to, inter alia, facilitate business formalisation, market access and market entry; to increase awareness of business development services; to provide training, capacity development and technical support; and to promote sound entrepreneurial practices through public education.

## **National Outcome #9 – Strong Economic Infrastructure**

- The establishment of Jamaica's first maritime University, the Caribbean Maritime Institute (CMI). The CMI is the only approved maritime and training institution by the

<sup>49</sup> The distance to frontier score helps assess the absolute level of regulatory performance over time. It measures the distance of each economy to the "frontier," which represents the best performance observed on each of the indicators across all economies in the *Doing Business* sample since 2005.

<sup>50</sup> The Labour Market Efficiency Index is a sub-index of the Global Competitiveness Index.

International Maritime Organization (IMO) in the Caribbean, and is certified by the International Organization for Standardization (ISO)

- Completion of the North-South Leg of Highway 2000.
- Privatization of the Kingston Container Terminal (KCT). In addition, the Kingston Harbor was deepened by the dredging of the Kingston Access channel. This undertaking allows for the Kingston Harbour to accommodate larger vessels.
- The Special Economic Zone (SEZ) legislation was enacted with the passing of the SEZ bill in January 2016. This is an important step towards the implementation of the Special Economic Zone (SEZ) regime. The Act, which repealed the Jamaica Export Free Zones Act, 1982 (amended in 1996) facilitates the promotion, development, operation and management of SEZs, and the establishment of an SEZ Authority and other measures to attract domestic and foreign investment.
- The framework for the establishment of the Land Transport Authority (LTA)<sup>51</sup> was crafted. The establishment of the LTA is intended to improve the efficiency and effectiveness of the management of the land transport sector by merging the Transport Authority, the Island Traffic Authority and the regulatory functions of the Jamaica into a single body.
- The passing of the new Road Traffic Bill, which will repeal and replace the existing 1938 Act, in February 2018. It will establish new offences, as well as provide increased penalties for breaches. Features of the bill include a restriction on handheld devices; and a requirement for drivers to have a license in their possession while operating a vehicle.
- Both the Sangster International Airport (SIA) and the Norman Manley International Airport (NMIA) benefitted from the construction of new air traffic control towers. The construction of the towers is part of efforts to modernize the country's air navigation services by mitigating potential visual impairment of the expanding airports. Moreover, the transfer of Air Traffic Control operations to the new air traffic control tower facilities at both the SIA and the NMIA were completed over the review period.
- Advances were made under the NMIA Capital Development Programme (CDP) which aims to reduce airport operational risks, gain efficiency in operations, reduce energy consumption and expand capacity. Work continued under Phase 1B and 2 of the three phased (Phase 1A, 1B and Phase 2) programme. Some of the activities implemented over the period include:
  - Cargo facilities expansion
  - Chilled water distribution system ring main
  - Car park system replacement
  - Fire detection & alarm system expansion
- Establishment of a Ship Repair Facility.
- Completed the implementation of the Port Community System (PCS). The development of the Port Community System (PCS) forms part of an integrated trade facilitation system and is expected to facilitate increased efficiency in the processing of shipments

---

<sup>51</sup> The LTA will be formed from the merger of the Transport Authority, the Island Traffic Authority and the regulatory functions of the Jamaica Railway Corporation.

through real time access to information by industry players including PAJ, customs, regulatory agencies and freight forwarders.

- Completion of a detailed Master Plan for the development of a Logistics Hub based on, inter alia, global industry trends, logistics capabilities and risks.
- The launch of the Connect Jamaica Project by USF. The project is designed to provide free WiFi services in major public spaces. Some of the public spaces which have benefitted from this initiative include: Devon House and Nelson Mandela Park, St Andrew; Cecil Charlton Park, Mandeville and Junction, St Elizabeth.
- The National Water Commission (NWC) signed a US\$7.23 million contract for the procurement of 50,000 solid state water meters for the Kingston Metropolitan Area (KMA). This initiative is expected to improve the quality of service provided by the NWC to Kingston and St Andrew, thereby strengthening the operational efficiency of the NWC.
- The completion of Stage 1 of the Port Antonio Water, Sewerage and Drainage project. This stage comprise rehabilitation of the water supply network and the installation of truck and street sewers in the town of Port Antonio. This has contributed to the reduction of non-revenue water (NRW) in the town and the provision of a sewer network that would help to reduce the adverse environmental impacts that are now caused by the use of onsite wastewater systems.
- Under the Portmore Sewerage Configuration project, which commenced in 2014, four wastewater-treatment plants at Independence City, Bridgeport, Hamilton Gardens, and Caymanas Gardens, which were in disrepair, were decommissioned. The plants were converted into sewage pumping stations for the delivery of sewage to the Soapberry Wastewater Treatment Plant. The National Water Commission (NWC) has since commenced operations for the transfer of effluent from the Portmore sewage pumping stations to the Soapberry Wastewater Treatment Plant in St Catherine.
- The completion of major components of the KMA Water Supply Improvement Project. These include (a) Construction of Artificial Groundwater Recharge Facility; (b) Rehabilitation of 26 Water Supply facilities in KSA; (c) Rehabilitation of two major water treatment plants; (d) Water Supply & Sewerage for Port Antonio and (e) Institutional Strengthening activities.

## **National Outcome #10 – Energy Security and Efficiency**

Jamaica continued on its path to reduce the reliance on imported fossil fuels and over the last MTF period, the Government continued its thrust towards diversifying the energy supply, creating the enabling environment for the private sector and other partners to participate in diversification and efficiency efforts, enhancing energy conservation efforts and reducing the costs of energy towards improving growth prospects and strengthening competitiveness of industries. Some of the main accomplishments included:

- Jamaica was hailed as a regional leader in Energy with the country being ranked #1 in the Caribbean in 2017 and #92 worldwide as a global case study for energy diversification by the World Economic Forum (WEF). The National Energy Policy 2009 – 2030 was awarded the Best Government Energy Infrastructure Strategy in the

Caribbean. The sector also received an award in 2016 by the International Monetary Fund for the best regulatory framework for the energy sector in this hemisphere and for the Best Government Infrastructure Strategy in the Caribbean, referring to Jamaica's ongoing efforts to diversify its energy sources.

- Promulgation of the Electricity Act, 2015. This Act has been designed to modernize the energy sector and among other things, consolidate and modernize the laws relating to the generation, transmission, distribution, supply, dispatch and use of electricity. The Act repeals the 100-year old Electric Lighting Act, the Electricity (Frequency Conversion) Act, 1970 and the Electricity Development Act 1971, which previously governed the electricity sector. The new Act also creates the space to allow for renewable energy in the grid. The Act also clarifies ministerial powers over the granting of exclusive or non-exclusive licences for the distribution of power supply as well as better defines the roles and responsibilities of Office of Utilities Regulation. In keeping with the new Act, the Government Electricity Inspectorate (GEI) was renamed the Government Electricity Regulatory (GER). Also, five supply codes for distribution, generation, system operation, dispatch, and transmission were completed under the Act and guide the industry and bringing transparency to the grid operation.
- Conversion of the Bogue Power Plant in Montego Bay, St. James by the Jamaica Public Service Company (JPSCo), to dual fuel capability. The plant which was completed in 2016 can use natural gas, as well as Automotive Diesel Oil (ADO). This plant is contributing significantly to the country's energy diversity, fuel security, flexible generation and production of clean energy. With the retrofitting of this plant, JPSCo has further diversified approximately 10 per cent of its overall electricity generation to gas.
- Continuous increase over the last nine years in the contribution of renewable energy to the total energy mix moving from 5.0% in 2007 to 11.2 per cent in 2017. With respect to the percentage of renewables in energy generation, this figure was estimated to be above 10% in 2017 compared with 6.3% in 2014
- Construction of a 94 MW LNG (gas) plant at JAMALCO Bauxite Company
- Construction of Wigton Wind Farm Phase III. This is a 24 MW plant which provides an annual output of approximately 63,072 kWh, and is able to provide power to more than 31,500 homes and decrease national oil demand by over 37,100 barrels per year. This Phase along with Phases 1 and 2 contributes a total of 62.7 MW.
- Wigton also opened the Wigton Renewable Energy Training Laboratory and developed and began implementation of a training programme covering several facets of renewable energy to energy professionals and entrepreneurs, tertiary students and the general public.
- The University of Technology, through its Caribbean Sustainable Energy and Innovation Institute (CSEII) and the Faculty of The Built Environment (FOBE) launched in 2017, the multidisciplinary Master of Science Degree in Sustainable Energy and Climate Change, which is the first programme of its kind to be offered in the Caribbean region. The establishment of the programme was in response to the need for tertiary level training of specialists in the areas of sustainable energy and climate change and has a strong focus on Sustainable Energy, Entrepreneurship and Green Business Development –

areas deemed critical to advance Jamaica's development within the global economy and for the creation of new jobs and innovations.

- Construction of a wind project in St. Elizabeth began in 2015. This plant is a 36.8 MW wind facility operated by Blue Mountain Renewable (BMR) Jamaica Wind Limited which is expected to save US\$50.0 million from Jamaica's US\$2.0 billion annual oil import bill. BMR and Jamaica Public Service (JPS) entered into a 20-year agreement allowing for the power generated from the windfarm to be sold to the grid.
- Construction of Jamaica's first solar farm (solar energy power plant) was completed over the period and involved the connection of connect approximately 98 000 solar panels. This solar powered plant is the largest and most sophisticated solar electricity facility in the Caribbean and was built in on approximately 160 acres of land in Content Village, York Town, Up to 2016 Jamaica only generated about 1% of the country's energy demand from solar power by way of solar water heaters, photovoltaic systems and solar dryers.
- With respect to hydropower, feasibility studies for four hydro sites and prefeasibility studies for six additional sites were completed. The sites that were investigated for hydro capacity are Swift, Rio Grande I and II, Green and Wild Cane Rivers along with the Rio Cobre Bifurcation Channel with a combined potential of approximately 10 MW in hydropower.
- Implementation of a range of activities which were aimed at reducing the public sector energy bill. Some examples include: replacing at a cost of approximately \$68 million on 240 air conditioning (AC) units at the Edna Manley College of the Visual and Performing Arts, Montego Bay Community College, Runaway Bay HEART Academy, Jamaica College, St. Andrew High School for Girls and the Greater Portmore Police Station; retrofitting of seven schools a police station and the head office of the Ministry of Education, Youth and Information; the installation of a 20-ton AC unit for the operating theatre and a 12-ton AC unit at the Maternity Ward of the Spanish Town Hospital reducing the hospital's electricity usage by 77 440 kWh per annum, and reducing the institution's electricity bill by close to \$2.32 million per year;
- The installation of air conditioning units to replace systems serving two operating theatres and the Accident and Emergency (A&E) Department at the Annotto Bay Hospital. This project, which represents an investment of \$12.0 million, is expected to reduce electricity usage by about 83 000 kWh per annum, generating savings of approximately \$2.5 million per year.
- Over 300 persons in the public and private sectors were trained in energy efficiency and conservation. Energy efficiency standards and training manual was completed and an An Energy Efficiency (EE) and Energy Conservation (EC) Standards Manual for the public sector was completed.
- One ESCO (energy service company) contract was completed and a training and capacity development programme to build capacity in ESCOs was developed and training undertaken

- Establishment of an Energy Licenses Administration Office (ELAO) to issue Net Billing and Auxiliary Connections Licenses. Reinstallation of net billing also was undertaken during the 2015 - 2018 MTF period
- Construction by the University of the West Indies (UWI) of a prototype of the Caribbean's first Net Zero Energy Building (NZEB). The 2,300-square-foot structure is designed as a model to encourage construction of sustainable and energy-efficient buildings throughout the region, and is expected to transform building policies and practices, influence the implementation of regulatory tools and transform opportunities for promoting energy efficiency. The building design maximizes the use of natural sunlight for lighting, minimizes the sun's heat effects, uses air currents for cooling, and uses energy-efficient technologies to reduce the need for air conditioning and artificial lighting.

### **National Outcome #11 – A Technology-Enabled Society**

- Establishment of Jamaica's Innovation Lab and Science Resource Centre – the country's first Science & Technology Business Incubator designed to support entrepreneurs working on climate change research and technologies, helping them bring their ideas to market. This is managed by the Scientific Research Council now a
- The International Centre for Environmental and Nuclear Sciences (ICENS) became a resource hub for Nuclear Technology for Small Island Developing States (SIDS). ICENS now operates the Caribbean's only nuclear reactor and this designation means that Jamaica will lead the way among small islands in using nuclear science to improve human health, agriculture, water resources management, and safety and security outcomes.

### **National Outcome #12 – Internationally Competitive Industry Structures**

- The approval of the Green Economy Scoping Study. Following on this, a concept note was prepared that sets out green economy investment strategies for sectors such as Manufacture, Energy and Water.
- The separation of regulatory and standards development functions of the Bureau of Standards (BSJ). This resulted in the establishment of the National Compliance and Regulatory Authority (NCRA) to undertake the regulatory functions of the BSJ.
- The approval by Cabinet of the National Quality Policy.
- The launch of the National Export Strategy II (NES II) 2015-2019 in August 2015. The strategy seeks to maximize the direct contribution of exports to economic and social development by improving the competitiveness of firms and sectors while enhancing the business and trade environment. The NES II focuses on five cross-cutting areas namely: Logistics & Trade Facilitation, Capacity Building, Standards & Quality Management, Market Access & Trade Information and Export Financing. It also targets five priority sectors namely Light Manufacturing, Mining, Agro-Processing, Film & Animation and Information Technology Enabled Services.

## Agriculture

- The implementation of the Protection of Plant Genetic Resources for Food and Agriculture (PGRFA) programme. This included the establishment of the PGRFA Authority in 2015 and the development of the PGRFA Strategy and Action Plan.
- The approval of the National Seed Policy and Implementation Plan as a green paper by Cabinet. The policy seeks to establish a sustainable seed system that ensures a consistent and reliable supply of clean, affordable and accessible seed in support of agricultural production, productivity, food security and biodiversity.
- Cabinet approval of the National Food and Nutrition Security Policy (NFNSP). The policy seeks to define the food and nutritional goals that are to be met so that the country's agriculture and food systems can deliver adequate and nutritionally appropriate quantities of food, especially to low-income and vulnerable groups.
- The passing of the Jamaica Agricultural Commodities Regulatory Authority Act, 2017. The Act established the Jamaica Agricultural Commodities Regulatory Authority (JACRA) which now governs and regulates the coffee, cocoa, coconut and spice (nutmeg, ginger, turmeric and pimento) industries, among other things. The JACRA is formed from the merger of the Agricultural Commodity Boards, namely: the Coffee Industry Board, the Cocoa Industry Board, the Coconut Industry Board and the regulatory functions of the Export Division within the Ministry of Industry, Commerce, Agriculture & Fisheries (MICAFA) pertaining to spices. The new body is tasked to regulate quality standards, certify products for both local and export markets; regulate local and export trading in these products; issue licences and permits to facilitate trading as well as finance its operations from the fees<sup>52</sup> collected from importers and exporters of the products.
- The tabling of the Fisheries Bill in March 2018. Once enacted, it will repeal and replace the existing Fishing Industry Act. The Bill seeks to establish the legal and regulatory framework that creates the enabling environment for the sustainable growth of fisheries sector.
- The establishment of the Youth Entrepreneurship Programme to provide young farmers with training in entrepreneurship and venture inputs.
- The agriculture sector remains a key driver of economic growth and development for Jamaica. Real value added for the sector contracted by 0.2 per cent in 2015, followed by growth of 12.9 per cent in 2016. For 2017, the sector registered a decline of 4.0 per cent in real value added.
- The Planning Institute of Jamaica's Agriculture Production Index, showed an improvement over the period 2015 - 2018 moving from 116.5 in 2015 to 127.5 in 2017. The outturn for 2016 of 131.5 was the highest for the period.
- The capacity of the Agricultural Land Management Division (ALMD) was strengthened to conduct soil research. This includes soil/crop suitability studies and soil replenishment strategies.
- The expansion of irrigation facilities on farms in eight (8) production sites including agro park locations.

---

<sup>52</sup> In the form of licences, cess, and services rendered by the Body.



- The development of the Export Market Platform to stimulate public-private investment in agribusiness value chain development.
- Several initiatives under the Praedial Larceny Prevention Programme were conducted. These include: amendments made to the praedial larceny legislation; the sensitization of parish court judges, clerks of the courts and police officers on the pervasiveness and magnitude of praedial larceny in Jamaica and the identification and training of police officers' and clerks of the courts to address farm theft related cases
- Capacity training for extension service and producers for good aquaculture practices and organic, bee and livestock agricultural practices under the food safety certification and standardization programme for trade and domestic production.

## **Manufacturing**

- The strengthening of linkages among the tourism, agriculture and manufacturing industries through the Tourism Linkages Hub. Over the period, an online and hard suppliers directory (Suppliers Database) was established and contact and product information on local manufacturers was uploaded. The new database is expected to promote domestic sales. Two other accomplishments under this initiative include:
  - Staging of a Speed Networking Session, Jamaica Product Exchange (JAPEx)
  - Production of Christmas in July catalogue
- The preparation of a paper that identifies the issues that impact the growth of MSMEs including identifying practices that are uncompetitive
- Preparation of National Environmental Management Systems (EMS) Policy.
- The approval of the Green Economy Scoping Study. Following on this, a concept note was prepared that sets out green economy investment strategies for sectors such as Manufacture, Energy and Water.
- Three consecutive years of growth. In 2015, growth of 2.0 per cent was recorded, the highest outturn for the 2015 – 2017 period. Growth rates of 1.9 per cent and 1.5 per cent was recorded for 2016 and 2017, respectively.

## **Mining and Quarrying**

- The passage of the Quarries Control (Amendment) Act, 2015. The amendments aim to improve the management of quarries in Jamaica by reducing informality as well as the transporting, storing and trading in illegally obtained quarrying materials and quarry minerals. The amendments include requirements that quarries are: licensed based on the use of the material that they produce; managed by appropriately trained and certified personnel. It also outlines increases to the penalties for illicit extraction of quarry material and require operators to issue receipts and dispatch vouchers for material or mineral removed from quarries.
- Establishment of the boundaries of the Cockpit Country. The Cockpit Country Protected area was officially declared by the Government to prevent mining in this area. The Cockpit Country Boundaries comprised a Core, a Transition Zone and an Outer Boundary.

- The completion and submission to Cabinet of a final draft of the National Minerals Policy. The draft policy outlines an agenda to support the sustainable development of all segments of the industry by focusing on:
  - diversifying the Mining and Quarrying industry
  - improving the output of value-added mineral products
  - creating a framework to attract investment in the industrial and metallic minerals sector
  - reducing the industry's impact on the environment.
- The launch of an African, Caribbean and Pacific (ACP)-European Union (EU) Development Minerals Programme in October 2016. The programme is a three-year initiative by the ACP Group of states and financed by the (European Union) and the United Nations Development Programme (UNDP). The programme aims to strengthen the profile and management of industrial mineral; construction mineral; dimension stones; and semi-precious stones. A Road Map was also completed over the review period and outlines, among other things, the implementation and management approach to be used in executing the project.
- A Partnership deal was successfully negotiated with New Day Aluminum LLC to take over operations of the Noranda Bauxite plant in St. Ann.
- The reopening of the ALPART Alumina plant following successful negotiations for the sale of operations to Jiuquan Iron and Steel Company (JISCO) which was completed in October 2016. Alumina production restarted in 2017.<sup>53</sup>
- The generation of eleven (11) mineral resource maps for specific regions across the island. These maps present the economic potential of the rocks and all mineral deposits in the specific areas.
- The percentage change in export earnings from the bauxite industry moved from -2.7 per cent in 2015 to 22.2 per cent in 2017.

## **Construction**

- Five consecutive years of growth was recorded for the sector over the period 2013-2017. In 2014, real growth of 1.7 per cent was recorded for the industry, the highest for the period. In 2017, real growth of 0.9 per cent was recorded and accounted for 7.2 per cent of total output
- The passing of the Building Bill in November 2017. The Bill provides for the establishment of a National Building Code and identifies the Bureau of Standards as the agency that will create acceptable local standards for construction based on international standards.

## **Creative Industries**

Over the period 2015-2018, Jamaica recorded satisfactory progress in the development of its cultural and creative industries into a globally competitive industry structure and as part of advancing the development of the creative economy. Strategic development imperatives

---

<sup>53</sup> The refinery was closed in 2009 due to the global recession.

included strengthening the policy and strategic framework for development of the cultural and creative industries sector; strengthening the systems and institutional arrangements for coordination of the sector; and building the capacity of the sector and its main players and stakeholders to advance its development towards greater levels of structure and formality, global competitiveness, and inclusiveness and equity regarding access to resources and opportunities for meaningful employment and wealth creation.

Key achievements over the period, included:

- The Creative Economy made significant contributions to gross domestic product, local economic activities and employment: Jamaica's cultural and creative industries were estimated to contribute 5.2 per cent to gross domestic product (GDP), engage 3 per cent of the employed labour force and generate up to US\$20 million annually; and in 2017 alone, the Entertainment Industry earned over J\$20 billion dollars, created 30,000 temporary jobs and staged 19 events<sup>54</sup>. An assessment of the economic impact of the Jamaica Cultural Development Commission's (JCDC) Activities on Jamaica's Economy from 2011-2017 – showed that the activities of the JCDC contributed JMD \$1.24 billion to the economy over the period assessed, including a total multiplied contribution of \$JMD \$450.4 million in the Jamaican economy from the JCDC's Talent Competition.
- The Draft *National Policy on Culture and Creative Economy of Jamaica 2017-2027* was completed in 2017. The policy covers the social, economic and governance aspects of – culture; and cultural and the creative industries, entertainment and the overarching creative economy. It represents current approaches to advancing sustainable and inclusive economic development, presenting an integrated approach through linking elements of culture and the creative economy to other social and economic sectors and dynamics such as health, tourism, education, heritage, innovation. Also, it demonstrates culture as the fibre of the cultural and creative industries and the wider creative economy. while making important distinctions in their operationalizations. This includes distinguishing and strategically targeting the development and implementation of culturally-based interventions for the promotion of social development and well-being as well as the development and preservation of culture as distinct from strategic development imperatives regarding entrepreneurship and enterprise built on local cultural expressions and culturally infused creativity.
- A draft *Business Plan for the Jamaican Cultural and Creative Industries* was developed and the Ministry of Culture, Gender, Entertainment and Sport (MCGES) commissioned a study to measure the impact of the cultural and creative industries on the economy, which will be completed over the 2018-2021 period.
- Kingston was designated a Creative City of Music by UNESCO on December 11, 2015 – the first and only one in the Caribbean.
- The Ministry of Culture, Gender, Entertainment and Sport (MCGES), the Jamaica Museum and the University of the West Indies (UWI) staged the inaugural Imagine Kingston Conference, declared a global best practice by UNESCO. The conference comprised the presentation and discussion of research and case studies on creative

---

<sup>54</sup> Sectoral Debate 2018/19

cities and explored urban regeneration driven by creativity. The conference case study will be presented at the UNESCO Creative Cities Network XII Annual Meeting, in Krakow and Katowice (Poland) in June 2018, under the session theme “Public spaces, housing and economic revitalization: creative visions of urban regeneration”

- Jamaica continued to participate in CARIFESTA, held every two years as an initiative of the Heads of Government of the Caribbean Community to advance Caribbean culture regionally and internationally. Jamaica’s participation is aimed at promoting “BRAND JAMAICA” and utilizes an inclusive model that engages a wide cross-section of artistes in in areas such as the performing arts, fashion, design, arts and crafts, culinary arts, and cultural practices.
- Capacity building training and support was provided to active, aspiring and potential creative practitioners in a number of areas, including entrepreneurship, and business and personal financial planning as part of efforts to equip practitioners to pursue sustainable and meaningful income earning endeavours and achieve income and social security for themselves and their dependents. The areas covered include:
  - Over the period 2015-2017, 3728 persons were trained in the development of arts and culture, including cultural and creative industries management – exceeding the target of 1365
  - The Economic Opportunities Workshops Programme<sup>55</sup> was implemented by the Ministry of Culture, Gender, Entertainment and Sport (MCGES) with support from the Jamaica Social Investment Fund (JSIF), HEART Trust/NTA and the Jamaica National (JN) Group to support the development of entrepreneurial capacities among the residents of communities surrounding the Blue and John Crow Mountains World Heritage Site. The initiative included the training of over 400 persons in the parishes of Portland, St. Thomas and St. Andrew; and the awarding of grants to 20 small businesses, totaling J \$1,000,000.00.
  - The MCGES in collaboration with the Development Bank of Jamaica (DBJ), Administrator General’s (AG) Department and Ministry of Labour and Social Security staged an Estate Planning, Pensions and Financing Workshop for members of the music industry and other sectors in March 2018.
  - As part of promoting cultural entrepreneurship and careers, a National Conference of Culture Clubs was staged in FY 2017/18 to promote awareness of career and entrepreneurial opportunities in the cultural and creative industries and value of the creative economy to national economic growth and development.
  - An Artiste Ambassador and Tour Support Programme was implemented with J\$10.8 million disbursed.

## Sport

Brand Jamaica has gained tremendously from the performance of Jamaica’s sportsmen and sportswomen, and the country’s developing sport industry. Over the period 2015-2018, Jamaica’s achievement in sport continued to be marked by excellent performances in a range of

---

<sup>55</sup> Launched in 2016

national, regional and international events. The world responded in dismay to Usain Bolt's retirement from competition in 2017. While it was generally agreed that his shoes would not be easily filled – the consummate athlete and entertainer – Jamaica's sportsmen and sportswomen continued their dominance in athletics with junior athletes breaking national and world records. The country also boasted stellar performances in a range of other sporting events, including cricket, swimming, netball, badminton, table tennis, chess and racing. Jamaica's national football team, the "Reggae Boyz" improved in the FIFA/Coca-Cola World Football Ranking over the period – while there have been fluctuations in the Reggae Boyz's global annual average global ranking, Jamaica was ranked 97 in 2007<sup>56</sup> and 74 in 2014, showing an improvement to 54 in 2015, and with the exception of a drop in 2016 has retained an annual average ranking of 54 up to the end of the reporting period<sup>57</sup>. The culture of schoolboy football and national club football continued with annual stagings of a number of events including the forerunning, Dacosta Cup, Manning Cup and Red Stripe Premier League, from which a number of local talents have graduated to compete in top European leagues.

Jamaica hosted a number of international sporting events, including in non-traditional areas such as chess. The country initiated and staged international meets and/or meets with international reach such as the annual UTECH Track and Field Classic<sup>58</sup> which engages Jamaica's top junior and senior athletes and provides a pay-per-view service; and the JN Racers Grand Prix<sup>59</sup>, which was launched in 2016 and engages top local and international athletes. The resurgence in competitive boxing continued in annual stagings of the Wray and Nephew Contender series as corporate Jamaica led by Wray and Nephew demonstrated the business of sport in action; and national and international competitors vied for the coveted Championship Title.

The Ministry of Culture, Gender, Entertainment and Sport (MCGES) pursued a number of initiatives to promote the development of the sport sector as a viable internationally competitive industry, including: strengthen governance and coordination in the sport sector; promote public-private partnerships; and support capacity development of the sector and key stakeholders, including creating an enabling environment for the expansion of career and other income earning opportunities to capitalize on Jamaica's earned reputation as a sporting nation, and the global sprint capital.

Key achievements included:

- A Jamaica Athletes Insurance Plan (JAIP) was launched and allows for voluntary enrolment. The plan provides group health, life and personal accident insurance coverage for persons 7-75 years who represent Jamaica at national and international

---

<sup>56</sup> Baseline year for measuring performance under Vision 2030 Jamaica

<sup>57</sup> <https://www.fifa.com/fifa-world-ranking/associations/association=jam/men/index.html>

<sup>58</sup> Commenced in 2009

<sup>59</sup> The JN Racers Grand Prix represents public-private partnership in action, with Jamaica National (JN) the title sponsor and and partnerships with other private sector entities as well as the MCGES and the Sports Development Foundation SDF).

sporting events. A Sustainability Plan for the Athletes Insurance Scheme was completed and a Road Map for implementation of the JAIP is being developed and will be completed in the 2018-2021 period.

- A programme was undertaken to strengthen National Anti-Doping in Sport which included a joint contract between the Jamaica Anti-Doping Commission (JADCO) and the Canadian Centre for Ethics in Sport regarding mutual provision of doping control services and routine drug testing – with 500 tests conducted in 2017.
- Jamaica's leading sport institution, the GC Foster College, along with Track Clubs – most notably the Racers Track Club and the Maximizing Velocity and Power (MVP) Track & Field Club as well as the AKAN and Sprint Tech track clubs – continued to develop local talent and attract athletic talent from across the globe to train and seek professional development on Jamaica's shores. In 2017, athletes from approximately 20 countries from across the globe were training and receiving other professional development support in Jamaica.
- The capacity of the human resources supporting sport development and particularly athletes was developed under national initiatives and bi-lateral agreements including: the Jamaica/China Technical Coaching Project which engaged a nine member team from the People's Republic of China in January 2018 to support the development of coaching skills, including coaching clinics staged at the GC Foster College; and technical assistance from the Japanese government in providing coaching support in Table Tennis.
- An International Bidding Committee was established to lead the development of relevant documentation and activities in the preparation and submission of bids to host major international sporting and cultural events.
- The establishment of the National Sports Museum advanced with a number of activities completed or in progress, including: the completion of a Strategic Business Plan; content development; and delivery of training in textile conservation and preservation

### **Information and Communications Technology**

- Many steps were taken over the period to transform Jamaica into the region's first digital economy
- The BPO sector is one of the fastest growing industries, which contributed in excess of US\$400 million to Jamaica's economy at the end of 2017, accounting for over 26,000 jobs and projecting to add at least another 5,000 by 2019. The city of Kingston was named the Nearshore City of the Year for its performance in business process outsourcing (BPO). The city received this accolade in 2018 at Nexus Illuminate Awards, hosted by Nearshore Americas in San Francisco, to recognize the leading outsourcing companies and countries in the Caribbean and Latin America for their innovation and performance.
- Roll-out of over 300 community access points to facilities communities having access to WIFI and also technology towards increasing internet penetration across the country
- Creation of 5 WIFI hotspots in 3 parishes to provide free WIFI access

## Services

- Annual average growth rate of services (finance and insurance services and real estate, renting and business activities) was 0.9 per cent for the period 2015-2017. This represents the fifth consecutive year of growth which is consistent with the fifth consecutive year of growth for the Jamaica economy.
- The establishment of the National Financial Inclusion Council (NFIC) and the launch of the National Financial Inclusion Strategy (NFIS). The NFIC will be responsible for the implementation of the NFIS which aims to increase the access, knowledge and usage of financial services to the underserved population. The NFIS covers the period 2016-2020.
- The passing of three key pieces of legislation supporting Jamaica's establishment as centre for international financial services. These are the Partnership (Limited) Act, the Partnership (General) Act and the International Corporate and Trust Services Providers (ICTSP) Act.
- Full implementation of the three-year services sector strategy and action plan (2013 – 2016). It focused on six priority sub-sectors, namely medical tourism, wellness tourism, Information and Communication Technology (ICT), professional services, creative industries and offshore medical education. Some of the successes include:
  - the development of a Medical Tourism-Policy framework. It seeks to secure Jamaica's position as one of the preferred destination for medical tourists.
  - establishment and official launch of the National Spa Association on May 19, 2015.
  - the incorporation of Caribbean Institute of Certified Management Consultants (CICMCJ) in January 2016.

## Tourism

All targets in MTF 2015 – 2018 related to tourism were either met or exceeded, These include: percentage change in foreign exchange earnings from tourism, percentage change in visitor arrivals (stopover and cruise), percentage change in the number of persons employed in the accommodations sector. Other key achievements included:

- Establishment of a tourism training centre - Centre for Tourism Innovation (JCTI). The JCTI is an assessment institution that provides specialist education tailored to improve competitiveness and employment opportunities in the tourism sector. Target areas include hospitality, culinary arts, and management.
- Kingston was designated a Creative City of Music by UNESCO and has now become a member of the UNESCO Creative Cities Network, which focuses on resuscitating the economic viability of cities through arts, culture and community. The designation was based the 6 genres of music that Jamaica introduced to the world - Ska, Rock Steady, Mento, Reggae, Dancehall and Dub.
- Heritage based tourism projects were completed in Falmouth, Port Royal and Seville
- Four public beaches were rehabilitated as part of the Beach Park Programme and also to facilitate access to beaches by the local population

- Timeshare Vacations Act was completed
- Devon House upgrade was completed
- Tourist Board Water Sport regulations were amended
- Eco-Tourism guidelines for the Cockpit Country trails, and water features were finalized
- Multi-hazard contingency planning programmes were completed in resort towns

## **National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources**

- The National Forest Policy was promulgated. This Policy addresses the activities that are deemed crucial to the maintenance of a vibrant forestry sector. These include the need for the development of forest management plans; mechanisms governing forest management data collection; the demarcation of jurisdictional boundaries; the regulation of (1) activities on Crown and privately owned lands, (2) the forest sector, and (3) forest-based industries.
- Completion of the National Forest Management and Conservation Plan - the country's first climate resilient sector plan action and it also doubles as the National Action Plan for the United Nations Forum on Forests.
- The Protected Areas Master Plan was approved by Cabinet; This Master Plan provides a framework for the effective management of a system of protected areas (natural resources and local heritage) and sustainable financing. Also three Protected Areas Management Plans were prepared for Ocho Rios and Palisadoes Protected Areas as well as the Discovery Bay Special Fisheries Conservation Area
- The 2<sup>nd</sup> National Biodiversity Strategy and Action Plan were completed and the National Conservation Trust Fund of Jamaica was operationalized and capitalized
- Completion of National Guidelines on Coastal Zone Management and Beach Restoration.
- The Beach Management Plan was prepared for all of the better management of the island's publicly owned or managed recreational beaches.
- Inscription of the Blue and John Crow Mountains as Jamaica's first site on UNESCO's World Heritage List and the first mixed (cultural and natural) site for the Caribbean sub-region
- Four fish sanctuaries were developed during the 2015- 2018 period bringing the total number of fish sanctuaries to 18. The four new fish sanctuaries were Portland (Alligator Head Foundation, Portland Sanctuary), east & west Boscobel Sanctuary and White River.
- Completion of the Marine Spatial Plan for the Pedro Bank and the Pedro Cays Management Plan. Implementation of the Management Plan began in this period
- Launch of the pilot phase of the Green Business Jamaica Certification (GBJ) Programme to support the achievement of national sustainable consumption and production goals. The GBJ is designed to help business operators incorporate best practices in the area of environmental stewardship, in an effort to reduce operational costs and sustain natural resources. The programme is voluntary and gives businesses the opportunity to promote and implement environmentally friendly processes in the core elements of



their operations, while practicing high standards in pollution prevention and resource conservation in line with global standards.

- Jamaica ratified four international conventions over the period - Paris Agreement under the UNFCCC, Minamata Convention Agreement, an amendment to the BASEL Convention and Land Based Sources of Pollution Protocol

## **National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change**

- Promulgation of the National Climate Change Policy and Action Plan
- Jamaica also was the first country to prepare its first biannual update report to the UNFCCC Greenhouse Gas (GHG) emissions
- Promulgation of the Disaster Management Act (2015) which is expected to strengthen the country's overall national disaster preparedness, emergency management and response processes and mechanisms, and reflects modern, strategic, administrative and legal approaches consistent with international best practices in disaster risk management. The Act makes provision for defining the disaster management roles of Local Authorities, establishment of a National Disaster Fund, mandatory evacuations and the designation of specially vulnerable areas. The Act also requires the preparation at least every five years of a National Disaster Response Coordination Plan and requires a Parish Disaster Committee for each parish to be constituted.
- The incorporation of risk assessments in development orders
- Promulgation of the Building Act (2018) which establishes a modern legislative framework bringing the country in line with international best practices while enhancing public safety. It repeals the Kingston and St Andrew and Parish Council Building Acts and creates standards for construction and maintenance of physical structures. It also provides for the establishment of the National Building Code and lists the Bureau of Standards Jamaica as the entity that will set the standards for construction. Additionally, it seeks to address loopholes in the building approval process, and imposes fines for breaches.
- Preparation of Jamaica's 3rd National Communication to the UNFCCC. This is part of Jamaica's reporting requirements under the UNFCCC. Aligned to this was the training of staff of the Climate Change Division to undertake greenhouse gas inventory – including modelling and reporting of greenhouse gas emissions.
- Jamaica continues to build its capacity to prepare for and respond to natural hazards enhancing the country's reputation throughout the Caribbean as a reliable disaster response partner.

















## **National Outcome #15 – Sustainable Urban and Rural Development**

- The passing of the Building Act 2017 which has resulted in a major step supporting the development of resilient infrastructure
- 5 out of 14 parishes have developed and are in varying stages of implementing their local sustainable development plans (LSDPs) which are aimed at guiding the orderly

growth, development and investment in the parishes. The parishes of Manchester, Clarendon, St. Elizabeth, Trelawny and St. Catherine all have LSDPs. With respect to investments, the LSDPs are also designed to assist in attracting local and international investment in developmental projects across the parishes. Each LSDP is underpinned by five thematic areas: natural environment; socio-cultural environment; economic development and wealth creation; built environment and governance; and civic participation and empowerment.

- The entire country is almost covered by Development Orders. Development Orders have been developed for 12 parishes, including among others Kingston and St. Andrew; St. Thomas; St. Catherine; Clarendon; Hanover; Westmoreland; St. Elizabeth and St. Mary. Development Orders enable the promotion of orderly development and support new or existing businesses by informing investors and developers of the types, scale and magnitude of the development that can be facilitated in a particular area. Most of these orders are expected to be promulgated under MTF 2018 – 2021.
- Significant improvements were made to the Development Approvals and Application Process (DARP), including the full roll out of AMANDA to all local authorities as well as in six review entities, including, NWA, Mines and Geology Division, Water Resources Authority, Fire Services among others. Training in the use of the AMANDA software also was provided. Improvements in the DARP enabled NEPA to process 76 per cent of applications received with the stipulated timeline of 90 days.

## APPENDIX 3: Performance under the national outcome indicators measured against targets for 2012, 2015 and 2018

Vision 2030 Jamaica – National Development Plan: National Outcome Indicators																		
Indicators	Unit	Baseline	Actual								Target					Dashboard		
		2007	2009	2012	2013	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030	2015	2018	
		Goal 1: Jamaicans are Empowered to Achieve Their Fullest Potential																
		National Outcome 1: A Healthy and Stable Population																
Human Development Index (HDI)	Index	0.710 (2008)	n/a	0.727 <sup>60</sup>	0.727 <sup>61</sup>	0.729	0.730	0.732	0.732	-	0.745	≥0.754	≥0.754		≥0.800			
Life Expectancy (LE) at Birth – Total (years) <sup>62</sup>	Years	74.13	74.13	74.15	74.15	74.15	74.25	-	74.29	74.31	72.80	73.40	74.3		76.40			
Life Expectancy (LE) at Birth – Male (years) <sup>63</sup>	Years	71.26	71.26	70.4	70.4	70.4	70.5	-	70.54	70.56	69.8	70.4	70.6		73.4			
Life Expectancy (LE) at Birth – Female (years) <sup>64</sup>	Years	77.07	77.07	78.02	78.02	78.02	78.12	-	78.16	78.18	75.8	76.4	78.2		79.4			
Population Growth Rate (%)	Per cent	0.3	0.4	0.3	0.2	0.2	0.2	0.1	0.0	-	0.45	0.35	0.2		0			
Adolescent (10-19 y.o.) Fertility Rate	Births per 1000 population	79	72	72	72	72	72	72	72	-	72	65	60.95		-			
% staff/population ratio (physicians, nurses and mid-wives) per 1000 population	Per 1000 population	-	-	-	1.9	-	-	1.8	-	-	-	-	2.5		2.5			
Maternal	Ratio	94.8	73.5	53.9	108.7	-	-	-	-	-	-	90	88		-			

<sup>60</sup> Revised



















<sup>61</sup> Revised

<sup>62</sup> 2015-2018 data represent intercensal estimates from STATIN












<sup>63</sup> 2015-2018 data represent intercensal estimates from STATIN




















<sup>64</sup> 2015-2018 data represent intercensal estimates from STATIN

# Vision 2030 Jamaica – National Development Plan: National Outcome Indicators






Indicators	Unit	Baseline	Actual								Target					Dashboard	
		2007	2009	2012	2013	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030	2015	2018
mortality ratio																	
Child (<5 yrs.) mortality ratio	Ratio	25.4	25.67 (2008)	-	-	20.0	-	-	-	-	-	24	22		-		
Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases	Per cent	17.0	17.3	17.2	17.4	17.8	20.1	-	-	-	-	15.7	15.6		11.4		
National Outcome 2: World Class Education and Training																	
Adult Literacy Rate (15 and over) – Total (%)	Per cent	86.0	86.8	91.7	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	Per cent	80.5		89.4	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	Per cent	91.1		93.5	93.5	93.5	93.5	93.5	93.5	-	93.0	≥ 94.9	≥ 94.9		≥ 98.3		
Grade 4 literacy rates – Both sexes (1)	Per cent	63.5	70.1	73.7	76.4	77.2	86.3	80.3	85.0	-	75	86.5	≥ 86.5		≥ 96.0		
Grade 4 literacy rates – Male	Per cent	53.2	59.1	64.6	67.9	68.3	79.9	72.3	79.0	-	65	67.9	≥ 73		≥ 96.0		
Grade 4 literacy rates – Female	Per cent	76.6	81.3	83.2	85.2	86.3	92.5	88.2	91.1	-	86	87	≥ 89		≥ 96.0		
% of students sitting CSEC exams passing 5 or more subjects including English Language and/or	Per cent	29.5	35.9	31.9	31.9	38.6	39.5	37.7	37.6	-	31.9	39.5	45		60-80 (prov.)		

# Vision 2030 Jamaica – National Development Plan: National Outcome Indicators

Indicators	Unit	Baseline	Actual								Target					Dashboard	
		2007	2009	2012	2013	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030	2015	2018
Maths																	
Gross Enrolment Rate at the tertiary level	Per cent	31.4	30.8	35.4	34.4	33.0	33.0	35.7	28.0	-	35 (prov.)	35-45 (prov.)	38		50-70 (prov.)		
% of labour Force (14 to 65) that is certified - Both sexes	Per cent	18.52	20.1	23.5	24.4	24.6	-	-	-	-	25 (prov.)	25	30		50 (prov.)	 	 
Grade 4 Numeracy Rates	Per cent		42.0	54.0	58.0	57.5	63.6	59.8	66.9	-	55.0	65.7	85		≥ 96.0	 	 
Secondary level enrolment rates	Per cent	94.4	94.5	91.9	93.1	92.6	97.4	101.0	-	-	91.9	95	98-100		98-100		
Attendance rates – Early Childhood	Per cent	76.6	77.9	79.4	79.4	77.6	78.0	73.5	-	-	79.4	79.4	85		≥ 95.0		
Attendance rates – Primary	Per cent	83.1	84.9	86.8	86.3	84.6	85.3	82.1	-	-	86.8	86.3	90		≥ 95.0		
Attendance rates – Secondary	Per cent	82.7	83.3	84.9	84.4	79.8	81.8	79.6	-	-	84.9	82.7	87		≥ 95.0		
National Outcome 3: Effective Social Protection																	
National Poverty Rate (prevalence)	Per cent	9.9	16.5	19.9	24.6	20.0	21.2	17.1	-	-	12.1	-	-		≤10		
Percentage of children in quintile 1 receiving PATH benefits	Per cent	65.8	68.2	80.3	83.3	84.6	80.0	-	-	-	-	80	90 (prov.)		-		 
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	Per cent	75	66.5	61.7	70.2	66.7	66.6	-	-	-	-	70 (prov.)	75 (prov.)		-		
National Outcome 4: Authentic and Transformational Culture																	
“Use of cultural resources” Index	Index	1.7 (2008)	1.6	-	1.6	-	1.4	-	1.4	-	2.1	2.5	1.8		4.7		

Vision 2030 Jamaica – National Development Plan: National Outcome Indicators																	
Indicators	Unit	Baseline	Actual								Target					Dashboard	
		2007	2009	2012	2013	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030	2015	2018
(Tourism Competitiveness Index)																	
Goal 2: The Jamaican Society is Secure Cohesive and Just																	
National Outcome 5: Security and Safety																	
Category 1 Crimes/100,000 population *	Per 100,000 population	280	447	406	362	322	276	237.7	296.7	-	216	182	280 (prov.)		43		
Murder Rate/100,000 population	Per 100,000 population	59.5	62.8	40.6	44.2	36.9	44.3	49.6	60.2	-	50	35	30 (prov.)		10		
% Recidivism†	Per cent	20.8	23.8	29.4	27.8	28.7	31.0	30.0	-	-	≤ 20	≤ 25	≤ 22.5		≤ 10		
National Outcome 6: Effective Governance																	
Voice and Accountability Index	Index	0.60	0.55	0.45	0.51	0.53	0.55	0.68	0.69	-	0.78	0.88	0.88	0.88	1.27		
Rule of Law Index	Index	-0.44	-0.48	-0.41	-0.38	-0.31	-0.23	-0.25	-0.16	-	-0.30	0.04	0.04	0.04	1.41		
Government Effectiveness Index	Index	0.30	0.21	0.00	0.04	0.14	0.25	0.42	0.49	-	0.18	0.45	0.45	0.55	1.51		
Control of Corruption Index	Index	-0.46	-0.44	-0.35	-0.36	-0.39	-0.33	-0.16	-0.17	-	-0.24	0.13	0.13	0.13	1.59		
Regulatory Quality Index	Index	0.31	0.28	0.24	0.24	0.16	0.11	0.16	0.14	-	0.33	0.53	0.53	0.33	1.35		
Case Clearance Rate (%)	Per cent	93.78	80.06	92.09	95.33	79.60	87.0	-	71.53	-	-	95	95 (prov.)		100		
Goal 3: Jamaica's Economy is Prosperous																	
Outcome 7: A Stable Macroeconomy																	
Annual Inflation Rate	Per cent	16.8	10.2	8.0	9.5	6.4	3.7	1.7	5.2	-	10	≤10	6.0	4-6	≤10		

## Vision 2030 Jamaica – National Development Plan: National Outcome Indicators

Indicators	Unit	Baseline	Actual								Target					Dashboard	
		2007	2009	2012	2013	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030	2015	2018
Debt to GDP Ratio (Fiscal Year)	Per cent	109.42	131.55	135.24	133.34	130.62	126.8	113.2	102.1	-	100	132.0	98.5	83.9	60r		
Fiscal balance as a percentage of GDP (Fiscal Year)	Per cent	-4.61	-11.12	-4.07	0.12	-0.47	-0.4	-0.2	0	-	0	0	1.4r	1.6	0		
Nominal GDP per capita	US\$	4779.90	4522.54	5460.31	5228.91	5054.57	5114.23	5134.25	5394.98	-	5354	6629	5512	6047	≥12055r <sup>65</sup>		
Real GDP annual growth rate (base 2007)	Per cent	1.43	-3.42	-0.47	0.20	0.6	0.9	1.5	0.7	-	3	1.7	2.7	3.0	5.0		
Outcome 8: An Enabling Business Environment																	
Ease of Doing Business Ranking	Rank	50	67	88	90	85	71 <sup>66</sup>	64	67	70	58	53	52	58	34		
Unemployment Rate	Per cent	9.7	11.4	13.9	15.25	13.7	13.5	13.2	11.7	-	10	7.5	10.6 (prov.)	8.4	4		
Labour Market Efficiency Index	Index	4.42	4.33	4.32	4.33	4.28	4.28	4.36	4.50	-	4.50	4.60	4.60	4.60	4.75		
Outcome 9: Strong Economic Infrastructure																	
Infrastructure Index	Index	3.54	3.84	3.59	3.49	3.75	3.74	3.90	4.09	-	3.69	3.84	4.0	4.20	4.59		
Outcome 10: Energy Security and Safety																	
Energy Intensity Index	BTU per US\$ GDP	14,587	-	10,319	10,633	10,443	10,467	10,900	10,155	-	12,422	9,359	6,000		4,422		

<sup>65</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 2018 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\$12,055 or more calculated using the World Bank Atlas Method. While the GNI captures GDP plus net income from abroad, the threshold of \$12,055 is being applied here as the 2030 target of the national outcome indicator, Nominal GDP per capita expressed in US dollars.

<sup>66</sup> 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>.

## Vision 2030 Jamaica – National Development Plan: National Outcome Indicators















Indicators	Unit	Baseline	Actual								Target					Dashboard	
		2007	2009	2012	2013	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030	2015	2018
Percentage of Renewables in Energy Mix	Per cent	5	-	8.3	8.6	8.9	8.6	8.0	7.8	-	11	12.5	-		20		
Outcome 11: A Technology Enabled Society																	
# of scientific publications	Per million population	48	-	38	33	53	32.2	23.8	-	-	≥55	≥62	≥66		≥105		
Resident Patent Filing	Per million population	2.2	-	9.2	8.1	12.1	2.6	7	4	-	≥12	≥18	≥18		≥53		
Outcome 12: Internationally Competitive Industry Structures																	
Agriculture Production Index	Index	100	106.2	119.8	119.1	116.2	116.6	131.6	127.5	-	124.6	132.2	135.1	138.3	176.4		
Growth Rate of Services (Financing and Insurance and Real Estate and Business Services)	Rate	4.12	0.91	-0.15	0.20	0.5	0.85 <sup>67</sup>	0.9	0.8	-	2.25	≥2.25	≥2.25 (prov)	≥2.25 (prov)	≥4.02		
Percentage change in export earnings from the bauxite industry	Per cent	14.65	-65.88	-15.77	3.48	1.9r	-2.7 <sup>68</sup>	-17.6 <sup>p</sup>	22.2	-	2-4	2-4	-	1	-		
Percentage change in export earnings from manufacturers (rolling 3-year average)	Per cent	26.26	3.74	12.12	8.72	-7.48	-20.35	-14.67 <sup>p</sup>	-3.3	-	10	13	10	10	≥14		
Percentage change in labour	Per cent	-0.26	3.13	2.93	0.94	6.0	-5.3	-13	-	-	3.00	3.00	3.00	3.00	3.00		

<sup>67</sup> Revised from 0.45











<sup>68</sup> Revised from 0.5







# Vision 2030 Jamaica – National Development Plan: National Outcome Indicators

Indicators	Unit	Baseline	Actual								Target					Dashboard	
		2007	2009	2012	2013	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030	2015	2018
productivity of Construction and Installation sector																	
Growth Rate of Recreational, Cultural and Sporting Activities	Per cent	1.59	-0.4	2.24	0.45	3.4	2.6	0.54	-	-	3.00	5.00	2.00 (prov.)		5.00		
Percentage change in foreign exchange earnings from tourism	Per cent	2.11	-	5.68	2.1	4.4	7.0r	6.2 <sup>p</sup>	11.2	-	≥3.98	≥3.98	≥5.0%		≥4.1%		
% change in visitor arrivals (stopover)	Per cent	1.3	-	0.85	1.1	4.6	2.1	2.8	7.9	-	3.0	2.8	4.5		4.0		
% change in visitor arrivals (cruise)	Per cent	-11.8	-	17.3	-4.2	12.5	10.2	5.5	16.2	-	25.3	4.6	5.0		6.0		
% change in the number of persons employed in the accommodations sector	Per cent	3.7	-	0.8	-3.6	1.9	7.8	19.7	-	-	0.8	3.9	3.0		3.0		
Travel and Tourism Competitiveness Index	Rank	48	60	-	67	-	76	-	69	-	54	48	-		35		
Goal 4: Jamaica has a Healthy Natural Environment																	
Outcome 13: Sustainable Management and Use of Environmental and Natural Resources																	
Environmental	Index	74.7	-	54.4	n/a	58.3	n/a	77.02	-	58.58	≥80	≥82.2	≥60.2		≥80		

# Vision 2030 Jamaica – National Development Plan: National Outcome Indicators

Indicators	Unit	Baseline	Actual								Target					Dashboard	
		2007	2009	2012	2013	2014	2015	2016	2017	2018	2012	2015	2018	2021	2030	2015	2018
Performance Index		(2006)															
Outcome 14: Hazard Risk Reduction and Adaptation to Climate Change																	
Hazard damage as a percentage of GDP	Per cent	3.4	-	0.8	-	-	-	-	0.2	-	2.5	1.5	1.3		≤1		
Outcome 15: Sustainable Urban and Rural Development																	
Housing Quality Index	Index	68.1	-	72.0	75	72.8	72.2	-	-	-	71.34	73.77	76		86		
Proportion of households with access to secure tenure	Per cent	80.5	-	77.5	78.5	73.8	72.8	-	-	-	82	85	88		95		
Poverty in rural areas	Per cent	15.3	-	21.3	31.3	24.9	28.5	-	-	-	16.8	-	-		≤12		
Number of parishes with sustainable development plans not older than 5 years	Number	0	-	2	2	2	5	4	-	-	8	6	8		15		

Traffic Signal	No. of Indicators	%
Green 	17	25.4%
Yellow 	21	31.3%
Red 	24	35.8%
Grey 	5	7.5%
TOTAL	67	100%
<u>Traffic Signals (based on results up to and including March 2018):</u> Green - Met or exceeded target (2018) Yellow - Improved over baseline year of 2007 but did not meet target (2018) Red - Equal to or worse than baseline year of 2007 Grey - Not applicable Note: Measurement is against 2018 target based on the latest available data for the indicators and against the 2015 target for 2013, 2014, or 2015 data,		