



# **VISION 2030**

# **JAMAICA**

## **NATIONAL DEVELOPMENT PLAN**

**“PLANNING FOR A SECURE & PROSPEROUS FUTURE”**

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Vision 2030 Jamaica

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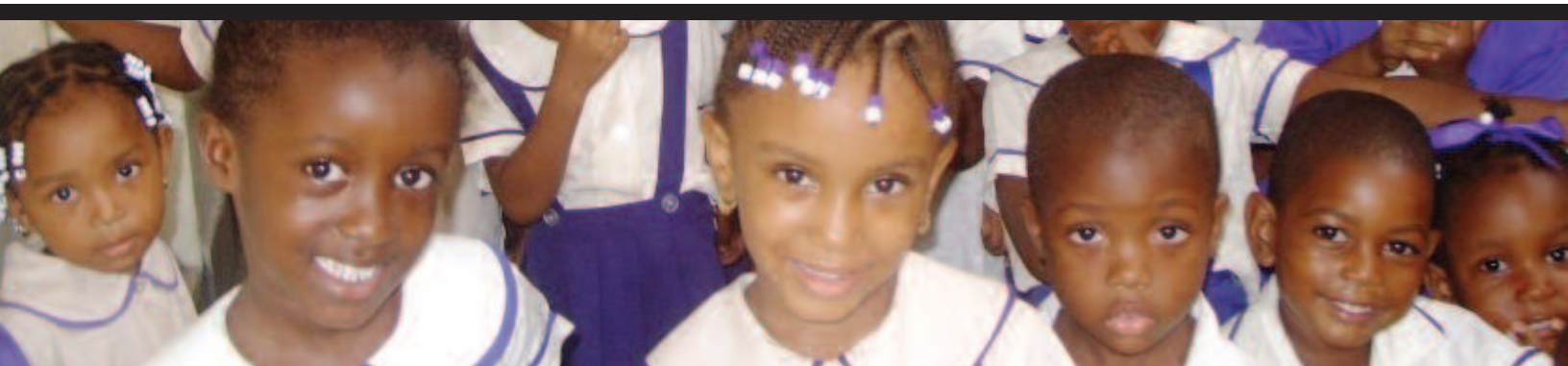
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# A VISION FOR JAMAICA

## National Vision Statement

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

### The Vision

*From bustling townships and cities to the “irie” countryside, we are a people of tremendous God-given talent and potential. Out of diverse hardships we remain strong and deeply spiritual. Jamaica, an island gem basking in brilliant sunshine where cool waters cascade from the mountains to the fertile soils of the valleys below.*

#### As a united family at home and abroad, we commit to a vision in which:

- we ensure equitable access to modern education and training appropriate to the needs of each person and the nation
- we provide quality and timely healthcare for the mental, physical and emotional well-being of our people
- our children and our children’s children can continue to enjoy the unique environmental and cultural treasures of our island home
- we seek out and support the entrepreneurial talents and creativity of our people
- we create prosperity through the sustainable use and management of our natural resources
- we create and advance national prosperity and security by vigorously seeking, learning, generating, and applying scientific and technological knowledge
- we provide full access to efficient and reliable infrastructure and services
- we are the premier destination to visit and do business
- we hold to and build on those positive core values and attitudes that have made us distinctly Jamaican
- we resolve conflicts through dialogue and mediation
- we treat each other with respect and dignity
- we all have a meaningful voice in the decision-making of our country
- we create a safe and secure society
- we know our rights and responsibilities and stand equal before the law
- Our families contribute positively to the society and nurture, protect, encourage and support their members

#### We especially seek to create a secure future for our vulnerable population in ensuring that:

- each child has equal opportunity to develop his or her full potential through access to the best care, affection and protection
- our youth are empowered to contribute meaningfully in building and strengthening the communities to which they belong
- our elderly and persons with disabilities are fully integrated within society, have access to appropriate care and support services and are treated as valuable human resources
- no one falls into, or remains in poverty for lack of adequate support

“One love, one heart, one Jamaica”



# FOREWORD

# FOREWORD

This Plan has been produced in the midst of a global financial and economic crisis that is the most serious since the Great Depression of October 1929. While Jamaica has to respond to short-term emergencies, it cannot lose sight of the strategic and long-term requirements for development. We must continue to plan, even though we operate in a dynamic global context, and deal with the consequences while we grasp the opportunities to prosper.

Many social and economic problems pre-exist the current crisis. Partly due to our neglect of long-term issues, our nation has suffered from a number of inadequacies since achieving Independence in 1962 which has led to: poor GDP growth performance, high levels of debt, unacceptable levels of unemployment and poverty, crime and violence, low levels of skills, weak infrastructure, and uncompetitive industries that produce low value commodities.

This weak national performance has been exacerbated by very rapid urbanization, migration and globalization which have had a negative impact on the structure and stability of the Jamaican family. The result has been a weakening of social capital and the emergence of negative social values and mindset that we must overcome if the society is to advance rapidly. Jamaicans have expressed a clear wish to break out of this vicious cycle of low performance and build a quality society. In response to this wish, the Planning Institute of Jamaica (PIOJ) was mandated by

Government to guide the process of preparing a long term national development plan to enable Jamaica to achieve developed country status by 2030.

Previous planning efforts floundered, partly because they were perceived as being owned only by the Government of the day. This Plan is therefore, broad-based in scope, non-partisan and inclusive, the recipient of input from the public and private sectors, Trade Unions, NGOs, external agencies and ordinary citizens. The final product is a National Development Plan which captures the very diverse needs and aspirations of our people.

This yearning for a secure and prosperous future is encapsulated in the vision statement: **“Jamaica the place of choice to live, work, raise families, and do business”**. This vision embodies the clear message that emerged from the inclusive planning process.

This reveals that that hopes and dreams of our people transcend mere growth in per capita income, although this is considered a worthy goal. Important issues that emerged during the consultation phase were for: *greater access and opportunities; efficient delivery of health, education, justice and security services; a more inclusive society which fosters a greater sense of hope, particularly the young; greater development of rural areas; protection of the environment; and a strong desire to preserve the positive and transformational aspects of our culture and heritage.*

By 2030, we see Jamaica as a country having a vibrant and sustainable economy, society and environment; a high level of human capital development; greater opportunities and access to these opportunities for the population; and a high level of human security. Developed country status for Jamaica is, therefore, a definition crafted from our realities and aspirations and against which we will measure our achievements and successes.

**Vision 2030 Jamaica** is the strategic guide or roadmap to achieve this level of development. Through short- and medium-term priorities, policies and programmes which are captured in the Medium Term Socio-Economic Policy Framework (MTF), the Plan provides dynamism and flexibility. This framework for implementation facilitates consistent monitoring and evaluation and allows domestic as well as global changes to be reflected and incorporated in the planning process.

We will not achieve developed country status overnight; the change will be gradual. To achieve this goal requires leadership, partnership, national will and

commitment for transformation, a sense of urgency about the unsustainable nature of the current path, and a passionate desire to achieve greatness.

Today, our children, from the tiny boy in Aboukir, St. Ann, to the teenage girl in Cave, Westmoreland, have access to technologies that were once considered science fiction. They seek opportunities to realise their full potential. This Plan is to ensure that, as a society, we do not fail them.

We have a duty to ourselves, to the sacrifices of past generations and to the hopes of future generations, to preserve the best of our country and to transform the worst. The outcome in 2030 is dependent on the decisions we make today.

I invite all Jamaicans, as well as our global partners, to join in the next stage of this exciting journey: the successful Plan implementation of **Vision 2030 Jamaica**.

**Wesley Hughes, CD, PhD**  
**Director General**  
 Planning Institute of Jamaica

# MESSAGE

## FROM THE GOVERNOR GENERAL



**His Excellency, The Most Honourable  
Patrick L. Allen, ON, CD, PhD**  
Governor General

It is fitting that the ***Vision 2030 Jamaica - National Development Plan***, which is being tabled in Parliament, is the result of widespread consultations with stakeholders across Jamaica, as it embodies the kinds of positive conversations that we must have if we are to express our concerns one to another, define our common goals and identify pathways toward achieving them.

The four overarching national goals that have been identified speak to empowerment, social security, economic prosperity and the health and well-being of Jamaicans living in a healthy natural environment. These are goals with which every Jamaican can identify, as they seek to address pertinent issues that relate to their ability to provide for their families in a secure and enabling environment. This is especially important during this period of economic uncertainty.

If we are to achieve these national goals and impact the country's development in

a sustainable way, we must draw upon those values, skills and attributes that are right with Jamaica. It will require transformational leadership at every level in the society, a willingness to work with each other and the use of our natural resources in the best ways possible.

But perhaps most importantly, the realization of the ***Vision 2030 Jamaica - National Development Plan*** will require the input of our youth who must have a sense that they are at the centre of our nation's development. We must engage them and involve them in the transformation process.

***I believe*** in the ability of every Jamaican to contribute in a meaningful way to the accomplishment of the ***Vision 2030 Jamaica - National Development Plan*** and I applaud the Planning Institute of Jamaica for so ably leading the process of change.

**Patrick L. Allen**  
Governor-General

# MESSAGE

## FROM THE PRIME MINISTER



**The Honourable Bruce Golding, MP**  
Prime Minister

---

My fellow Jamaicans, we are now embarking on a path of national transformation through Vision 2030 Jamaica – National Development Plan - a vision of a new society that is inclusive of the dreams and aspirations of all Jamaicans; a society that is secure, humane and just; and a place for which we all take responsibility in owning and protecting for future generations.

We are all agreed that our country has underperformed for much of the post-independence period in critical areas such as economic growth, justice, security and the delivery of social services. We have also not done enough to protect and nurture our young and care for our natural and cultural environment. We are committed to changing this.

Vision 2030 Jamaica demands commitment by us as a Government and society in general, that will accelerate

economic growth, improve social welfare, and prepare us to face the challenges of integrating into the global economy. Our economy must be prepared to trade with the rest of the world efficiently and competitively if we are to enjoy a secure and prosperous future.

The current, severe global economic crisis affecting the local and international landscape has left many countries reeling. This is the context within which we must start the long process of coordinating and accelerating the implementation of the strategies and programmes set out in Vision 2030 Jamaica. This long-term Plan forcibly drives home to us, the point that our survival cannot be guaranteed by doing “business as usual”. The Plan requires us to draw on our creative energies as a people, and to summon up the will to succeed. The crisis provides us with great challenges, but equally so, great

opportunities to pursue development with new approaches and new sources of national competitiveness.

Vision 2030 Jamaica places strong focus on the enhancement of our human resources, particularly first-class education and training. Our education and training system must be transformed if we are to be globally competitive. A stable macroeconomic environment which lends itself to attracting increased investments that will serve as a stimulus for job creation; greater investment in crime fighting, constitutional reform and improved governance; and the preservation of our natural and built environment, are critical pillars of the Plan.

I remain undaunted and resolute in my commitment to lead this transformation process. Victory and success hinge on sustained public-private partnership and dialogue, which were central to the development of Vision 2030 Jamaica. I am satisfied that the wide-scale consultations held among critical stakeholders in the planning process has resulted in a truly national output. This planning process has bridged all sectors in the society, including, Government ministries and agencies, private sector, academia and civil society to harness and incorporate the widest possible range of technical expertise, experiences and skills. The Plan has strong political support from the Opposition, which initiated its formulation. This is the first

long-term plan that can make such a claim, and this speaks to its sustainability.

To all who are directly involved in the day to day implementation of Vision 2030 Jamaica, I challenge us to be more efficient and effective in serving with devotion and integrity and to improve the capacity of the State to deliver. To our private sector, non-state actors (NGOs, CBOs and trade unions) as well as our international partners, I appeal for your continued support during this the implementation phase. There is much work to be done in improving health, education, infrastructure, rural development, strengthening the family, changing the mindset, and transforming values. The Government cannot do this alone; the support of the entire country - every community, village and town is needed. This partnership is the essence of Vision 2030 Jamaica.

I am determined to lead the implementation process to build a country where opportunities abound for our people; a country that is no longer 'held hostage' to mounting debt; and a country where the future generation can enjoy a better way of life than our generation. I have every confidence that Vision 2030 Jamaica - National Development Plan is the 'road map' that will take us there; and make "Jamaica, the place of choice to live, work, raise families, and do business".

**Bruce Golding**  
Prime Minister of Jamaica

# MESSAGE

## FROM THE LEADER OF THE OPPOSITION



**The Most Honourable  
Portia Simpson Miller, ON, MP**  
Leader of the Opposition

---

Our beloved National Anthem, itself a prayer for structured guidance to our country's development has enshrined within it the abiding request of our Father to "Give us vision lest we perish".

Yet the process of visioning is not just occasioned by spirited prayer. It depends upon a structured and committed process of consultation, alignment and realignment to ascertain the true priorities of the nation.

Jamaica's history has been replete with opportunities to have developed a blueprint upon which our society would have been engineered. For several decades and for myriads of reasons the committed space to have allowed us to do that have to an extent evaded us. This is not to say there have not been efforts that have advanced our developmental agenda. The National Industrial Policy

and the Tourism Master Plan for Sustainable Development stand out as two recent examples of the recognition of the need for visioning and forward planning and the measured tangible outcomes that confirm this to be a critical component of nation building.

It is therefore fitting that the Planning Institute of Jamaica has successfully spearheaded the process of developing Vision 2030 Jamaica, National Development Plan. Vision 2030 Jamaica will provide a structured rubric that allows us to measure, refine and achieve the agreed targets and outcomes that will advance Jamaica's march to Developed Country Status.

We must ensure that just as the process to date has centralized the need for consultation and participation that the implementation and execution of the

various strategies and activities will continue to benefit from the full participation of the citizenry and of all interest groups.

Our collective ownership of this process will redound to the nation's benefit. Once properly implemented and monitored the past inequities that have affected many in our society will be corrected. The achievement of this Plan and its successful implementation will be seen by future generations of Jamaica as a treasured part of our collective

patrimony. On this measurement we cannot fail; or the outcomes we all agree to be necessary for the attainment of Developed Country status will be unnecessarily denied us.

I intend to always be the greatest advocate for this process and avail my energy and focus and that of the People's National Party, within and without the Parliament to its success.

**Portia Simpson Miller**  
**Leader of the Opposition**

# ACKNOWLEDGEMENTS

Vision 2030 Jamaica - National Development Plan was prepared with the invaluable contribution, dedication and commitment of the Jamaican people, at home and in the Diaspora, who dared to act decisively to specify their vision of a secure and prosperous future by 2030.

Specifically, the PIOJ thanks all those who contributed their resources, time and intellect to initiate, prepare and finalize the Plan, including: the Government of Jamaica and the Opposition which mandated and guided the process; the Ministries, Departments and Agencies; the Cabinet Office; the many stakeholders including students, academia, officials and technical staff in the public and private sectors; non-governmental organizations; the man-in-the street; trade unions and civil society, who assisted in crafting the Vision and providing the scope and direction for the Plan.

The PIOJ pays special tribute to the Chairpersons and members of the various Task Forces drawn from the public and private sectors and civil society who generously gave of their time, technical and creative ideas, and worked assiduously to develop the draft sector plans. Their work was highly complemented by the external review panels which provided critical review, intellectual advice and comments, referenced by their extensive experience and perspectives, thus laying the foundation for the formulation of this integrated Plan.

The PIOJ is also indebted to the Plan Advisory Group (PAG), led by the Hon. Karl Hendrickson, and consisting primarily of industry leaders who brought the unique perspectives from their respective fields to the early stages of the Plan formulation process.

We are also grateful to the following individual Consultants, who at short notice provided significant assistance: Dr. Neville Beharie, who helped to clarify and articulate the issues for integration of the sector plans into the National Development Plan; Mr. Michael Fairbanks, who brought international and transformational perspective to the process; Dr. Weishuang Qu, from the Millennium Institute, and Dr. Damien King, UWI, for providing technical expertise in building the T21 Jamaica Model, and in training the PIOJ core model team, for on-going use and application of the model, respectively; Mrs. Dawn Sewell-Lawson, for developing the results-based performance framework for monitoring and evaluation of the Plan; Mrs. Carole McDowell, for her technical review and editing of the final draft of the integrated Plan; and Ms. Gina Sanguinetti, who edited the first draft of the document.

Vision 2030 Jamaica has drawn from the work of the Education Transformation Programme, Jamaica Justice System Reform, the PIOJ Dialogue for Development Series, PIOJ 50<sup>th</sup> Anniversary Conference, published works, the lessons of previous national development plans, and international best practices.

Jamaica owes much to the Caribbean Development Bank (CDB), the Canadian International Development Agency (CIDA) and other international development partners, which provided financial and other resources to start and maintain the process.

Finally, the PIOJ acknowledges the work of its staff, in particular the Plan Development Unit, which worked tirelessly to complete this Plan.



# NATIONAL VISION

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

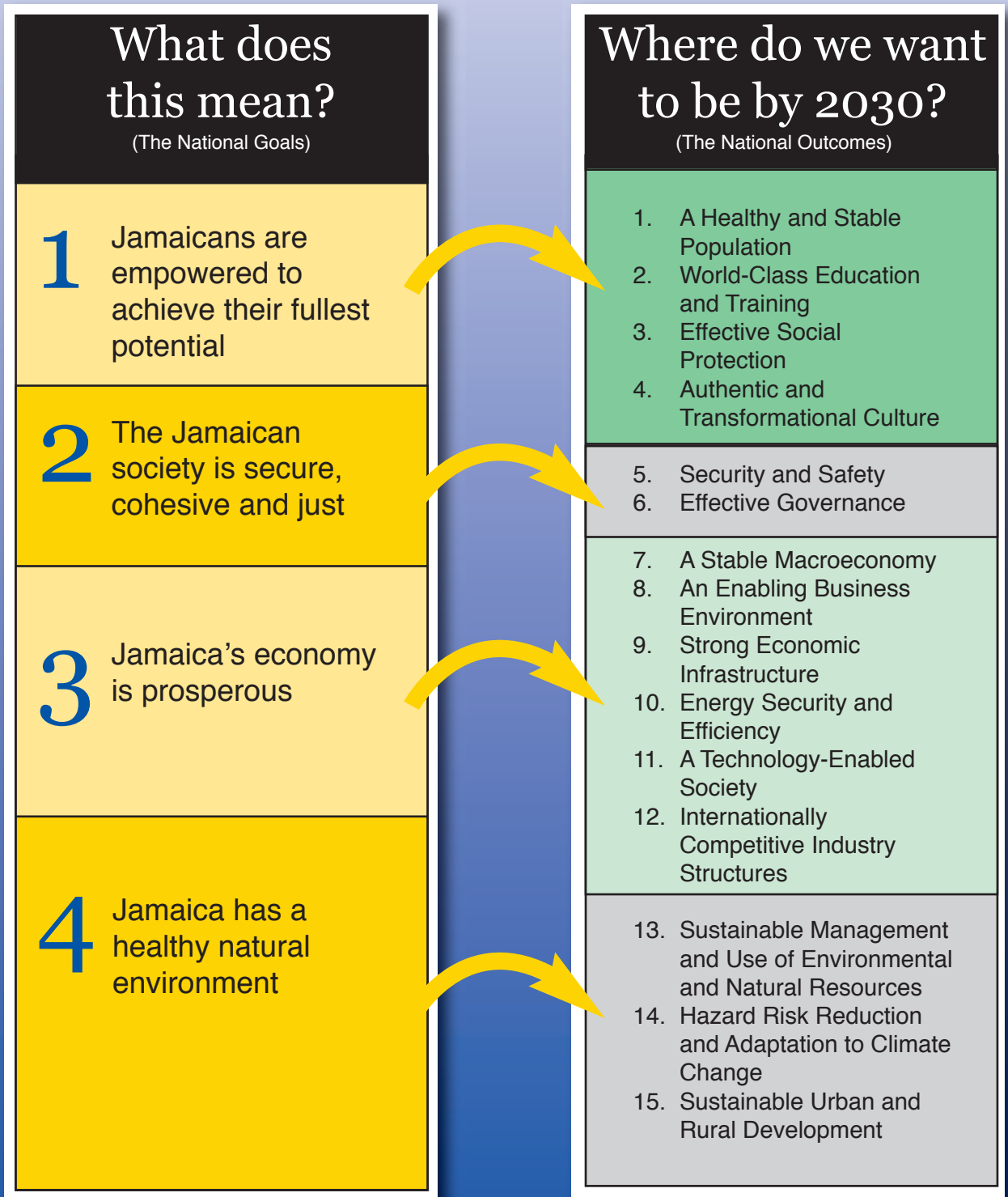


Figure 1: Vision, Goals & Outcomes

## What do we have to do?

(The National Strategies Linked to Goals & Outcomes)



Table 1: National Strategies Linked to Goals and Outcomes

**What do we have to do?**  
(The National Strategies Linked to Goals & Outcomes)



**Table 1: National Strategies Linked to Goals and Outcomes (Cont'd)**

## What do we have to do?

(The National Strategies Linked to Goals & Outcomes)

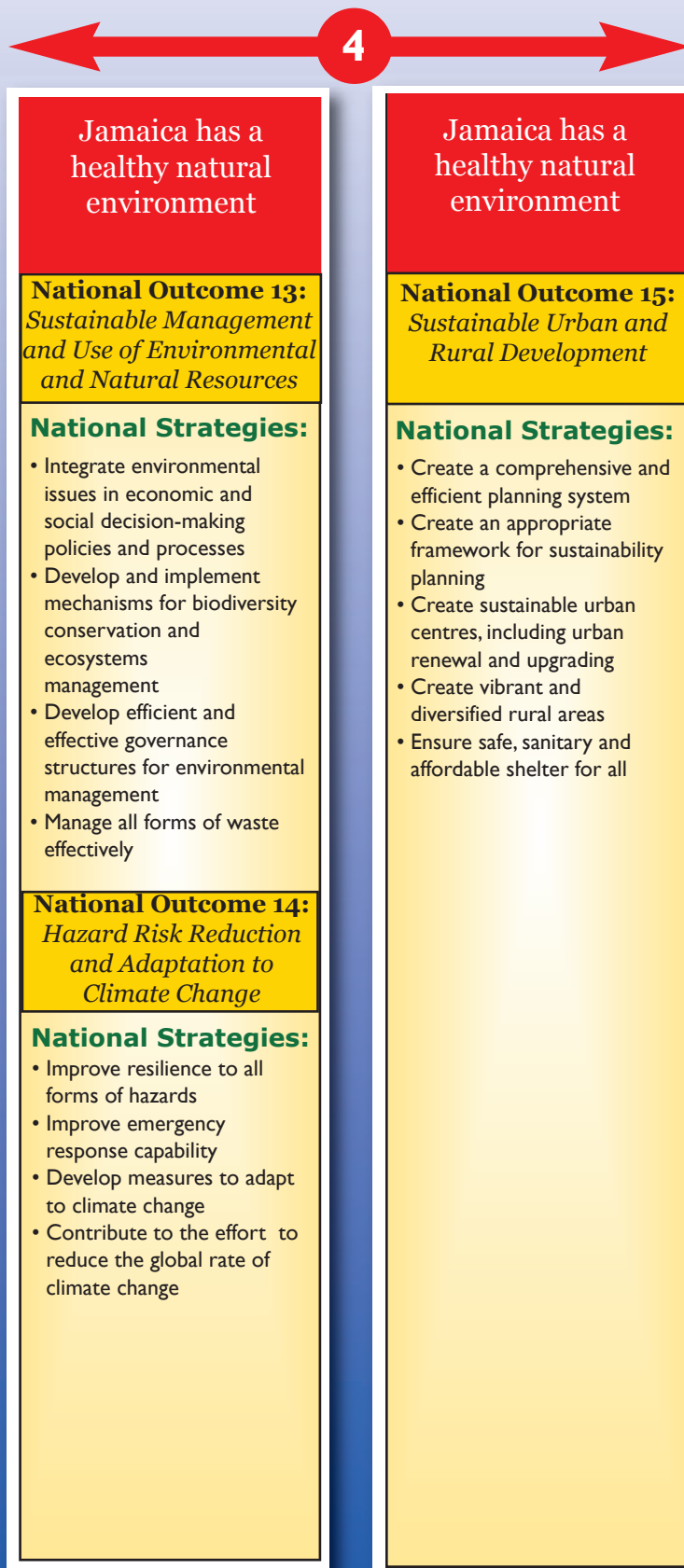


Table 1: National Strategies Linked to Goals and Outcomes (Cont'd)

## Selected Socio-Economic Indicators Jamaica (1970-2007)

INDICATORS	1970	1980	1990	2000	2005	2006	2007
Real GDP <sup>1</sup> (Growth) %	11.9	-5.7	6.3	0.9	1.0	2.7	1.4
Debt/GDP (%)		107.4	128.7	88.7	119.1	117.5	111.4
Average Annual Unemployment Rate (%)		27.4	15.3	15.5	11.2	10.3	9.9
Average Annual Exchange Rate (J\$=US\$1.00)	0.83	1.78	7.24	43.08	62.50	65.88	69.06
Inflation (%)		28.6	29.8	6.1	12.6	5.7	16.8
Population ('000)	1,861.3	2,183.8	2,414.9	2,597.1	2,656.7	2,669.5	2,682.1
Population Growth Rate (%)	1.5	1.1	1.0	0.6	0.5	0.5	0.5
Life Expectancy at Birth (years)				72.2	73.3	73.3	72.4
Adult Literacy (% of ages 15 and older)				79.9	79.9	85.5	86.0
Gross Primary Enrolment ('000)		427.3	339.0	325.3	326.4	318.7	310.0
% Population below Poverty Line				18.9	14.8	14.3	9.9
Access to Piped Water (%)				66.6	n/a	67.8	70.2

<sup>1</sup> GDP figures used for 2000 - 2007 utilize the 1993 System of National Accounts and 2003 base year.

# NATIONAL VISION



Photograph contributed by JCDC

# EXECUTIVE SUMMARY

*"...I know the plans I have for you...plans to prosper you and not to harm you, plans to give you hope and a future"  
(Jeremiah 29:11)<sup>2</sup>*

## Introduction

Jamaica, the largest English-speaking island in the Caribbean, is known worldwide for its vibrant culture, sporting prowess and physical beauty; and boasts of its political stability, favourable climate, geographic location and abundant natural resources. Our island is home to a warm-hearted, talented and diverse people.

We have made considerable progress towards meeting international standards in a number of our key social indicators, including the achievement of high life expectancy, near universal enrolment in primary and junior secondary education, and widespread access to potable water. By 2015, we will have achieved many of the Millennium Development Goals related to poverty, child nutrition, universal primary education, and access to safe drinking water, among others.

In spite of these achievements, since gaining independence in 1962, our country's development has been characterized by paradoxes and potential: periods of expansion have alternated with periods of poor economic performance; growth has occurred alongside social issues of inequity including inequalities in wealth and opportunity; and we have experienced major social and political reforms, structural adjustment

processes, and a collapse of some locally-owned financial institutions from 1995 to 1997.

We also have experienced relatively low rates of economic growth that compare unfavourably with our regional and international counterparts, low productivity in most sectors, lack of national consensus on critical socio-economic issues, poor student outcomes, severe environmental degradation, and high rates of violent crime. Governance has been an area of particular concern, with erosion of social capital and trust, an inefficient justice system, political polarization, and weak accountability mechanisms in the public sector. One profound impact of this has been the sustained outward migration of many Jamaicans, including the highly educated, who have chosen other countries in which to live and dedicate their talents.

Our quest for economic development has been affected by a series of external shocks including hurricanes, the impact of the terrorism attack in the USA in September 2001, a steep rise in oil prices and international recessions. Nonetheless, we have seen consolidations of structural adjustment and liberalization processes, reductions in poverty levels, and dynamic expansion

<sup>2</sup> The Bible - New International Version (NIV).

in the tourism, financial services, telecommunications, entertainment, and distribution sectors.

Since 2007, we have been facing a global economic crisis that exceeds the scope of previous downturns experienced since Independence and, if not addressed, could affect the implementation of this Plan. Its impact is likely to limit, in the near term, our access to capital markets, reduce the profitability of local businesses, stymie economic growth, reduce employment in critical sectors of the economy and worsen our balance of payments. The unfolding situation also has negative implications for the advancement of our social development agenda as well for the timely achievement of the Millennium Development Goals.

Within this context, therefore, we are forced to examine and to strategically and explicitly address the factors that limit decisive progress towards higher levels of development in order to advance the well-being of our nation. Importantly, we must chart a new direction for realizing our hopes and aspirations for a brighter tomorrow and forge an irreversible path to sustainable prosperity for all.

For decades we have relied upon our natural endowments and short- and medium-term national development plans to realize our national development objectives. Our planning efforts have had only limited success, due to inherent weaknesses which included relatively short-term planning horizon, inadequate resources to support implementation, an ineffective

monitoring and evaluation framework, limited involvement of non-state actors and weak synergies between targets, indicators and budgets.

The present status of Jamaica's national development reflects the accumulation of choices we have made in the past. To change this path, we have to make new choices.

## Vision 2030 Jamaica – Our Road to Sustainable Prosperity

**Vision 2030 Jamaica** is our country's first long-term National Development Plan which aims to put Jamaica in a position to achieve developed country status by 2030. It is based on a comprehensive vision:

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

This envisages a major transformation from a middle income developing country to one which affords its citizens a high quality of life and world-class standards in critical areas including education, health care, nutrition, basic amenities, access to environmental goods and services, civility and social order. In the Jamaican context, these elements are fundamental to the achievement of progress towards a more sustainable society which integrates and balances the economic, social, environmental, and governance components of national development - a development that “meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>3</sup>

<sup>3</sup> World Commission on Environment and Development: Our Common Future. Oxford: Oxford University Press. 1987.



## The New Paradigm

Vision 2030 Jamaica introduces a new paradigm which redefines the strategic direction for Jamaica and puts us on a different path – a path that will lead to sustainable prosperity. The new paradigm will move from dependence on the lower forms of capital – our sun and sand tourism and exporting sub-soil assets and basic agricultural commodities, to development of the country’s higher forms of capital – our cultural, human, knowledge and institutional capital stocks that will move us into higher stages of development.<sup>4</sup>

The central challenge is to create the conditions in which our productive enterprises are able to generate greater levels of wealth, and in which the social and environmental conditions and general well-being of the society are enhanced.

## Guiding Principles

Vision 2030 Jamaica aims at enabling Jamaica to achieve developed country status by 2030. It is based on seven Guiding Principles which put people at the centre of Jamaica’s development. These are: transformational leadership; partnership; transparency and accountability; social cohesion; equity; sustainability; and urban and rural development. They give priority attention to elements that are essential to delivering a world-class quality of life for all Jamaicans and reflect the key pillars of change needed to realize the Vision for our nation.



**Figure 2:**  
The Guiding Principles

<sup>4</sup> There are seven forms of capital, namely: natural, man-made, financial (lower forms), knowledge, human, institutional and cultural (higher forms).

Deliberate steps must be taken to change the mindset of our nation and address traits that are likely to inhibit progress towards our development. Core values such as respect, honesty and truthfulness, forgiveness, tolerance, trust, honour, discipline, responsibility, cooperation, good work ethic and punctuality, are essential for transitioning this society to a prosperous one.

### National Goals

Vision 2030 Jamaica is built on four strategic goals for our country’s development. These goals are mutually reinforcing and synergistic in design, and their achievement cannot be realized in isolation from each other. They give greater articulation to our vision statement and are the pillars on which the new paradigm for Jamaica’s sustainable prosperity rests. These goals are presented in Figure 3 below.

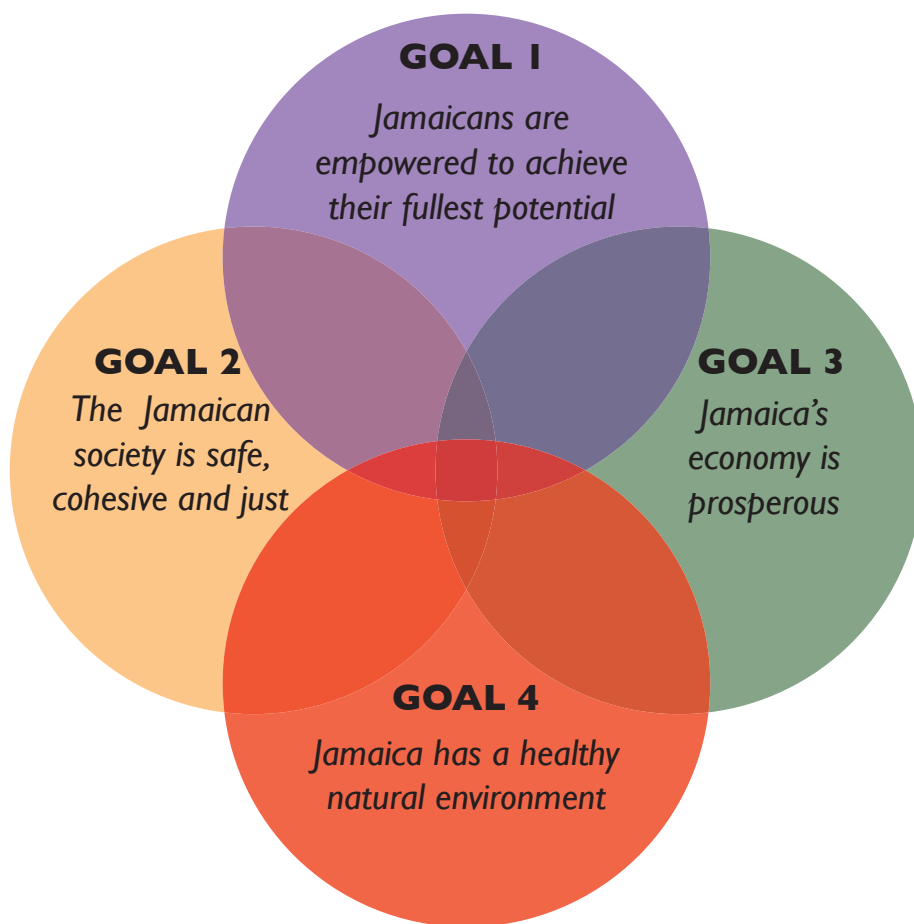


Figure 3: National Goals

## National Outcomes and Strategies

Operationally, the four National Goals are mapped into 15 National Outcomes, which in turn will be pursued through National Strategies. The National Outcomes reflect the desired changes in

development conditions and, when accomplished, lead to the achievement of the National Goals. Each outcome is aligned to a specific goal, and collectively they provide the roadmap for achievement and success under Vision 2030 Jamaica.

National Goals	National Outcomes
<b>1</b> Jamaicans are empowered to achieve their fullest potential	1. A Healthy and Stable Population
	2. World-Class Education and Training
	3. Effective Social Protection
	4. Authentic and Transformational Culture
<b>2</b> The Jamaican society is safe, cohesive and just	5. Security and Safety
	6. Effective Governance
<b>3</b> Jamaica's economy is prosperous	7. A Stable Macroeconomy
	8. An Enabling Business Environment
	9. Strong Economic Infrastructure
	10. Energy Security and Efficiency
	11. A Technology-Enabled Society
	12. Internationally Competitive Industry Structures <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Manufacturing</li> <li>• Mining and Quarrying</li> <li>• Construction</li> <li>• Creative Industries</li> <li>• Sport</li> <li>• Information and Communications Technology</li> <li>• Services</li> <li>• Tourism</li> </ul>
	13. Sustainable Management and Use of Environmental and Natural Resources
<b>4</b> Jamaica has a healthy natural environment	14. Hazard Risk Reduction and Adaptation to Climate Change
	15. Sustainable Urban and Rural Development

Table 2: National Outcomes Linked to Goals

These outcomes, as summarized below, will be achieved through the implementation of a range of National Strategies which address the development challenges facing Jamaica and take full advantage of our strengths and opportunities. The National Strategies in turn guide the implementation of the sector plans which contain detailed sector strategies and action plans for the development of Jamaica's economic, social, environmental and governance sectors to 2030.

A synopsis of the 15 National Outcomes is presented below.

### **National Outcome # 1: A Healthy and Stable Population**

We recognize that the ultimate objective of Vision 2030 Jamaica is to improve the quality of life of our population. Vision 2030 Jamaica will integrate our population concerns, including the various dimensions of our society, such as gender, youth, working age, the elderly and persons with disabilities, into our development planning. We will ensure that our population is balanced and grows at a rate that is sustainable. We will build on the positive achievements in the health sector and ensure that where the health outcomes are weak (such as the maternal mortality and infant mortality rates) these will be improved to acceptable levels. We expect our average life expectancy to increase to more than 76 years by 2030. To achieve this, we will implement the Health Promotion Approach and encourage healthy lifestyles. We will strengthen and emphasize our primary health care delivery while improving our secondary and tertiary care. We will build partnerships among the public and private sectors and civil society to improve

governance and management and increase the level of resources for the health sector.

### **National Outcome # 2: World-Class Education and Training**

Under Vision 2030 Jamaica, our country will develop an education and training system that produces well rounded and qualified individuals who are able to function as creative and productive individuals in all spheres of our society and be competitive in a global context. We will build on the foundation of the education transformation processes which are progressing towards improvement of the education system at all levels. The contribution of the HEART Trust/NTA to the delivery of training in Jamaica will be further strengthened as it continues to contribute to the creation of a society of lifelong learners. Our initial emphasis will be to improve our capacity to support the holistic development of the child and provide opportunities for the education and training of our under-trained population, particularly our unattached youth. We will continue to enhance our tertiary institutions to ensure that we have world-class graduates who are able to contribute to a knowledge-based and innovative society. At the very minimum, the average beneficiary of our education and training system will: have completed the secondary level of education; acquired a vocational skill; be proficient in English Language, a foreign language, Mathematics, a science subject and Information Technology; participate in sports and the arts; be aware and proud of our local culture; and possess excellent interpersonal skills and workplace attitudes. By 2030, more than 98 per cent of our population who are 15 years and older will be fully literate.

### **National Outcome # 3: Effective Social Protection**

Vision 2030 Jamaica puts people at the centre of its programmes and sees it as important to identify and support the vulnerable in our society. Under this outcome, Vision 2030 Jamaica will reduce the vulnerability of our population by effectively addressing the needs of those who are unable to provide adequately for themselves, and by ensuring that the eligible population is covered under some form of pension or social insurance scheme, recognizing that a higher proportion of elderly will be in our population by 2030. The strategies to achieve this outcome include: measures to identify and create employment and business opportunities for the unemployed and underemployed poor; improved targeting of and the provision of benefits to the needy; and measures to increase the participation of persons with disabilities in all spheres of national life.

### **National Outcome # 4: Authentic and Transformational Culture**

We recognize the uniqueness of our Jamaican culture, its impact on the world stage particularly with respect to music, the visual and performing arts and sports, and the importance of having a shared sense of identity, values and wholesome attitudes. Under this outcome, Vision 2030 Jamaica will ensure that our heritage is respected and preserved by our people and all who come to our shores, and that the material value of our culture as expressed through our creative industries contribute meaningfully to the development of our society. Additionally, we recognize that a positive sense of self and pro-social and transformational values such as respect for others and their rights, punctuality, honesty

and respect for the differences between us, are essential to the maintenance of harmony and a productive environment. Our strategies will include measures to identify and promote our core values, strengthen our families as the foundation of our society, deepen our involvement in and support for sport, and integrate our Nation Brand into national development.

### **National Outcome # 5: Security and Safety**

Vision 2030 Jamaica will not be realized while our nation operates under a cloud of fear and without cohesion. This outcome will restore a sense of security and safety to our society by: reducing the level of crime and violence in our country; providing adequate security and rehabilitation for individuals who are custodial clients in correctional institutions; and providing restitution to those who have been victimized. The Plan is sensitive to social and demographic dimensions such as gender and age and to the relationships between law enforcement agencies and communities. It will address the varying dimensions of crime such as the role of criminal gangs, the drugs-for-guns trade, “donmanship” and border security. Our strategies emphasize increasing the capacity of law enforcement agencies, modernizing our law enforcement institutions and legal framework, and empowering communities to participate fully in mainstream society while decreasing the influence of criminal networks.

### **National Outcome # 6: Effective Governance**

Vision 2030 Jamaica proposes a strengthening of our 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 accountable; equity in all spheres of society; and tolerance and respect for human rights and freedoms. Under Vision 2030 Jamaica we will focus on justice sector reform, public sector modernization, constitutional reform, and a vibrant civil society that balances the power of the Government and holds it accountable for delivering better services and improving the well-being of all. The Plan presents a framework for the achievement of social transformation through a new paradigm of local governance which will give communities greater scope for their self-management and enable them to actively participate in policy decisions at the national level.

### **National Outcome #7: A Stable Macroeconomy**

Economic development benefits from stable and predictable macroeconomic conditions which reduce risk and uncertainty in decision-making by economic actors. Our macroeconomic challenges include high levels of public debt, persistent fiscal deficits and a complex and cumbersome tax system. Vision 2030 Jamaica will address these challenges to create favourable macroeconomic conditions for high and sustained growth in the standard of living of our people. We will undertake the necessary steps to improve macroeconomic performance in the short- and medium-term, while laying the foundation for fiscal and debt sustainability, an efficient and equitable tax system, financial system stability, and price stability over the long term. We will: eliminate fiscal deficits; reduce the relative size and servicing costs of the public debt; reduce the cost of public bodies

to the Budget; undertake fundamental tax reform including the incentives system; improve and simplify tax administration and payment processes; strengthen the legislative, regulatory and institutional framework for the financial system; enhance the effectiveness of monetary policy tools; and bring fiscal policy and monetary policy into closer alignment.

### **National Outcome # 8: An Enabling Business Environment**

A competitive and enabling business environment supports economic growth and development. Efficient and transparent public institutions reduce transaction costs and well-functioning markets promote efficient resource allocation. While we have made progress in improving some aspects of our business environment, other aspects are inefficient and unnecessarily burdensome. Under Vision 2030 Jamaica, we will make the necessary improvements to the business environment by enhancing our institutional and regulatory framework for business investment and operations, developing efficient local and external markets for goods, services, labour and capital, and improving opportunities for micro, small and medium-sized enterprises. We will: improve and streamline bureaucratic processes including those related to land ownership, titling and transfer; strengthen the framework for e-commerce and protection of intellectual property rights; strengthen our bilateral, regional and multilateral relations; expand the involvement of the Jamaican Diaspora in national development; strengthen investment promotion and trade facilitation; improve labour productivity and worker satisfaction; promote and develop entrepreneurship; increase training and credit facilities for MSMEs; and encourage formalization of informal enterprises and individuals.

### **National Outcome # 9: Strong Economic Infrastructure**

High-quality infrastructure facilitates the efficient movement of persons, goods, services and information, increases the productivity of economic processes and contributes to balanced and sustainable spatial development. Vision 2030 Jamaica will ensure 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. Our transport system will be expanded and adapted to meet the evolving needs of our economy and society. We will: improve and rationalize the road transport infrastructure; ensure the completion of the island-wide highway network; improve flow of traffic in urban centres; and plan modern railway linkages along key routes. We will expand our domestic and international air transport infrastructure and services, and establish Jamaica as an integrated maritime centre. The development of a modernized public transport system and a multimodal regional logistics hub will be priorities. We will ensure that broadband infrastructure and access are expanded island-wide, and provide adequate and safe water supply and sanitation services for economic and social uses. Public-private partnerships will be a key approach in developing strong economic infrastructure for our future.

### **National Outcome # 10: Energy Security and Efficiency**

Energy represents an essential input for modern economies and social life. Jamaica is almost entirely dependent on imported petroleum as its primary source of energy. The long-term planning for the energy sector must focus on the heaviest users of energy – transport, the bauxite and alumina industry and electricity generation – to achieve meaningful improvements.

Vision 2030 Jamaica will provide a secure and sustainable energy supply for our country. We will diversify our energy supply, and increase use of renewable energy. We will coordinate decision-making between the bauxite and alumina industry and the public electricity supply to resolve the fundamental medium-term fuel choice between coal and natural gas to replace dependence on petroleum, based on economic and environmental considerations. At the same time, we will become more efficient in our use of energy throughout our economy and society. Over the long term, we will take advantage of emerging technologies that will reduce our dependence on fossil fuels permanently.

### **National Outcome # 11: A Technology-Enabled Society**

Science, technology and innovation (STI) play a fundamental role in the creation of wealth and improvement of quality of life. Vision 2030 Jamaica will deepen the application of science and technology to benefit all aspects of national development and unleash the full creative potential of our people. We will implement strategies to build our capacity for undertaking research and development, and for applying science and technology to practical and productive uses. We will develop a viable and robust STI policy and promote lifelong learning and literacy in information and communications technologies (ICTs). Under the Plan, we will establish a dynamic and responsive National Innovation System to create effective linkages and partnerships among key STI stakeholders, and build the critical mass that will enable us to ‘catch up’ as quickly as possible and take a leap forward in our application of STI. These strategies also will lay the foundation for our long-term transition to a knowledge-based society and innovation-based economy.

### **National Outcome # 12: Internationally Competitive Industry Structures**

A nation's productivity ultimately depends on the performance of its economic enterprises at the microeconomic level. Vision 2030 Jamaica will increase international competitiveness at the enterprise and industry levels by: enhancing company sophistication; developing economic linkages and clusters; promoting economies of scale and scope through regional collaboration; strengthening the framework for competition among enterprises; and promoting eco-efficiency and development of the green economy. The development of internationally competitive industry structures will provide the microeconomic conditions for increased productivity throughout the Jamaican economy, including our main goods- and services-producing sectors and industries.

#### **Agriculture**

Our agricultural sector has exhibited persistently low productivity and has been vulnerable to increased competition from imports. Given its potential contribution to GDP, employment, rural livelihoods, environmental sustainability and food security, agriculture occupies an important position in the planning for Vision 2030 Jamaica. Our vision is for the transformation of the Jamaican agricultural sector through a research-oriented, technological, market-driven and private sector-led revolution, which repositions agriculture to focus on high value production and contribute to national food security. The National Development Plan will: develop modern, efficient farming systems including intensive, protected and mechanized agriculture; implement development plans for key traditional and non-traditional sub-sectors; strengthen agricultural marketing structures and linkages with other sectors; expand agricultural training; improve the policy and institutional framework, infrastructure,

extension services and access to credit; support long-term development of rural communities; promote environmental sustainability and strengthen hazard mitigation; and implement key food security projects.

#### **Manufacturing**

Despite a relative decline since 1990, manufacturing remains the largest contributor to GDP among the goods-producing sectors in our economy. The fundamental requirement for the sector is to achieve levels of productivity that will enable it to compete successfully in domestic and export markets. Vision 2030 Jamaica will enable manufacturing to make the transition to higher levels of productivity and value-added production. We will: strengthen relationships between manufacturing and educational, training and research institutions; increase exposure of manufacturers to innovative production technologies; establish a centre of excellence for manufacturers; ensure availability and access to competitive factory space; strengthen relevant industry associations; promote the use of clean technology and compliance with relevant environmental standards and regulations; improve customer service; and use creative aspects of Brand Jamaica in marketing Jamaican manufactured products.

#### **Mining and Quarrying**

The most important metallic mineral for our mining and quarrying sector is bauxite, the ore from which alumina and aluminium are derived. Jamaica's bauxite industry is at a mature stage, and is vulnerable to international competition and to fluctuations in the global economy and commodity markets. Jamaica's limestone resources are by far the largest mineral resources possessed by the country. Limestone has the most diverse end-use structure of any industrial material. Vision 2030 Jamaica provides a path to regain our



competitiveness in the bauxite and alumina industry, and take greater advantage of our other mineral resources, particularly through development of value-added products based on limestone. The strategic approach will: develop cost-efficient energy solutions for the bauxite and alumina industry and non-metallic minerals sub-sector as a priority; provide an integrated approach to land use planning, reserves management and infrastructure development for the sector; establish a national entity to lead the development of non-metallic minerals; encourage value-added production through market studies and application of research and technology; enhance labour relations and productivity; assist in building viable mining communities; improve rehabilitation of mined-out lands; and promote greater compliance with environmental standards and legislation.

### **Construction**

Construction has been a fundamental part of the Jamaican economy for centuries. The modern construction sector provides the means by which the new Jamaica is being built, and has many linkages with other sectors. Vision 2030 Jamaica will develop a competitive construction sector that supports sustainable development, with the flexibility to adopt and adapt new construction technologies. We will: expand certification and licensing for operatives, contractors and professionals; improve the enabling framework and business environment; reduce the sector's carbon footprint and waste generation; undertake demonstration projects that embody best practices; strengthen and improve the Government contracting system; establish a new construction industry policy and development board; encourage application of life-cycle costing and value engineering; and support increased participation by local construction sector enterprises in domestic, regional and international markets.

### **Creative Industries**

Jamaica is distinguished by the worldwide reach of its culture, particularly music. Cultural and creative industries are among the fastest growing aspects of the global economy, representing up to 7 per cent of the world's GDP. We possess the potential to develop our cultural and creative industries into a major contributor to economic growth based on our demonstrated competitive advantages and the projected long-term expansion of the global creative economy. Vision 2030 Jamaica will realize this potential, through strategies to: enhance the capacity of creative enterprises, associations and individuals; build horizontal and vertical clusters and networks within the creative industries; establish processes to encourage formalization of creative enterprises; promote application of ICT to production, distribution and marketing of creative products and services; and develop the policy, legal and institutional framework and financing mechanisms to facilitate and encourage the development of our creative industries.

### **Sport**

Our sportsmen and sportswomen have demonstrated the ability to compete successfully at the highest international levels. The successes of national sporting teams such as the Reggae Boys and Sunshine Girls in international competitions, and the performance of the Jamaican track and field team at the Beijing Olympics, have provided occasions for unprecedented demonstrations of national pride and unity. While our policy framework identifies sport as a strategic priority for Jamaica, the economic potential of sport has not been developed. Vision 2030 Jamaica will increase the growth of sport as a business and commercial activity that contributes to our economic development, and provides a source of wealth for a wide range of professions, including athletes, coaches,

trainers, managers, promoters and entrepreneurs. We will: build the capacity of MSMEs geared at meeting the needs of the 'Business of Sport'; develop a sport museum as a resource centre and attraction for local and foreign visitors; promote Jamaica as a sports tourism destination; and mobilize enterprises within other sectors and industries to expand the value chain and linkages with sport. To ensure the consistent production of elite athletes, we will: establish strong research capabilities and advanced sport programmes; develop financial support systems; and facilitate the holistic development of our professional athletes.

### **Information and Communications Technology (ICT)**

The information and communications technology (ICT) industry in Jamaica includes the information technology industries, telecommunications industries and the broadcast media. While the telecommunications network is included in the expansion of strong economic infrastructure, and the role of ICT as an enabler of other sectors is considered under a technology-enabled society, the development of ICT as an industry in its own right is also an important part of our Plan. Under Vision 2030 Jamaica, we will develop an advanced private sector-driven ICT industry that achieves sustained global competitiveness and enhances the productivity of our goods- and services-producing sectors. In building a strong and competitive ICT industry Vision 2030 Jamaica will: create a favourable business environment and supporting framework for ICT investments and operations; develop ICT-focused business parks and funding mechanisms; encourage greater use and application of ICT by Government and private enterprise, including MSMEs; and increase the capacity to gather and apply information on the ICT industry.

### **Services**

#### **(Financial, Business and Distribution)**

Services have emerged as the driving force in modern economies, and global trade in services has grown faster than merchandise trade over the past two decades. The most fundamental change in the structure of our economy since Independence has been the overall growth of services, which represented 53.9 per cent of GDP in 1962 but increased to 68.1 per cent of GDP by 2007; financial services, business services and distribution showed the highest relative growth. Under Vision 2030 Jamaica, we will have high quality, knowledge-based financial, business, and distribution services that are able to evolve and expand to achieve and maintain global competitiveness. We will: diversify the range of financial institutions and products; establish a fully automated financial trading system; develop offshore banking; develop the capacity of service providers to meet international standards of certification; expand use of the full range of modes of delivery of export services; improve levels of training by services enterprises for managers and staff; develop advanced ICT networks and applications for services; and strengthen the technology and innovation capacity of service providers.

### **Tourism**

Tourism is one of the leading growth industries in the global economy. Jamaica has been one of the best-known resort vacation destinations in the world for decades, and has seen sustained growth of its tourism industry since Independence. In 2006, total arrivals, comprising stopover visitors and cruise passengers, passed the 3 million mark for the first time. Tourism is one of our leading industries and is a major contributor to GDP and employment as well as a leading earner of foreign exchange. Vision 2030 Jamaica will realize the 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. We will: 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.

**National Outcome # 13 :  
Sustainable Management and Use of  
Environmental and Natural Resources**

Vision 2030 Jamaica will ensure that environmental considerations become integral factors in socio-economic decision-making, thereby moving us into the realm of a green economy. To achieve this outcome, Vision 2030 Jamaica will give priority attention to: increasing environmental awareness of the general population and their participation in the management of natural resources; providing an effective regulatory framework for the conservation of our natural resources; incorporating environmental considerations into decision-making processes; determining the economic value of our biodiversity and ecosystem services, as well as the long-term economic consequences of the continuing loss of biodiversity; and preserving and renewing ecological capital. Our Plan articulates a mix of national strategies that focus on the effective management of our country's environmental and natural resources. This will ensure the continued provision of essential environmental goods and services as we recognize that proactive

environmental management is increasingly becoming the basis for the success of economies and social systems.

**National Outcome # 14 :  
Hazard Risk Reduction and  
Adaptation to Climate Change**

Natural and man-made hazards which lead to disasters have dire consequences for economic activities, infrastructure, human welfare and natural resources management. To a large extent, disasters result from the failures of development policy to mitigate vulnerability to hazard events. Climate change is likely to increase the incidence of natural disasters by causing extreme weather events to occur more frequently. Under Vision 2030 Jamaica we will place greater emphasis on hazard risk management activities and programmes for reducing our existing and future vulnerability. We will incorporate climate change scenarios in future economic and land use planning and provide a framework to ensure that we reduce the risks associated with natural hazards by integrating hazard considerations into our country's development planning.

**National Outcome # 15 :  
Sustainable Urban and Rural  
Development**

Physical planning approaches employed in past decades are inadequate for today's Jamaica. Vision 2030 Jamaica creates a framework for urban and rural development that supports the economic and social development of all parishes to achieve their full potential, thereby creating sustainable communities. We acknowledge that poor spatial planning in the past has resulted in various problems as is evidenced by run-down town centres, urban sprawl, environmental degradation, unsafe and dilapidated housing, planned and unplanned development in ecologically-sensitive areas, crime and disorder, rural-urban migration, and poverty.

*The Plan proposes a spatial arrangement of land use that facilitates social and economic development, respects the environment and satisfies the need for safety, efficiency, aesthetics and social justice. We will encourage the development of new and progressive legislation to reflect the country's changing demands, and a modernized planning system, including clarification and strengthening of the roles of the various agencies involved in physical planning.*

### **Implementation, Monitoring and Evaluation Framework**

The success of Vision 2030 Jamaica depends on the effectiveness of its implementation. This process will involve the efforts of a wide range of stakeholders (ministries, departments and agencies of Government, civil society bodies, the private sector, trade unions and international development partners) over the short, medium and long term.

The Plan will be implemented through a series of 3-yearly Medium Term Socio-Economic Policy Frameworks (MTFs) underpinned by a results-based monitoring and evaluation mechanism that establishes specific targets and indicators to measure and track performance. The 31 sector plans provide the framework for implementation at the sectoral level and also represent the basis on which the MTFs are developed.

The monitoring and evaluation system for the Plan will be highly participatory and include the Government, private sector, civil society and international development partners (IDPs). The institutional framework defines roles and responsibilities at three levels: political, technical and consultative.

The Cabinet has ultimate responsibility for implementation of the National Development Plan, and will be responsible to Parliament for reporting on the implementation and coordination of Vision 2030 Jamaica. The Planning Institute of Jamaica is the Technical Secretariat for the National Development Plan. The Secretariat will systematically analyze and interpret social and economic data and information, and monitor and appraise public and private sector programmes and activities based on Vision 2030 Jamaica goals and outcomes. It will play a leading role in coordinating the efforts of both public and private sector stakeholders in the day-to-day monitoring and evaluation operations, and will ensure the timely preparation of reports to stakeholders. The Plan implementation will be dynamic and flexible, and adjustments will be made to ensure successful achievement of our national goals and outcomes to ensure a secure and prosperous future for Jamaica.

# INTRODUCTION

*Well, it's all about Jamaica,  
And our vision to gain first world status  
So Jamaicans one and all,  
Come on, and join us!...  
...Come join in, join in, join in,  
Vision 2030 Jamaica Plan!*

**Vision 2030 Jamaica Song**  
Composed and arranged by *Grub Cooper, CD*



Photograph contributed by JTI

Vision 2030 Jamaica is a strategic road map by which our country will progress to become developed over the next 21 years and by which our people here and in the Diaspora will make Jamaica “... *the place of choice to live, work, raise families, and do business*”.

Director General of the Planning Institute of Jamaica (PIOJ), Dr. Wesley Hughes, declared that “...2030 is not a magic number. We won't wake up overnight and see development...” As such, the Plan outlines a vision for our country in which we can all have a stake in the present as well as the future, through a process of transformation involving our collective participation.

For us to be successful in realizing our Vision, we must all become excited about this challenging opportunity, and transform our hearts and minds towards positive action through a shared vision that is realistic and relevant to us as individuals, to our families and the society.

This National Development Plan integrates 31 sector plans prepared by Task Forces, comprising stakeholders from public and private sector bodies, civil society and International Development Partners (IDPs).

In outlining how we will achieve economic, social, and environmental well-being and improved governance, the Plan:

- identifies long-term goals and outcomes;
- presents national and sector strategies for achieving the outcomes;
- proposes outcome indicators to measure performance over the long term;
- identifies key strategies and actions for years 1 – 3;
- presents the framework for its implementation, monitoring and evaluation.

The Plan reflects feedback and opinions of a wide cross-section of the society obtained through extensive island-wide consultations with key stakeholder groups including the youth, private sector, civil society organizations, media, IDPs, and trade unions.

To ensure the highest quality, the Plan was rigorously reviewed by small multi-disciplinary teams comprising critical

thinkers and key specialists in the society, led by the Director General of the PIOJ. This enabled the incorporation of issues where feasible, and the elimination of duplications and inconsistencies. Following Cabinet's approval, Vision 2030 Jamaica was discussed and reviewed by the society to ensure national input and ownership before being finalized.

The Plan will be implemented through a series of 3-yearly Medium Term Socio-Economic Policy Frameworks (MTFs) which is supported by a results-based monitoring and evaluation mechanism that establishes specific targets and indicators to measure and track performance. The sector plans also provide the framework for implementation at the sectoral level, and also represent the basis on which the MTFs are developed.

Given that this is a long-term development plan, it is not practical to identify the total cost of implementation, nor all the performance measures, over 21 years.

## Structure of the Document

This document contains **five** chapters and **seven** Appendices, as follows:

- Chapter 1: **Context for Vision 2030 Jamaica - National Development Plan** - provides the rationale for the Plan. It briefly describes Jamaica's journey to nationhood, presents an overview of our socio-economic development, and takes a comparative look at where we are now in terms of this development within the context of our Caribbean counterparts, as well as globally. The Chapter also provides a synopsis of the history of planning in Jamaica, and presents the new paradigm – the road we have to travel to achieve our overall goal of developed country status by 2030.
- Chapter 2: **National Goals** – outlines the four strategic goals for the country's development over the next 21 years, and establishes the links with the National Vision and National Outcomes.
- Chapter 3: **National Outcomes** – presents the fifteen National Outcomes that reflect the actual or intended changes in the country's development conditions for achieving the National Goals. It presents a rationale for each Outcome along with National Strategies for achieving these.
- Chapter 4: **Key Strategies and Actions for Years 1- 3** - sets out key medium-term strategies and actions for addressing the issues and challenges over the first three years, and to ultimately attain the overall results outlined in Chapter 3.
- Chapter 5: **Implementation, Monitoring and Evaluation Framework** - describes the mechanisms through which the Plan will be transformed into action and the main institutions that will be involved in its implementation. It also sets out the framework through which progress against indicators and targets are to be monitored and evaluated.
- **List of Abbreviations and Acronyms**
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# INTRODUCTION



Photograph by Howard Moo-Young

Emancipation Park, Kingston.



# CHAPTER 1:

## CONTEXT FOR VISION 2030 JAMAICA- NATIONAL DEVELOPMENT PLAN

### THE ROAD TO SUSTAINABLE PROSPERITY

#### Nationhood

Jamaica, the largest English-speaking island in the Caribbean, is approximately 1 million hectares in size – 82 km wide by 234 km long – and is more than 2,256 metres at its highest point, Blue Mountain Peak. Its varied topography and climate allow for a diversity of habitats and growing conditions. The population is approximately 2.7 million with an average annual growth rate of 0.5 per cent and is projected to reach 2.9 million by 2030. A commonly held view is that the size of the populace of Jamaicans living in the Diaspora approximates that of the resident population.

Jamaica is known worldwide for its strong sense of identity, expressed through its music, sport and rich cultural mix, which enables the country's influence to extend far beyond its shores.

Our island is home to a warm-hearted, talented and diverse people, who are known worldwide for their strong sense of identity, expressed through music, sport and rich cultural mix, which enables Jamaica's influence to extend far beyond its shores. Our island is also

known for its beauty, political stability and abundant natural resources such as bauxite, limestone and good potable water supply. It boasts of a climate which is favourable to tourism and agricultural production. Its geographic location, in close proximity to the largest developed country, proves advantageous for sustained capital investments and trade.

On August 6, 1962, Jamaica celebrated the culmination of decades of advocacy for independence. On that day, the Jamaica National Flag was first raised, signifying the birth of our nation. We watched as the vestiges of colonial rule, the Royal Air Force and the British Navy and Army, gave way to a Jamaican defense force, including an air wing and a coast guard.

Our prayerful National Anthem reverberated throughout the hallways of schools and public buildings. Our nation was filled with hope and pride as we became the first in the English-speaking Caribbean to gain independence from Britain and to begin the journey of nationhood. Our vision then, was to stand as a proud and successful country in the United Nations with a happy, free and prosperous population under a unifying national motto, "*Out Of Many, One People*".

## Overview of Socio-Economic Development

In retrospect, Jamaica's development has been characterized by paradoxes and potential. During the decade following Independence (1962-1972), economic sectors such as mining, manufacturing and construction, and the tourism industry had strong growth. This resulted in Jamaica being one of the leading countries in the Caribbean in economic development. However, resource constraints and the challenges of economic dependence, including marked inequalities in wealth and opportunity, prevented the economy from reaching its full growth potential.

The steady economic growth experienced between 1962 and 1972 occurred alongside many unresolved social issues of inequity, including limited access by the broad base of society to public goods and services such as education and health care. Economic infrastructure, such as roads, water, and electricity, was less than satisfactory. Labour market conditions and industrial relations were at best volatile. Institutional reform and the legislative framework were fledgling and there was weak social cohesion in some areas. Despite these challenges, the society was relatively peaceful, orderly and secure.

Since 1972, Jamaica has experienced periods of poor economic performance followed by relatively short periods of economic growth. Major social and political reforms characterized this period, particularly in the areas of education and industrial relations. Structural adjustment processes were implemented, including liberalization of

“...the challenges of economic dependence, including marked inequalities in wealth and opportunity, and resource constraints prevented the development of the economy from reaching its full potential.”

the trade and foreign exchange regimes and privatization of Government assets in key services including tourism, telecommunications and banking.<sup>5</sup> The rapid liberalization of trade and foreign exchange regimes along with inadequate oversight and regulation of the financial services sector contributed to inflationary pressures in the early 1990s, and a full-blown crisis in the financial services sector from 1995 to 1997. After 1997, the financial services sector recovered, though at a substantial cost to the Government as reflected in increased public debt. An important and positive outcome was a strengthened regulatory framework for the financial services sector.

Economic development also was constrained by a series of natural disasters and external shocks including: hurricanes in 2001, 2004, 2005 and 2007; the terrorism attack in the USA in September 2001; international recessions in 2000 and again in 2007; and steep rises in oil prices particularly from 2004 to 2008. Nonetheless, there has been

<sup>5</sup> In the 1970s, the Government acquired the oil refinery and assets in the bauxite industry, consequent on the decision of foreign companies to cease operating in Jamaica.

consolidation of previous structural adjustment and liberalization processes, reduction in poverty levels, and dynamic expansion in the tourism, telecommunications, and entertainment industries, and in the financial services and distribution sectors.

Jamaica has succeeded in raising the overall standard of living as measured by some of its key social indicators, and is on track to achieve some of the Millennium Development Goals (MDGs) by 2015. Life expectancy, which was 72 years in 2007, is comparable to that of high income countries. The percentage of households with access to piped water increased to 70.2 per cent in 2007 from 66.6 per cent in 2000.<sup>6</sup> The proportion of the population living below the poverty line has moved to one in 10 in 2007, from one in four in 1990.<sup>7</sup> Enrolment in primary and junior secondary education is near universal.

#### UNITED NATIONS MILLENNIUM DEVELOPMENT GOALS

1. Eradicate Extreme Poverty and Hunger
2. Achieve Universal Primary Education
3. Promote Gender Equality and Empower Women
4. Reduce Child Mortality
5. Improve Maternal Health
6. Combat HIV/AIDS, Malaria and other Diseases
7. Ensure Environmental Sustainability
8. Develop a Global Partnership for Development

The target for universal primary schooling has been achieved with net rates of over 90 per cent for both boys and girls. Universal quality education for our children is still unsatisfactory with student performance below average in major assessments at the primary and secondary levels.

Several of Jamaica's health indicators have improved substantially over the last two decades, reflecting the epidemiological transition observed in other Caribbean countries. However, HIV/AIDS, a communicable disease, has become a serious public health concern, and there has been an increased prevalence of lifestyle-related chronic diseases, such as cardiovascular diseases, diabetes and obesity.<sup>8</sup> There are lingering concerns on the slow rate of improvement in the infant and maternal mortality rates.

#### Where We Are Now

Forty-seven years after Independence, we stand at a crossroads in our development, with disappointing economic growth, a lack of national consensus on critical issues, and high incidence of violent crimes that threaten our country's stability. Jamaica now has one of the highest murder rates in the world, reaching 60 per 100,000 population in 2008. Other challenges we continue to face include: high public debt; low productivity in most sectors; fiscal imbalance; anaemic export performance; weak infrastructure; poor educational performance; unemployment among youth (ages 15-24 years) as high as 23.6 per cent;<sup>9</sup> weak institutions; inadequate transparency and

<sup>6</sup> Jamaica Survey of Living Conditions, 2007.

<sup>7</sup> Proportion of persons living below the poverty declined to 9.9 % in 2007 from 16.8 % in 2004 - Jamaica Survey of Living Conditions, 2007.

<sup>8</sup> Food and Agricultural Organization, 2002.

<sup>9</sup> Jamaica Survey of Living Conditions, 2007.

accountability in governance; and a high perception of corruption permeating public and private sectors.

The Human Development Index<sup>10</sup> considers Jamaica as a medium level developing country, with an HDI score of 0.736 ranking 101<sup>st</sup> out of 177 countries in 2008. This was below the level of Barbados, the Bahamas, St. Kitts and Nevis, Antigua and Barbuda, and Trinidad and Tobago, which ranked 31<sup>st</sup>, 49<sup>th</sup>, 54<sup>th</sup>, 57<sup>th</sup> and 59<sup>th</sup> respectively.

In 2007, Jamaica's GDP per capita stood at US\$4,147 (103<sup>rd</sup> among 210 nations and territories of the world). By contrast GDP per capita in the developed countries was in the range of US\$20,000 – US\$120,000, while regional counterparts Trinidad and Tobago and Barbados enjoyed GDP per capita levels of US\$15,457 (58<sup>th</sup>) and US\$12,687 (63<sup>rd</sup>), respectively.<sup>11</sup>

The 2008-2009 Global Competitiveness Index (GCI) ranks Jamaica 86<sup>th</sup> out of 134 countries, whereas Puerto Rico, Barbados and Trinidad and Tobago rank 41<sup>st</sup>, 47<sup>th</sup> and 92<sup>nd</sup> respectively. The GCI report characterizes Jamaica as a country in the *efficiency-driven* stage of development,<sup>12</sup> which means that although we have some elements of the

pillars of competitiveness, in most cases they are not efficiently or effectively supporting Jamaica's transition to an *innovation-driven* economy.

Governance has been an area of particular concern, with erosion of social capital and trust, an inefficient justice system, political polarization, and weak accountability mechanisms in the public sector. Transparency International reported that Jamaica's rank in transparent and good governance slipped from 57<sup>th</sup> in 2003 to 84<sup>th</sup> out of 132 countries in 2007. In order to correct this, Government introduced measures to strengthen the required levels of accountability and to enable scrutiny by the public, particularly in the contracting and procurement processes.<sup>13</sup>

Jamaica ranked 54<sup>th</sup> out of 147 countries in the 2008 Environmental Performance Index (EPI), outperforming many developed countries and, along with the Dominican Republic and Cuba, leads in the Caribbean with respect to environmental protection and sustainability. Despite the improvements in environmental management, Jamaica was ranked as extremely vulnerable in the 2008 Environmental Vulnerability Index (EVI). We need to halt the deterioration of the natural resources,

<sup>10</sup> Human Development Report 2007/2008, UNDP (based on 2005 data).

<sup>11</sup> GDP per capita in current dollars is based on the United Nations Statistics Division National Accounts Main Aggregates Database. The range of developed countries is based on the IMF list of advanced economies.

<sup>12</sup> The GCI report utilizes three main categories to characterize a country. A factor-driven economy competes on the basis of factor endowments, unskilled labour, natural resources and price. Countries in the second tier are efficiency-driven and have to begin to improve both their productivity and product quality in order to increase their competitiveness. This requires that they invest more in higher education and training, promote more efficiency in goods and labour markets, increase the sophistication of their financial markets and increase their application of existing technologies. At the highest level, countries characterized as innovation-driven economies are able to sustain higher wages and standards of living by offering new and unique products. This is only possible through innovation and increasing the extent to which they add value to basic products. See Porter and Schwab, The Global Competitiveness Report 2008-2009 (2008).

<sup>13</sup> In 2002, the Government instituted the Access to Information Act to facilitate public access to official documents.

## SUSTAINABLE PROSPERITY

- A state of development where individuals, families and communities enjoy a high standard of living and a high quality of life, while respecting and preserving the natural environment
- A new balance of economic competition with economic cooperation that promotes the efficient use and sharing of natural resources, technologies, knowledge and capital at the local, national and global levels
- The highest expression of a free-enterprise system, which affords social, economic, political, cultural and artistic freedoms, side by side with individual responsibility, mutual respect and special consideration for people truly in need

the pollution of the Kingston Harbour, and the declining conditions of our beaches and coral reefs.

One profound impact of these economic, social, environmental and governance challenges has been the sustained outward migration of many Jamaicans, including the highly educated, who have made other countries the places of choice to live and unfold their talents.

Currently, we are facing a global economic crisis that exceeds the scope of previous downturns experienced since Independence and, if not addressed, could affect the implementation of the Plan. Since 2007, the global economy has been experiencing instability and decline evidenced by: volatility in global stock markets; sub-prime mortgage crisis and declining real estate markets in North America and Europe; rising levels of unemployment; and the failure of several international investment banks and companies.

The impact of the global economic crisis on Jamaica is likely to limit, in the near term, access to capital markets, reduce the profitability of local businesses, stymie economic growth, reduce employment in critical sectors of the economy, and worsen our balance of payments. The unfolding situation also has negative implications for the advancement of our social development agenda as well as for the timely achievement of the Millennium Development Goals.

The choice for Jamaica to become a developed society requires us to forge an irreversible path to sustainable prosperity by strategically addressing those deficiencies which impede improvement in our productivity and constrain international competitiveness. These deficiencies include inadequacies in the fundamental operations of our institutions, poorly maintained infrastructure, macroeconomic instability, and sub-optimal quality of public goods and services such as health care and primary education.

### Jamaica – SWOT Analysis

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, is presented below.

**Table 3: Jamaica – SWOT Analysis<sup>14</sup>**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Diverse and talented people</li> <li>• Expanding labour force</li> <li>• Unique cultural assets</li> <li>• Strong Nation Brand</li> <li>• Long tradition of political stability</li> <li>• High life expectancy</li> <li>• Strategic geographic location</li> <li>• Abundant natural resources – agricultural lands, mineral resources, tourism attractions, water resources</li> <li>• Well-developed maritime and telecommunications infrastructure</li> <li>• High mobile phone penetration</li> <li>• Available renewable energy resources</li> <li>• High levels of biodiversity and endemism</li> <li>• Vibrant civil society</li> </ul>	<ul style="list-style-type: none"> <li>• High rate of violent crimes and murders</li> <li>• High debt to GDP ratio</li> <li>• Relatively low per capita incomes</li> <li>• Poor student outcomes</li> <li>• Low productivity across economic sectors and industries</li> <li>• High proportion of untrained workforce</li> <li>• Low levels of social capital and trust</li> <li>• Inefficiencies and inequities in justice system</li> <li>• Weak compliance with and enforcement of laws</li> <li>• High dependence on imported petroleum</li> <li>• High energy costs</li> <li>• Weak public transport system</li> <li>• Complex and cumbersome tax system</li> <li>• Constraints in business environment</li> <li>• High cost of capital</li> <li>• Weak system of spatial planning and environmental management</li> <li>• Degradation of key ecosystems</li> <li>• Vulnerability to natural and man-made hazards</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Increasing access to regional and world markets</li> <li>• Demographic dividend</li> <li>• Growth in economic value of global cultural industries and markets</li> <li>• Expansion of the Panama Canal and regional cargo traffic</li> <li>• Global advances in science, technology and innovation</li> <li>• Development of the Green Economy</li> <li>• Large Diaspora</li> <li>• Strong relationship with international development partners</li> <li>• Implementation of the CSME</li> </ul>	<ul style="list-style-type: none"> <li>• Impact of fluctuations in global economy and global capital, currency and commodity markets</li> <li>• Instabilities in supply and price of imported oil</li> <li>• Brain drain of trained and educated Jamaicans</li> <li>• Impact of global climate change</li> <li>• Increased likelihood of natural hazards</li> <li>• Impact of globalization and regional integration on uncompetitive sectors and industries</li> <li>• Regional and hemispheric illegal drugs and gun trades</li> <li>• International terrorism</li> <li>• Inadequate political will or social partnerships to implement transformation</li> </ul>

<sup>14</sup> The analysis of strengths, weaknesses, opportunities and threats (SWOT Analysis) is a common tool in strategic planning.

## Development Planning in Jamaica

Development planning has had a long tradition in Jamaica. The first national development plan was prepared as early as 1947; the most recent for the period 1990-1995. Other national development planning exercises have included the National Industrial Policy (1996), and a series of Medium Term Socio-Economic Policy Frameworks (MTFs), the most recent of which was for the period 2004-2007.

After decades of engaging in short- and medium-term plans, Jamaica's development objectives have not been fully realized. While capacity to generate medium- and long-term planning in the public sector has grown, review of this development planning tradition has identified weaknesses. These include: a relatively short-term planning horizon which did not have a strategic focus on long-term development; lack of continuity; inadequate resources to support implementation; an inadequate monitoring and evaluation framework; limited involvement of the private sector, other non-state actors and the wider society; and weak synergies between targets, indicators and the budget.

## Jamaica's Road to Sustainable Prosperity - The New Paradigm

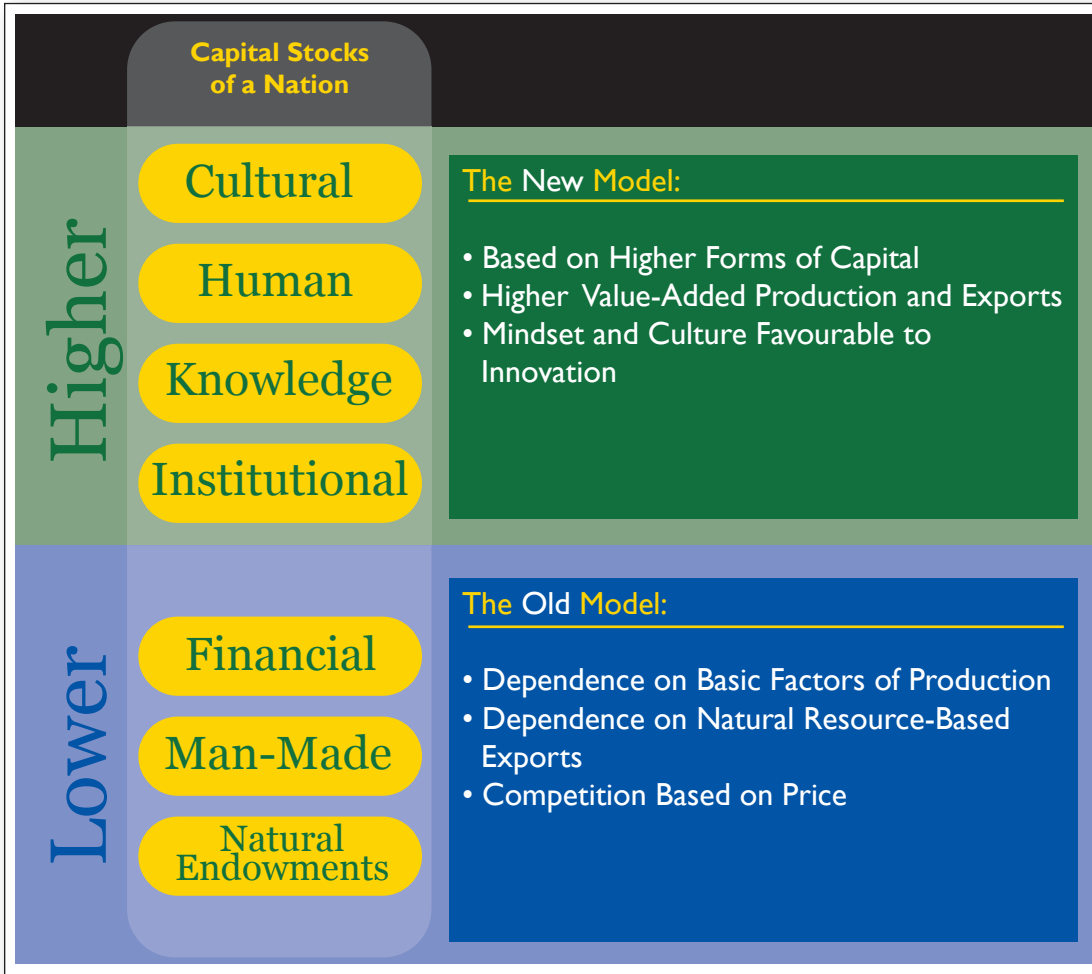
The present state of our national development reflects the accumulation of choices we have made in the past. The sum of a nation's capital stocks, and how they are used, determine that nation's level of prosperity. The old paradigm we pursued for generating prosperity focused on exploiting the lower forms of

capital, for example, our sun and sand tourism, sub-soil assets and basic agricultural commodities. These "basic factors" represent the more easily imitated advantages on which a nation can compete, and cannot create the levels of prosperity required for sustained economic and social development. Continuing along this path will simply produce more of the same. This is unsatisfactory. Although the use of the lower forms of capital provides the foundation for development, sustained levels of prosperity will only be generated when we begin to effectively develop and use the higher forms of capital.<sup>15</sup> We have to make new choices.

Vision 2030 Jamaica introduces a new paradigm which redefines the strategic direction for Jamaica. It puts us on a different path – a path that will lead to sustainable prosperity. The central challenge for our country's national development is to create the conditions in which our productive enterprises are able to generate greater levels of wealth and in which the social and environmental conditions and the general well-being of the society are enhanced. We must, as a nation, make an urgent yet bold choice to exploit the country's higher forms of capital – our cultural, human, knowledge and institutional capital stocks - and move towards an innovation-driven stage of development. This implies that, as a country, we will sustain higher wages and standards of living through higher levels of productivity, develop new and unique products and services, and add value to the lower forms of capital by the application of science, technology and innovation.

<sup>15</sup> This model posits seven (7) forms of capital, namely: the natural, man-made, financial, knowledge, human, institutional and cultural forms of capital – of which the last four comprise social capital (see for example Fairbanks in Harrison and Huntington, 2000).

Figure 4: Forms of Capital - A Model for Jamaica’s Road to Prosperity



**Guiding Principles**

Vision 2030 Jamaica is the nation’s first long-term national development plan which will enable Jamaica to achieve developed country status by 2030. It is based on seven guiding principles which put people at the centre of Jamaica’s development. These are: transformational leadership; partnership; transparency and accountability; social cohesion; equity; sustainability; and urban and rural development. They give priority attention to elements that are essential to delivering a world-class quality of life for all Jamaicans, and reflect the key pillars of change needed to realize the Vision for our nation.

**➔ Transformational Leadership**

Making this choice requires strong and decisive leadership at all levels of the society to champion the transformation to developed country status. Champions of change and accountability within the various institutions of Government in partnership with the private sector, civil society and IDPs must assist in achieving the desired result. Ownership of Vision 2030 Jamaica and the development planning process must reverberate at every level of the society. We all must have a sense of our roles and take responsibility for the successful implementation of the Plan.



### ➔ **Partnership**

The new world of opportunities envisaged under Vision 2030 Jamaica requires the promotion of the common good over vested interests and significant technical and financial resources, both of which are beyond the scope of the Government alone. We enter the Plan implementation period heavily indebted and with limited scope for borrowing to finance the investments which must drive the planned development. An alternative strategy is needed to bridge the resource gap and remove obstacles that could stymie the success of this National Development Plan.

A number of countries have looked to partnership – the coming together of two or more groups or organizations – to achieve some common objective as a development strategy.<sup>16</sup> The success of these countries highly recommends the partnership approach to a country such as Jamaica which has huge needs in technology and resources. The success of the Plan is predicated on the conscious collaboration of the Government (central and local), citizens, and the private sector (local and external), and the pooling and use of their expertise and resources in public private partnerships in pursuit of the objectives of the Plan. Opportunities for such partnerships will include: the input of the voluntary sector and faith-based organizations in facilitating change in the mindset and reinforcing positive core values of our society; private sector capital investments in social and economic infrastructure; and citizen monitoring to ensure accountability and value-for-money from public investments.

<sup>16</sup> For example see Bernard in Caribbean Journal of Public Sector Management Vol. 1 No.2, May 2000.

There has been a relatively successful precedent towards social partnership in Jamaica in the form of three successive Memoranda of Understanding between the Government of Jamaica and the island's main Trade Unions. A Social Partnership Consultative Committee has been established to advance a more inclusive collaboration between the Government, the Opposition, private sector, trade unions, academia, and other civil society bodies, to reach consensus on the measures required to address the country's fiscal deficit and to navigate us through the global economic crisis.

Vision 2030 Jamaica calls for every citizen to participate in both the responsibilities and benefits of national development and hinges this on partnership as both a fundamental value and a strategy.

### ➔ **Transparency and Accountability**

The new paradigm recognizes that transparency and accountability are essential for the efficient functioning of our economy and for fostering social well-being. As we embark on this journey, we will ensure timely access to information that can be used to measure performance and hold officials accountable for their actions.

### ➔ **Social Cohesion**

This guiding principle will engender a sense of belonging in our citizens and generate the trust required to take us through both good and challenging times as we journey towards sustainable prosperity. It will ensure that our citizens coalesce around a set of shared values and responsibilities and a common sense of nationhood.

### ➔ **Equity**

This guiding principle will facilitate and ensure equality of opportunity and equal rights for all citizens including access to public goods and services such as education and health care. The new paradigm will promote the human rights of our people, including the poor, and the most vulnerable and marginalized groups. It will identify and address gender biases that are often inherent in macroeconomic and sectoral policies.

### ➔ **Sustainability**

Sustainable prosperity for our nation requires us to effectively integrate economic, social and environmental issues to enable us to make the wisest use of our capital stocks to meet the needs of current and future generations. We recognize that economic, social and environmental problems and solutions are all inter-connected and that an integrated approach, underpinned by good governance, to addressing these issues will ensure that our development is sustainable.

### ➔ **Urban and Rural Development**

This principle will encourage us to promote development in both urban and rural areas. It will allow for decentralization of power and decision making at the local level, optimal use of resources in all areas, and facilitate the development of multi-sectoral and spatial linkages.

## **Developed Country Status**

There is no single definition of a developed country. The generally accepted concept refers to countries that:

- have achieved relatively high levels of per capita income;<sup>17</sup>
- possess advanced productive sectors;
- enjoy high quality infrastructure and social services;
- undertake relatively high levels of research and innovation.

In addition to these broad characteristics, the Human Development Index (HDI) combines measures of life expectancy, literacy, school enrolment and per capita GDP into a single index to measure relative human development among nations.

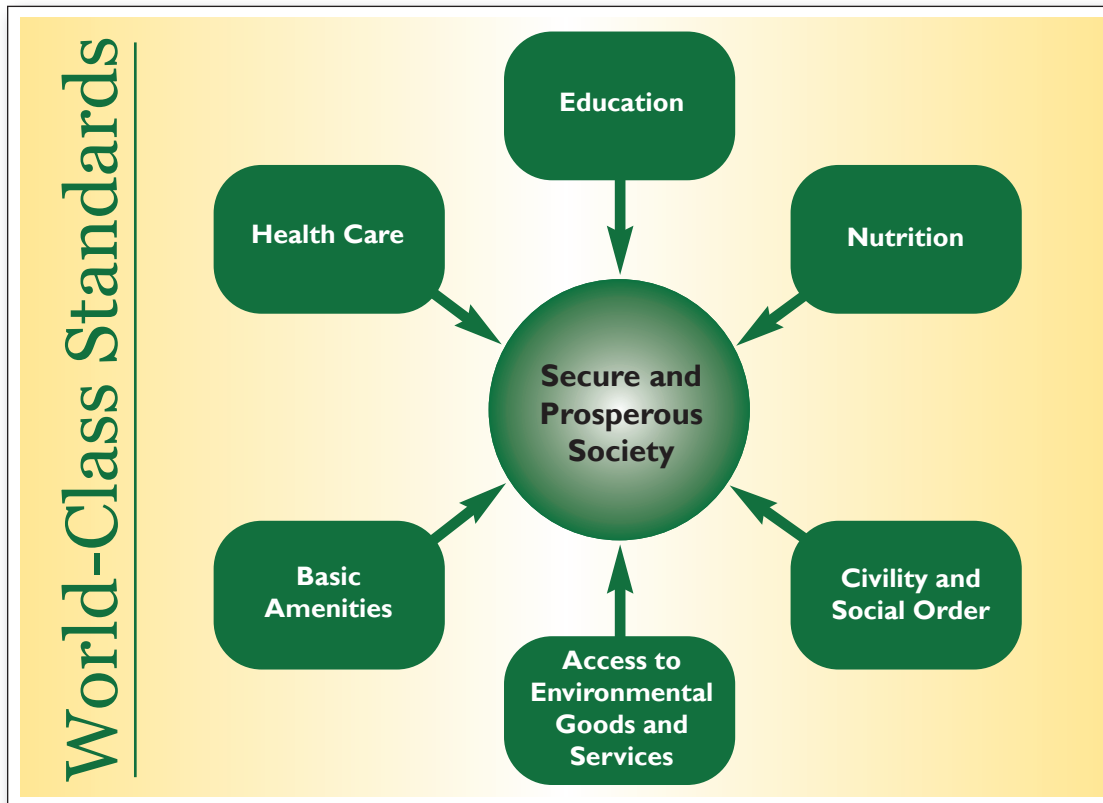
### **What does Developed Country Status mean for Jamaica?**

In the Jamaican context, essential elements needed to enhance the quality of life for all Jamaicans and for which Jamaica can achieve world-class standards, as depicted by Figure 5, include: education; health care; nutrition; basic amenities; access to environmental goods and services; civility and social order. These elements are fundamental to the achievement of progress towards a more sustainable society with high human development, which integrates and balances the economic, social, environmental and governance components of national development. This sustainable approach has been defined as development that “meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>18</sup> However, in the initial period of implementation, deliberate steps must be taken to change the mindset of our nation.

<sup>17</sup> The World Bank defines high-income countries as those with per capita Gross National Income (GNI) of US\$11,456 or more in 2007 as calculated using the World Bank Atlas method.

<sup>18</sup> World Commission on Environment and Development: Our Common Future. Oxford: Oxford University Press, 1987.

Figure 5: Defining a Secure and Prosperous Society for Jamaica



### Changing the Mindset

At the heart of this vision for Jamaica is the transformation of the society. This transformation will only take place if there is a change in the mindset of the nation which addresses those traits that are likely to inhibit progress towards development. This change is vital if we are to significantly reduce crime and violence, improve education and training outcomes, advance the development of our infrastructure, increase productivity and manage our national debt.

We must recapture the respect for and give prominence to positive societal values and attitudes.<sup>19</sup> Core values such as respect, honesty and truthfulness, forgiveness and tolerance are the *sine qua non* of any civilized society. Attitudinal values such as trust, honour, discipline, responsibility, cooperation,

integrity, good work ethic and punctuality are essential for transforming this society into a prosperous one.

The Jamaican economy must be recast through the adoption and infusion of transformative values to change the attitude of workers and employers, to improve their abilities to work together and increase productivity. These values are found to be strongly correlated with higher levels of productivity and income.

As a nation, we must choose the path for sustainable prosperity to ensure a more promising future. The challenges are great. The choice is clear – sustainable prosperity for our people – as embodied in our new vision:

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

<sup>19</sup> Amartya Sen (2001) identifies the major contribution that culture, values and attitudes make to the development of a country.

# CONTEXT FOR VISION 2030 JAMAICA



Photograph by the Gleaner Company Ltd.

# CHAPTER 2:

## NATIONAL GOALS

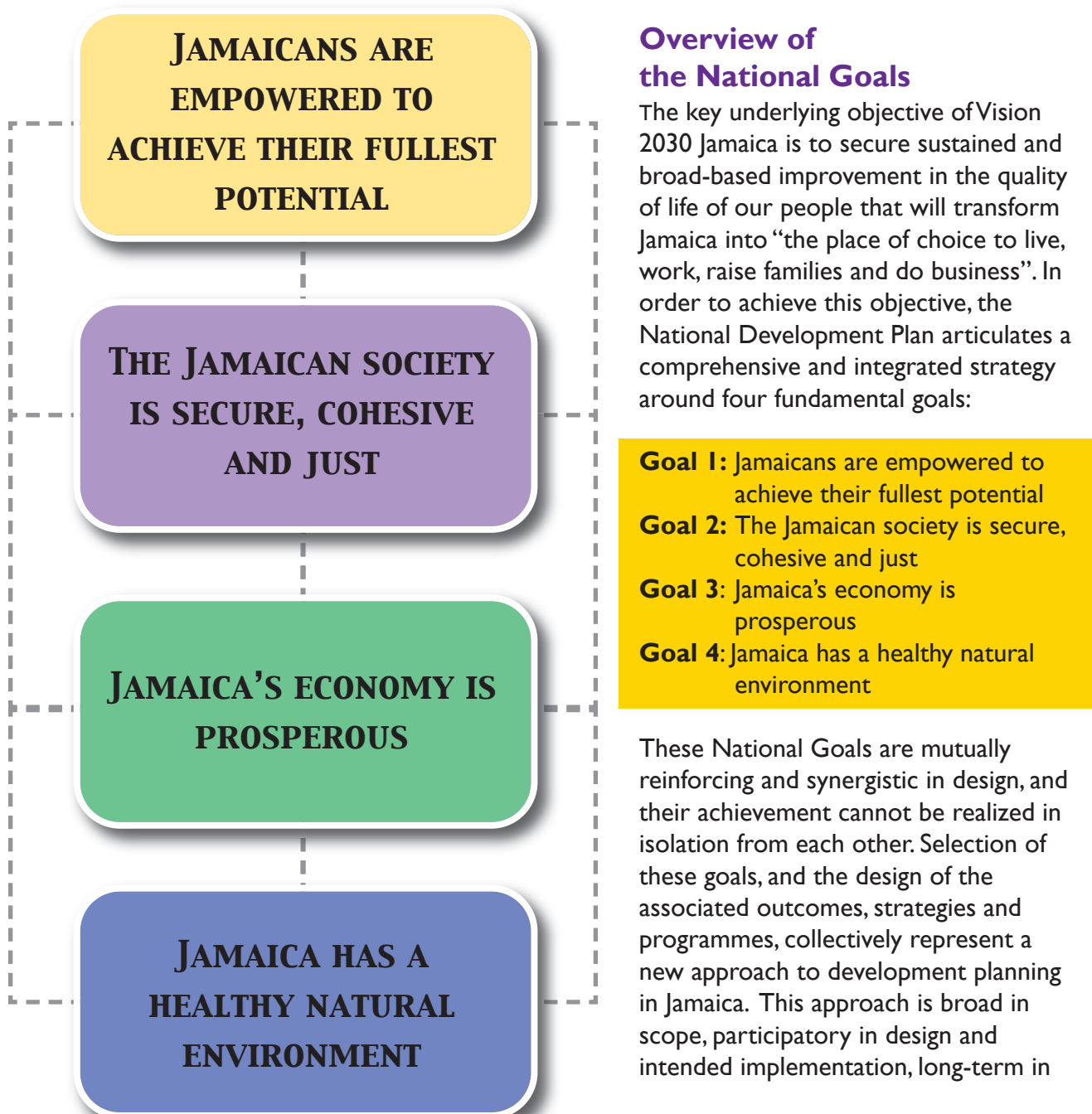


Figure 6: National Goals

reach and transformational in character. The Plan thus provides a comprehensive framework in which the linkages among economic, social, environmental and governance spheres 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.

Vision 2030 Jamaica recognizes that economic growth, while necessary, is not sufficient to engender the establishment of sustainable prosperity for the Jamaican people. For this to be achieved, sustained economic growth must be complemented with measures that ensure broad participation in the benefits of growth, and an environment that fosters creation of a society in which citizens feel empowered and secure enough to pursue a high quality of life. Indeed, enhanced empowerment, improved security and fairness, and greater attention to environmental quality are not only ends in themselves, but are also essential ingredients in the attainment of sustainable prosperity.

In the broadest sense, the new paradigm contained in the Plan seeks to achieve the four goals by developing, preserving and deploying the nation’s capital stocks, in a concerted effort to shift from the employment of lower forms of capital to

**“ Many of us dare to believe that this country ... may go out into the world to make a contribution larger than our size alone would lead one to expect. ”**

(1962) The Rt. Excellent Norman Washington Manley, MM QC, National Hero of Jamaica

higher forms of capital, thereby boosting productivity and establishing the basis for a higher standard of living.

## A SECURE AND PROSPEROUS FUTURE BY 2030



Figure 7: The Path to a Secure and Prosperous Future for Jamaica

The four National Goals give greater articulation to our vision statement and are the pillars on which the new paradigm for Jamaica's sustainable prosperity rests. Cascading from these goals, are fifteen National Outcomes which reflect the actual or intended changes in development conditions. Each goal is aligned to a number of these outcomes which provide the roadmap for success.

**GOAL I:  
Jamaicans are Empowered to  
Achieve their Fullest Potential**

Vision 2030 Jamaica will create a society in which all Jamaicans are empowered to participate fully in the development of their country and to develop their talents and abilities, thereby elevating their standard of living and quality of life. By 2030 we will achieve an HDI score of

0.800 or higher that will rank us among the countries of the world with high human development.

Jamaica's working age population will reach a maximum of 66.5 per cent of the total population by 2025, up from 63.4 per cent in 2007. This is referred to as the "demographic bonus" or "dividend." This increase in the working-age population of almost 200,000 persons represents a unique one-off opportunity to increase the size and productive potential of Jamaica's human capital that will not be repeated in the foreseeable future. However, the country faces higher costs associated with an aging population and increased longevity and must use the opportunity for economic growth presented by its demographic dividend to prepare for these long-term trends.



Photograph contributed by HEART / Trust NTA

While virtually all our citizens would like to attain a high standard of living, and many have attained it, too many are hindered by a wide range of obstacles. This is a major development challenge facing the country. The real purpose behind economic development is to improve the well-being of individuals. We know that increased well-being of individuals fuels their ability to be productive contributors to economic development. The empowerment of Jamaicans should be seen both as a contributor to their future personal development and a result of the economic development that is being pursued – a veritable virtuous cycle.

What are the tools needed to empower individuals? The Human Development Report<sup>20</sup> highlights a number of variables as indicative of the level of development of a society. These include economic and social variables such as health, gender equity, population parameters and education. The Global Competitiveness Report<sup>21</sup> points to other variables such as workforce development and training as important social factors that contribute to economic development. Other areas highlighted that contribute to human capital formation include culture, innovation and values and attitudes. These perspectives echo wider sentiments that support the themes of education and training, health, culture and values and population planning as essential areas of focus for enabling individuals and society in general to develop.

<sup>20</sup> Human Development Report, UNDP.

<sup>21</sup> Published by the World Economic Forum.

There are some who may be in need of higher levels of support than the majority in the society. These include vulnerable subgroups such as the poor, the elderly and persons with disabilities. The society must ensure that provisions are made to enable these subgroups through appropriate social protection programmes.



Photograph contributed by PIOJ

As a society, we must be cognizant of the differences that exist between the two population subgroups, males and females. Each gender is affected and responds differently to the same policies and

“...In Jamaica, the participation rate and performance of individuals in the school system differ substantially between males and females. The labour force participation and employment rates are also markedly different by gender. Most notably, the high propensity for males to be the perpetrators and victims of violent crimes... clearly points to the need for a gendered approach to development planning and implementation.”



“ Vision 2030 Jamaica seeks to build on mixed progress... in the social areas, in order to empower our people by focusing on achievement of a high level of human resource development (education, training and health system reform), fostering of innovation and cultural preservation, and strengthening of systems geared to protecting vulnerable groups in the society. ”

programmes. There are numerous examples of societal issues arising from differences in gender. For example, in Jamaica, the participation rate and performance of individuals in the school system differ substantially between males and females. The labour force participation and employment rates are also markedly different by gender. Most notably, the high propensity for males to be the perpetrators and victims of violent crimes, such as murder, clearly points to the need for a gendered approach to development planning and implementation. Under this approach, each policy and programme should be evaluated for its differential impact on men and women. The gender lens will be used to evaluate societal issues such as crime and poverty to support the development of appropriate policies and programmes.

We have had mixed progress towards the empowerment of our people. Measured by the HDI, we have done well in areas such as life expectancy (72.4 years in 2007), but we have not done as well with respect to some of our educational outcomes such as literacy. We also have had mixed progress with respect to the MDGs. We have done

well with our enrolment at the primary level. The prevalence of poverty has been trending downwards, and in 2007 was reported to be 9.9 per cent, down from 14.3 per cent in 2006. However, maternal and infant mortality rates continue to be higher than desired, with the latter estimated at just over 21 per 1,000 live births in 2005. The global economic crisis that began in 2007 will impact our economy negatively and may affect our ability to meet our MDG targets for 2015.

Vision 2030 Jamaica will empower Jamaicans to achieve their fullest potential through four National Outcomes. These are:

- A Healthy and Stable Population
- World-Class Education and Training
- Effective Social Protection
- Authentic and Transformational Culture

Through these outcomes, we will improve on the mixed progress made to date in the social areas by ensuring a high level of human resource development (education, training and health system reform) fostering of innovation, cultural preservation, and strengthening of systems geared to protect vulnerable groups in the society.

## **GOAL 2: The Jamaican Society is Secure, Cohesive and Just**

Vision 2030 Jamaica recognizes that in an environment characterized by high levels of crime and violence and inequitable dispensation of justice, citizens are alienated and less productive than they might be, and are more likely to engage in destructive behaviour. This fuels a vicious cycle that militates against achievement of positive social, economic and cultural outcomes. Under this goal,

we will improve the overall situation in the country with regard to security and governance.

This goal establishes the importance of a society that is safe, respects the rights of all, operates with a sense of shared values and offers justice and fair play in the eyes of its members. Security and justice may only be attained and sustained in an environment in which human rights are respected and where there is consensus around a set of common values.

The issue of crime and violence has become one of the most pressing concerns for Jamaicans. It has had a negative impact on all spheres of society and has been cited as being a major factor contributing to the low levels of GDP growth Jamaica has experienced over the last 30 years.<sup>22</sup> Segments of our society are crippled by fear and already scarce resources have been re-allocated into crime prevention and control. Private firms are forced to pay large sums for security and many that operate in certain communities also pay indeterminate amounts of extortion “fees”. Community members are sometimes unable to pursue gainful occupations and schooling due to the impact of gang violence in their communities.

Governance has become central to the development discourse in recent decades. This is largely founded on the recognition that strong and accountable institutions, political commitment to effective management of the State, and a vibrant and organized civil society are fundamental to development.

Governance is most effective when it involves a partnership between the State and non-state participants (private sector and civil society).

“ This goal establishes the importance of a society that is safe, respects the rights of all, operates with a sense of shared values and offers justice and fair play in the eyes of its members. ”

Jamaica is globally recognized as a country that has a strong democratic tradition. The World Bank<sup>23</sup> speaks of the country as a stable democracy with a high calibre bureaucracy, a good regulatory framework, strong institutions and a well-developed public sector, staffed by highly qualified individuals. The Bank notes that these advantages have not translated into public perception of good governance. There is a high level of public discontent and a perception of poor quality service in the public sector. This perception is rooted in real deficiencies in the regulatory and institutional frameworks that include outdated laws and excessive bureaucratic processes.

The society also shows signs of social and political polarization and has a history of political violence, which makes

<sup>22</sup> In the World Bank Report on Crime, Violence and Development: Trends, Cost and Policy Options in the Caribbean, March 2007, it is stated that “were Jamaica and Haiti to reduce their rates of homicide to the level of Costa Rica, each country would see an increase in its growth rate of 5.4% annually.”

<sup>23</sup> World Bank Governance Indicators: Country Data Report for Jamaica 1995-2005. (2006).

it difficult to form consensus on policies that are in the public interest and entail a long planning horizon.

Elements contributing to the weakening of governance in Jamaica include:

- apathy towards, and alienation from existing political institutions and processes and increasing disregard for the norms of civil society by a growing number of persons, especially the young;
- poor performance of the economy and the persistence of poverty;
- increased criminal activity, including drug trafficking;
- the inability of the State to sustain levels of welfare that were put in place in the post-independence era;

- the redefined position of the State from its previous function as a development agency to that of a facilitator of market-driven policies.

Jamaica has made some strides towards improving governance. Many of these initiatives are being led by Government and involve the private sector and civil society, individually and collectively, seeking to meet the benchmarks of good governance. Examples of these initiatives include the Reform of the Public Sector, Access to Information Act, Local Government Reform, Local Sustainable Development Planning Framework and the MTF. Much remains to be done to enhance governance in Jamaica; the Plan will address the key obstacles to good governance.



Photograph by Howard Moo-Young

Vision 2030 Jamaica will achieve the goal for the Jamaican society to be secure, cohesive and just through two National Outcomes:

- Security and Safety
- Effective Governance

The first outcome includes those strategies that will be implemented under the heading of national security, including the functions of the Jamaica Constabulary Force and the Department of Correctional Services. The second outcome focuses on the justice system, the role of the State, and other governance matters relating to areas such as social inclusiveness and rights.

### GOAL 3: Jamaica's Economy is Prosperous

Vision 2030 Jamaica has a clear and compelling mission in guiding the nation to a prosperous future – to prepare the conditions and means by which firms and individuals in the country will create wealth with ever-increasing levels of productivity that eventually compare favourably with the most productive nations in the world.

Prosperity matters because it helps to free people's hearts and minds so that they may develop a healthy and rich emotional and spiritual life.<sup>24</sup>

Economic prosperity is the ability of an individual, group, or nation to provide shelter, nutrition, and other goods and services that enable people to live a good life, according to their own definition.<sup>25</sup> For Jamaica, economic prosperity is a particularly important

goal because it has proven elusive for the majority of our people throughout the island's history.

The starting point in creating a prosperous future for Jamaica is to understand the wellspring from which economic prosperity flows. Prosperity is determined by the productivity with which a nation uses its resources to produce goods and services. The more efficiently a nation creates products and services that are highly valued and desired by its own citizens and by the world, the more prosperous it will be.

“ Vision 2030 Jamaica has a clear and compelling mission... to prepare the conditions and means by which firms and individuals in the country will create wealth with ever-increasing levels of productivity that eventually compare favourably with the most productive nations in the world. ”

As barriers to the movement of goods, services, capital, people and information throughout the world have fallen, nations and firms strive increasingly to achieve international competitiveness. Competitiveness is determined by the relative levels of productivity<sup>26</sup> between nations. Individuals around the world have vastly different purchasing power, and countries possess stocks of wealth in different proportions.

<sup>24</sup> Adapted from Fairbanks in Harrison and Huntington (eds.) (2000) Culture Matters, p. 270.

<sup>25</sup> Ray, Debraj. (1998). Development Economics.

<sup>26</sup> Productivity may be defined as the amount of output produced (in terms of goods or services) per unit input used. One commonly applied measure is labour productivity as output per worker or output per labour-hour. Total factor productivity or multifactor productivity measures changes in output that are not directly caused by changes in inputs of capital and labour.

Competitiveness may be viewed as the set of institutions, policies, and factors that determine the level of productivity of a country or economy. The level of productivity, in turn, determines the sustainable level of economic prosperity that can be earned by a country.

Productivity supports high incomes and attractive returns to capital, leading to a high standard of living. More competitive economies have higher levels of productivity and are able to generate higher levels of income for their citizens. Competitive economies with high productivity also are more likely to achieve high and sustained growth rates over the long term. Empirical evidence indicates that, among countries, a correlation exists between high levels of productivity and competitiveness rankings and high levels of economic prosperity as measured by per capita GDP.

International reports indicate that the standard of living in many regions in Africa, Latin America and the Caribbean is threatened by declining productivity.<sup>27</sup> This is certainly true for Jamaica. Growth accounting studies indicate that, despite positive contributions from accumulation of physical and human capital from 1960 to 2000, Jamaica has suffered from an overall decline in total factor productivity, which is substantially below the average levels achieved globally and within Latin America over the same period.<sup>28</sup>

Despite its favourable endowments of natural and human resources, Jamaica has recorded disappointing economic performance over the period since its independence in 1962. Notwithstanding some early progress, our relatively low rates of economic growth compare

unfavourably with regional and international counterparts.<sup>29</sup>

Nonetheless, Jamaica has recorded many economic achievements over past decades. Macroeconomic gains include the reduction of inflation from an all-time high of 80.2 per cent in 1991 to an average of 13.1 per cent per annum over the five years from 2004 to 2008.<sup>30</sup> A number of economic sectors and industries have experienced relatively sustained growth throughout the entire post-Independence period, including tourism, the bauxite industry, financial services, distribution, energy, transport, and communications. The Jamaican economy has seen a marked increase in the contribution to GDP of the services sector and the number of professional and other knowledge-based occupations since Independence.<sup>31</sup>

<sup>27</sup> See for example, ILO (2008), World Bank (2003a).

<sup>28</sup> IMF (2006a), Penn World Tables (Version 6.2), Jamaica Productivity Centre, World Bank (2003). For example, one study indicates that unit labour productivity in Jamaica fell by a total of 27.5% from 1972 to 1998, while real unit labour costs rose by 32.5% over the same period - see Alleyne (2001) as quoted in Hussey (2002).

<sup>29</sup> The Jamaican economy has grown by an annual rate of only 1.9% in real terms over the entire period from 1962-2007 (PIOJ), and by only 1.1% per annum from 1970-2007 (based on the United Nations Statistics Division National Accounts Main Aggregates Database). By contrast the world economy has grown by a rate of 3.1% per annum from 1970-2007.

<sup>30</sup> Annual % change in CPI as measured from December to December (ESSJ 2004-2008).

<sup>31</sup> Services increased their share of Jamaica's GDP from 65.6% in 1982 to 68.1% in 2007 based on contribution to total goods and services production, i.e. GDP share excluding imputed bank service charges (PIOJ).

We confront profound challenges on the road to prosperity. These exist at many levels, ranging from constraints in the macroeconomy and business environment to weaknesses in the productive sectors. Many of the factors that affect economic development in Jamaica are outside the economic sectors, hence the need to address simultaneously the issues raised with regard to the other three goals.

The economic development challenges that Jamaica faces include: persistent fiscal deficits; very high levels of public debt; high dependence on imported petroleum and inefficient use of energy; poor performance in the formal education system; low levels of innovation and investment in research and development; high levels of violent crime; the economic cost of HIV/AIDS and other diseases; environmental pressures generated by our production and consumption patterns; and the impact of natural and man-made hazards on the economy.

An important challenge is presented by the global economic recession which commenced in US credit markets in 2007, and spread in 2008-2009 to affect the economies of developed and developing countries alike. The consequences for Jamaica are likely to include: reduced flows of direct investment; greater difficulty in sourcing financing from global capital markets; reduction in demand for Jamaica's exports; and a downturn in tourism earnings. The impact will limit the prospects for growth in our economy and reduce funds available for spending on social services in the initial years of implementation of the National

Development Plan, until recovery takes place.

We face a growing trade deficit on goods and services. The main sources of foreign exchange earnings for the past half-century continue to be tourism and exports of bauxite and alumina, along with growing inflows of remittances. Even though the share of total exports represented by non-traditional exports has risen in recent years, this growth is largely accounted for by the categories of crude materials and mineral fuels. The productive sectors that account for the larger shares of the country's labour force are those with the lowest levels of productivity, namely agriculture, distribution and construction. The large informal sector constitutes a further drag on national productivity, as the levels of productivity in the informal economy are generally lower than in the formal economy. While services have increased their share of GDP over time, it is clear that we have not yet succeeded in diversifying our economy into higher value-added production and exports.

As described above, our economic development faces many challenges including low growth rates, high debt load, budget constraints, crime, weak export performance, poor education performance and energy dependence. However, these many challenges may be seen as the symptoms or outcomes of a deeper challenge: that the underlying basis for the productivity of the nation is obsolete. We are a nation whose prosperity historically has been based on sub-soil assets, location, sunshine and cheap labour.

The importance of the higher forms of capital may be illustrated even for developed countries with substantial endowments of natural resources. For example, core copyright industries in the USA grew three times as fast as the annual growth rate of the economy between 1977 and 1996, the year when cultural products (including films, music, television programmes, books, journals and computer software) became the largest US export for the first time, surpassing other traditional industries, including automobiles, agriculture, aerospace and defence.

Competing on these “basic factors” is the most easily imitated form of advantage that a nation can possess. Research suggests that the higher the percentage of exports represented by natural resources and raw materials, the higher the level of poverty that exists in a nation.<sup>32</sup> There are many regional economic units, nations and states that are as close to major markets as Jamaica is, and that speak English, many of whom enjoy over three hundred days of sunshine, and have beaches, fertile soil, and mineral resources.

Dependence on these basic factors in a globalizing environment forces the nation and its firms to compete primarily on price. In the “Era of Total Global Competition,” this model has become rapidly more unsustainable, and cannot represent a path to developed country status for Jamaica.

There is another model. Competing based on the so-called higher forms of capital means using assets that are hard to measure, hard to see, but very important. This model depends on the protection of tangible and intangible property rights so that firms: may invest in innovation with little fear of someone stealing their ideas; have access to a

judicial process that is quick and fair in administering justice; and spend substantial amounts of their revenue on new product and market knowledge, training their employees, and developing trusted partnerships and unique brands. This model allows long lead-times to develop complex products that meet the unique needs of demanding and sophisticated customers who have little price sensitivity when paying for perceived value. It also allows for part of the economic surplus to be used in the compensation and training of employees. This model is where revenue expansion and high and rising wages intersect, where economic growth and social equity converge. But it is possible only when the higher forms of capital are present and developed.

We are engaged in a historic process of regional integration, driven by the progressive implementation of the Caribbean Single Market and Economy (CSME), which will see a profound deepening of regional integration, including free movement of people, free trade in services and capital market integration. The CSME offers Jamaica the opportunity to participate more fully in expanded regional markets, and to benefit as a member state of CARICOM

<sup>32</sup> See Fairbanks and Lindsay (1997), Sachs and Warner (1995).

from stronger regional unity in hemispheric and global trade negotiations. However, regional integration opens our economy to greater competition from companies and producers throughout the region, and will require a wide range of fundamental supporting measures on our part and on that of other member states, that ultimately will challenge our existing concepts of national sovereignty.

Globalization brings opportunities, threats and risks to the economies of developing nations – opportunities for competitive enterprises to access global markets, threats to inefficient industries and firms from increased competition in domestic and export markets, and risks of exposure to crises in global capital, currency and commodity markets. Under the national goal for a prosperous economy, we will respond to the challenges of globalization by pursuing global competitiveness through the development of world-class industries and enterprises and improvement in productivity levels.

Vision 2030 Jamaica creates a new paradigm for economic prosperity. We will transform our economic model from dependence on natural, financial and man-made capital to development based on the higher forms of capital - institutional capital, knowledge resources, human capital and cultural capital.

To build the pillars of competitiveness of our economy and ultimately achieve high levels of economic development, we will take the following three fundamental steps in transforming our economic model based on our particular stage of development and specific circumstances:

- Fix the remaining constraints in the basic factors of production (Basic Factor Stage)
- Improve the efficiency enhancers of our economy to world-class levels (Efficiency Stage)
- Invest in the long-term transition to an innovation-based economy (Innovation Stage)

“ Vision 2030 Jamaica creates a new paradigm for economic prosperity. We will transform our economic model from dependence on natural, financial and man-made capital to development based on the higher forms of capital - institutional capital, knowledge resources, human capital and cultural capital. ”

To achieve the goal of economic prosperity, Vision 2030 Jamaica will undertake measures that strengthen our natural, man-made and financial capital stocks to provide stable macroeconomic conditions, strong economic infrastructure and a secure, affordable energy supply as basic requirements for a competitive economy. We will address fundamental aspects of the business environment by building institutional capital and streamlining bureaucracy, and enhance the efficiency of our markets for goods, services, labour and capital. These steps will provide appropriate responses to short-term economic conditions, and also lay the foundation for long-term growth and development.

Under Vision 2030 Jamaica, we will strengthen our trade relations and investment promotion to increase



The Global Competitiveness Report clearly delineates the importance of understanding the particular stage of development of each country:

“... almost everything matters for competitiveness. Universities matter, the roads matter, financial markets matter, the sophistication of customer needs matters, and so on. Many of these influences are deeply rooted in a nation’s institutions, people, and culture. Improving competitiveness is a special challenge, because no single policy or grand step can create competitiveness. Ultimately all dimensions of the business environment must be improved. In any given country at a particular point in time, however, there will be a few elements that represent the most pressing barriers keeping companies from reaching higher levels of productivity. These barriers can be identified only by understanding the specific circumstances in a country or region. Improvements in some areas of the business environment will have little or even negative effects unless the binding constraints to productivity are removed.”

Source: Global Competitiveness Report 2007 - 2008

market access and build on the competitive advantages provided by Jamaica’s worldwide reputation and favourable Nation Brand. We will develop our higher forms of capital strategically to improve the international competitiveness of our productive sectors and support the long-term transition to an innovation-based economy by: enhancing the sophistication of our companies; building economic clusters and linkages; improving labour relations and productivity; investing in the creation of a green economy; and applying science, technology and innovation to all areas of national development. The steps that will be taken to achieve the goal of economic prosperity for Jamaica also will contribute to the achievement of Millennium Development Goal 8 to develop a global partnership for development.<sup>33</sup>

Vision 2030 Jamaica will achieve the goal for a prosperous economy through six

#### National Outcomes:

- A Stable Macroeconomy
- An Enabling Business Environment
- Strong Economic Infrastructure
- Energy Security and Efficiency
- A Technology-Enabled Society
- Internationally Competitive Industry Structures

The National Outcome for Internationally Competitive Industry Structures includes the development of the main goods- and services-producing sectors and industries of the Jamaican economy.

This model recognizes that it is possible for our country to build areas of competitive advantage for value-added production in a wide range of economic sectors given an efficient and enabling environment and strategic partnerships in the private and public sectors. It therefore avoids pre-selecting and targeting specific areas for preferential treatment.

<sup>33</sup> MDG 8 has the following targets: Address the special needs of least developed countries, landlocked countries and small island developing states; develop further an open, rule-based, predictable, non-discriminatory trading and financial system; deal comprehensively with developing countries’ debt; provide access to affordable essential drugs in developing countries; and make available benefits of new technologies, especially information and communications.

## GOAL 4: Jamaica has a Healthy Natural Environment

Our quality of life depends on the quality of our natural environment. This goal recognizes the importance of the natural environment and ensures harmony among development activities, environmental sustainability and conservation of the country's natural resources. It further recognizes that healthy, productive and protective environments, social systems and economies are the bases of development, sustainability and human welfare.

Ecosystems such as forests, mangroves and coral reefs, provide essential services such as flood control, recharging ground water, and waste assimilation which underpin economic development and sustain human health. Jamaica's main industries, including agriculture, tourism, manufacturing, and mining and quarrying, rely heavily on the country's rich natural resource base. These economic activities are not always practiced in a manner that is sensitive to the environment, partly due to unsustainable consumption and production patterns which result in these natural resources deteriorating faster than they can replenish themselves.

Although we have made substantial improvements in environmental management, many challenges still remain and need to be addressed. Recent evaluations of the state of the environment indicate a number of worrying trends. Among these are:

deteriorating air and water quality; poor management of solid, liquid and hazardous wastes; loss of biodiversity; watershed degradation; net loss of forest cover; and increasing incidence of fires. While data and analysis of environmental problems have improved over the last 12 years, serious gaps and a lack of time-series data hamper efforts to use quantitative indicators to spot emerging problems, assess policy options and gauge the effectiveness of environmental programmes.<sup>34</sup>

Over the past three decades, fuelled by global developments, concern for environmental issues also has increased in Jamaica. Many new institutions, policies, pieces of legislation and standards have been implemented by the Government geared towards the proper management, conservation and protection of natural resources within the context of sustainable development.<sup>35</sup> Inconsistent monitoring and enforcement of these laws and policies, inadequate financial and human resources, improper planning for development, and the general lack of awareness on the part of the citizenry have hindered the effective conservation and management of the island's natural resources.<sup>36</sup>

Under this goal, Vision 2030 Jamaica focuses on the effective management of the country's natural resources to ensure the continued provision of essential environmental services. It also focuses on the design of environmental policies that internalize the cost of pollution and environmental damage into the production costs of all economic

<sup>34</sup> 2008 Environmental Performance Index, World Economic Forum.

<sup>35</sup> "Jamaica's Commitment to the Conservation and Management of Natural Resources: Ten Years in Retrospect" (2002). Laleta Davis-Mattis, National Environment and Planning Agency.

<sup>36</sup> Jamaica National Environmental Action Plan (JaNEAP) 2006 – 2009, National Environment and Planning Agency

activities. The strategies recognize that successful environmental management is increasingly becoming the basis for the success or failure of economies and social systems.<sup>37</sup>

Jamaica's location, geography and geology make the island prone to several natural hazards. Major threats include landslides, hurricanes, floods, droughts and earthquakes. We are increasingly acknowledging the importance of climate change, the consequences of which are profound, particularly on Jamaica and other highly vulnerable Small Island Developing States (SIDS) which are characterized by a high concentration of development and essential infrastructure along the coasts. The impacts of climate change will include sea-level rise and the accelerated erosion of coastal zones, increased frequency and intensity of hurricanes, more flooding of coastal areas, coral reef destruction, and the spread of vector-borne diseases. This goal will focus on the development of a comprehensive integrated approach to hazard risk management and climate change.

Jamaica suffers from a proliferation of economic and social policies that do not adequately consider spatial implications for the achievement of balanced regional development in terms of equitable distribution and access to services and employment opportunities.<sup>38</sup> While some benefits have been derived from the

pattern of development, there exists a myriad of challenges including: fragmented subdivisions; unbalanced regional development; urban sprawl; limited availability of affordable housing; squatting; inequity and poverty; environmental degradation; and congested towns due to the increasing dependence on automobiles.

These challenges are inter-related. Although some effort has been made to address them, existing development policies have not been sufficiently comprehensive and far-reaching. Vision 2030 Jamaica proposes to: foster innovative urban and regional planning (based on sustainability principles); decentralize power and decision-making; optimize the use of resources; facilitate the development of multi-sectoral and spatial linkages; and identify and harness the growth potential of each area, to create sustainable rural and urban communities.

Vision 2030 Jamaica will achieve the goal for Jamaica to have a healthy natural environment through three National Outcomes. These are:

- Sustainable Management and Use of Environmental and Natural Resources
- Hazard Risk Reduction and Adaptation to Climate Change
- Sustainable Urban and Rural Development

<sup>37</sup> "Building Resilience in SIDS: The Environmental Vulnerability Index", UNEP.

<sup>38</sup> A Strategy Document for the National Sustainable Development Plan for Jamaica (2002-2022), National Environment and Planning Agency.

## From National Goals to National Outcomes and Strategies

The Vision of making “Jamaica, the place of choice to live, work, raise families and do business” is the starting point for our Plan. Our four National Goals represent the ultimate desired state of our country through which we realize our National Vision. We can, and will, make progress that brings us ever closer toward these ideal goals over the planning horizon to 2030 and beyond.

### National Outcomes

The results-based management approach that we employ calls for the identification of an intermediate level of results toward the achievement of the National Goals. Under Vision 2030 Jamaica, 15 National Outcomes aligned to the four National Goals are articulated as the discrete building blocks with which we construct the future of our nation. These outcomes are the desired results which we seek to achieve in each of the main areas of our national development. A range of indicators and targets aligned to the National Outcomes provide quantitative milestones against which we will measure our progress in implementing the National Development Plan over time.

### National Strategies and Sector Strategies

Our National Strategies are the broad approaches which are designed to achieve our National Goals and Outcomes – they are what we choose to do to achieve the desired results for our country. The National Strategies are supported by a range of sector strategies which have been developed in the sector plans for each of the social, governance, economic and environmental sectors. These strategies form the link to the specific actions in the form of sector-level programmes and projects through which Vision 2030 Jamaica will be implemented. In our Plan, we consider a sector, in a broad sense, to refer to a major area of national development.<sup>39</sup>

### The Next Chapter

Chapter 3 contains a detailed presentation of each of the National Outcomes for Vision 2030 Jamaica. Each outcome contains an overview of the situation and an analysis of the main issues and challenges relevant to the achievement of the outcome. The National Strategies to achieve each outcome are presented in a summary table, followed by an elaboration of each National Strategy and a listing of some of the key selected sector strategies that will be pursued under each National Strategy. These are followed by the proposed outcome indicators and targets by which we will measure our progress toward each National Outcome.

<sup>39</sup> The United Nations System of National Accounts groups the resident institutional units that make up a country's economy into five sectors: the non-financial corporations sector; the financial corporations sector; the general government sector; non-profit institutions serving households sector; and the households sector. The presentation of national economic data is often grouped under two sectors – the goods-producing sector and the services sector. Similarly national economic data are sometimes presented under individual productive sectors (e.g. manufacturing, mining and quarrying, distributive trade), while reference also may be made to the social sector as well as to individual social sectors (e.g. health, housing). The range of sectors as considered under Vision 2030 Jamaica is indicated by the list of Task Forces formed to develop sector plans (see Appendix 2).

**From National Goals → To National Outcomes**

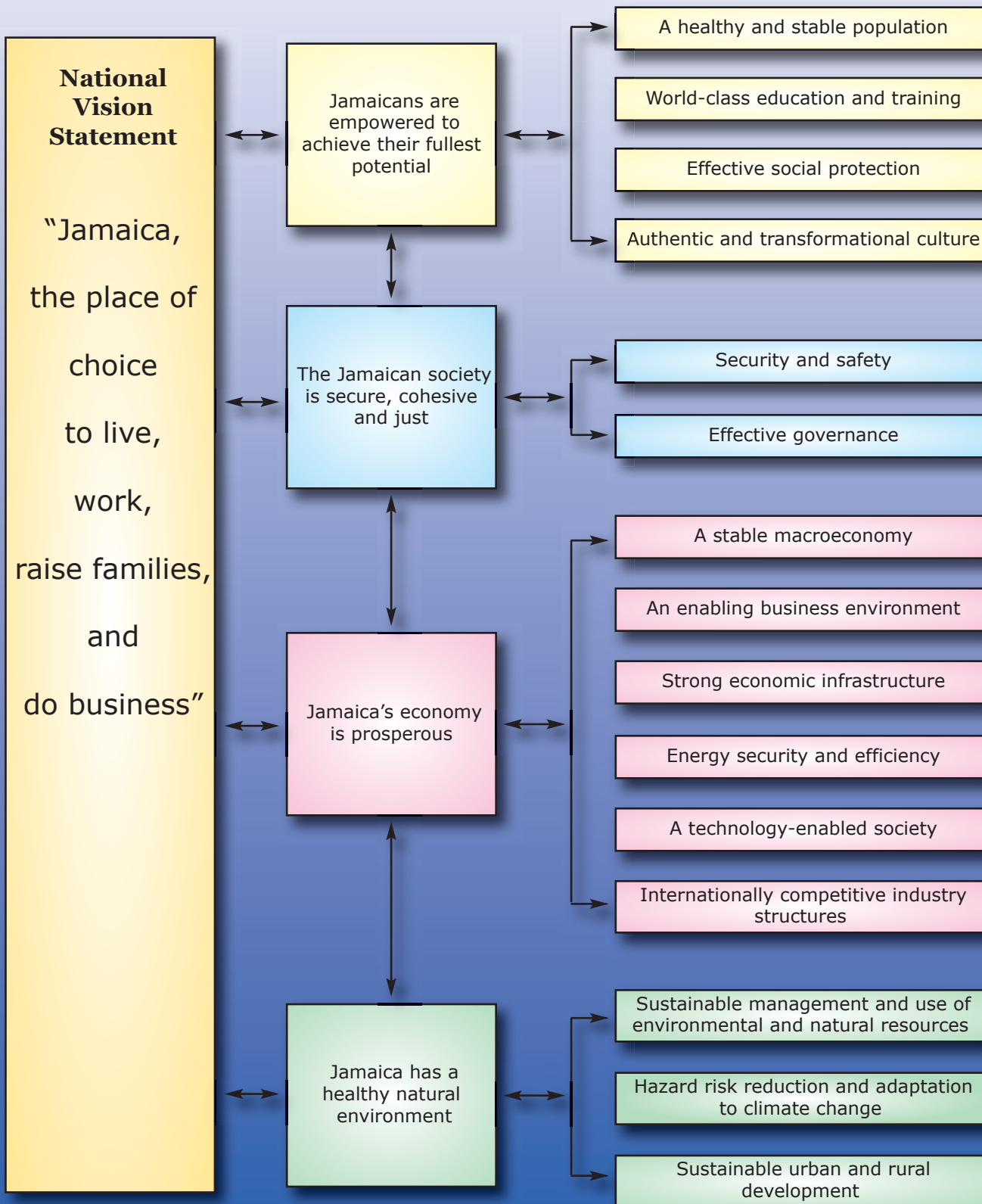


Figure 8: Alignment of Vision, Goals and Outcomes

# NATIONAL GOALS



Photograph contributed by NMIA Ltd.

Norman Manley International Airport (NMIA Limited)

# CHAPTER 3:

## NATIONAL OUTCOMES

1. A Healthy and Stable Population
2. World-Class Education and Training
3. Effective Social Protection
4. Authentic and Transformational Culture
5. Security and Safety
6. Effective Governance
7. A Stable Macroeconomy
8. An Enabling Business Environment
9. Strong Economic Infrastructure
10. Energy Security and Efficiency
11. A Technology-Enabled Society
12. Internationally Competitive Industry Structures
  - a. Agriculture
  - b. Manufacturing
  - c. Mining and Quarrying
  - d. Construction
  - e. Creative Industries
  - f. Sport
  - g. Information and Communications Technology (ICT)
  - h. Services
  - i. Tourism
13. Sustainable Management and Use of Environmental and Natural Resources
14. Hazard Risk Reduction and Adaptation to Climate Change
15. Sustainable Urban and Rural Development

## Goal I: Jamaicans are Empowered to Achieve their Fullest Potential

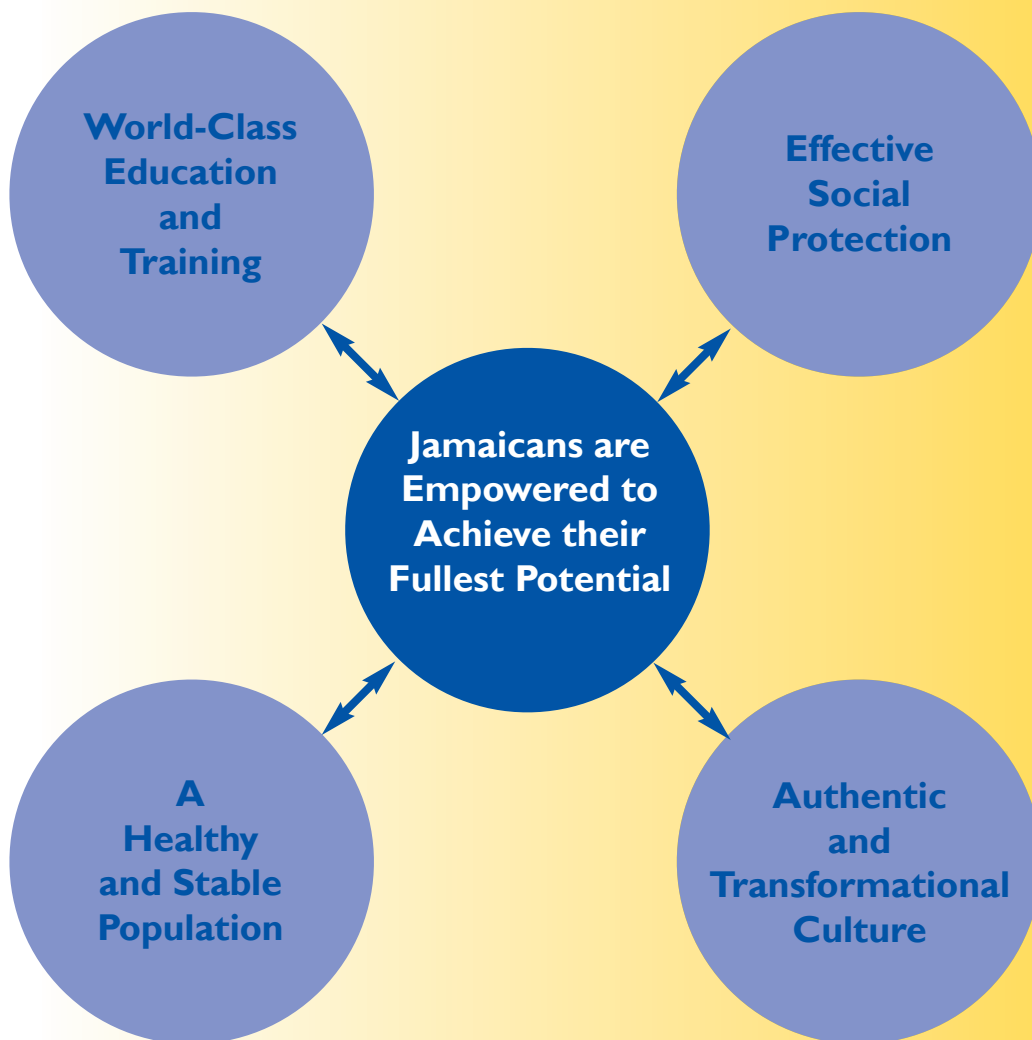


Figure 9: Goal I and Related National Outcomes



## NATIONAL OUTCOME # 1 A HEALTHY AND STABLE POPULATION

### Overview

Under this outcome, Vision 2030 Jamaica builds on the positive results achieved for our population and health profile in recent years (e.g. life expectancy which stood at 72.4 years in 2007), to ensure that where the health and other population outcomes are weak (e.g. infant mortality which stood at 21.3 per thousand in 2005<sup>40</sup>) they will be strengthened to compare with the best in the world.<sup>41</sup> We expect our average life expectancy to be higher than 76 years. We will achieve this by raising the standard of our health care delivery and by building the awareness and commitment of our population to the maintenance of healthy lifestyles and environments.



Photograph by the Gleaner Co. Ltd.

“ Vision 2030 Jamaica will build on the positive outcomes that have been achieved by the health sector ... to ensure that the delivery of health care... compares with the best in the world.

”

Prior to the 1980s, our population policy was synonymous with reduction in fertility and population growth.<sup>42</sup> Since then, the policy framework has been broadened to include mortality, international and internal migration, urbanization and settlement. Further revision to the policy resulted in the addition of gender, children, the aged, and the environment as concerns for population policy and planning.<sup>43</sup> Our country will maintain this focus as we strive to achieve a balanced and stable population.

<sup>40</sup> Demographic Statistics 2007, STATIN.

<sup>41</sup> Infant mortality rates ranging from 2.9 per 1,000 in Iceland to 5.1 per 1,000 in Cuba.

<sup>42</sup> The Jamaica Family Planning Association (FAMPLAN) pioneered programmes for fertility reduction in the non-Government sector while the National Family Planning Board (NFPB) played the dominant role for similar interventions in the public domain.

<sup>43</sup> The National Population Policy was revised by the PPCC and adopted by Parliament in 1996. The revised Policy included all areas in the earlier policy and incorporated others which were considered relevant in light of the changing demographic conditions.

We regard the promotion and maintenance of good health as a concern for which the entire society should take responsibility. We will focus attention on the dissemination of information to empower individuals to make healthy choices. We will place emphasis on strengthening our primary health care system to prevent simple health care issues from escalating into chronic and life threatening outcomes. We will transform our secondary and tertiary care institutions and enable them to focus their resources on delivering high quality care.

At all levels of the health care system, we will strengthen the human resources paying particular attention to categories such as our nursing staff and pharmacists. We will ensure that our equipment and physical structures are the most appropriate and adequate for the demand that will be placed on them.

One of the enduring impediments to accessing health care is the lack of adequate financing. Various mechanisms such as public private partnerships, health insurance and user financing have been explored. In 2007, a policy was implemented to enable all users of the public health care system to access health care without charge for most services. Under Vision 2030 Jamaica, we will continue this policy and explore appropriate and sustainable mechanisms for continued health financing.

### Population Profile

Jamaica's population was estimated to be 2,682,100 at the end of 2007.<sup>44</sup> Just over 50 per cent of the population was

“ The aging of the population, particularly the growth of the elderly and the working age cohorts, will emerge as one of the most significant demographic and socio-economic challenges to face our country. ”

female. The population growth rate was estimated at 0.5 per cent. This rate has been the same for the last four years. By 2030, it is projected that the population will have increased by approximately 7.1 per cent to 2,872,000.<sup>45</sup> Some 51 per cent of the population is expected to be females. However, the age composition of our population will be notably different. Our working age and elderly population will constitute a higher proportion of the population as a result of declines in fertility and mortality rates and emigration of our younger population. The process is commonly referred to as 'aging' (of the population). This has led to our country now being classified as one with a 'moderately' aging population but it will enter into a phase of rapid aging within the next three decades. Evidence of aging is seen when increases in the median age are observed over time. The median age for men and women moved from 16.4 years and 17.9

<sup>44</sup> Economic and Social Survey Jamaica, 2007.

<sup>45</sup> Based on estimates for 2008 from the Statistical Institute of Jamaica.

years in 1970 to 23.7 and 25 years respectively in 2005. The aging of the population, particularly the growth of the elderly and the working age cohorts, will emerge as one of the most significant demographic and socio-economic challenges to face our country.

### Child Population

The proportion of children (0-14 years) in our population was estimated at 29.4 per cent (782,600) of the total population in 2005. By 2007, it had declined to 28.3 per cent. This age



Photograph contributed by C. Hughes

cohort is expected to further decline to 23.2 per cent (666,304) by 2030. Males are more highly represented than females in this cohort when compared to their distribution in the wider population. The projected decline in the child population will have implications for the physical and social infrastructure required to support our children and will favourably affect the dependency ratio of our population.<sup>46</sup>

### Youth Population

As with the child population, the proportion of youth (15–24) in our population has been declining. In 2005, the number was 491,700 (18.5 % of the population). By 2007, the number had fallen to 459,139 (17.1 % of the total population). In both periods, the gender distribution was in favour of females who accounted for just over 50 per cent of the youth population. Based on medium level growth projections,<sup>47</sup> this age cohort is expected to decline to 14.6 per cent of the total population by 2030. The gender distribution is expected to be reversed with just over 50 per cent males. Although this age group overlaps with the working age population, it has been singled out because of its vulnerability to a number of social ills. For example, the unemployment rate among youth is more than twice the overall rate for all age groups within the working population. They are the primary victims and perpetrators of crimes, particularly violent crimes. The large proportion of youth<sup>48</sup> in our working age population presents an opportunity for our country's development. It is therefore essential that we build the capacity of this group to ensure that it is integral to development planning and implementation.

### Working Age Population

Our working age population (15-64 years) was estimated at 1,699,300 (63.4 %) in 2007 and is expected to increase to 1,884,032 (65.6 %) by 2030. The current and expected 'bulge' in the population of working age is regarded by demographers as a 'window of

<sup>46</sup> The dependency ratio shows the population that is dependent (child 0-14 years and elderly 65 and over) as a proportion of our working age population.

<sup>47</sup> Based on projections made in 2008 by the Statistical Institute of Jamaica.

<sup>48</sup> In 2007, they comprised 27 per cent of the working age population.

opportunity' or 'demographic dividend'. This means that there is a higher proportion of persons in the working age relative to the dependent ages (child 0-14 years and elderly 65 and over). We must position our society to use our surplus population optimally for development. The working age will reach its maximum in 2025 at about 67.0 per cent of the total population.



Photograph contributed by C. Clayton

### **Elderly Population**

Our elderly population (60 years and over) is the fastest growing age group. The dependent elderly (65 years and over) was estimated at 207,700 (7.8 %) in 2005 and by 2007, had grown to 223,961 (8.4%). Over the period 2007 to 2030, it is estimated that this cohort of our population will increase by 2.8 per cent to 11.2 per cent (321,664).<sup>49</sup> The changing profile points to the need for greater concentration on programmes for the elderly, and eventually a levelling in the requirements for infrastructure for children and youth.

### **Persons with Disabilities**

The 2001 Population Census estimates

that the proportion of our population reporting at least one disability was 6.3 per cent (163,206).<sup>50</sup> However, it is generally presumed that censuses understate the level of disability, particularly the milder forms, in any given population. Internationally, the World Health Organization (WHO) estimates that the level of disability for most countries would be about 10 per cent of their total population. Assuming that this holds true for Jamaica, the level of disability as revealed by the census grossly understates the extent of the problem. It may therefore be assumed that persons with disabilities (PWDs) comprise a larger than stated segment of our population and have been marginalized from the mainstream of development in the society.

Persons with disabilities (especially older women) are at risk of several health problems, including, depression, urinary tract infection, and restricted lung disorder. Women with disabilities are also at risk of coercive sterilization, and forced abortion. Inadequacies of reproductive health care and education and ignorance of contraception make them vulnerable to sexual abuse. Often they fail to report physical and sexual



Photograph by Howard Moo-Young

<sup>49</sup> Based on 2008 projections made by STATIN.

<sup>50</sup> This figure is based on individual reporting and was not medically or scientifically determined.

abuse because they are dependent on care givers.

The PWDs are generally characterized as persons with low levels of formal education and training who face hostile labour market conditions and employment relations. This is a subgroup whose rights and capacity to contribute will be addressed under Vision 2030 Jamaica in all spheres of our activities.

### Health Profile

The health of a population is not only a reflection of the level of development of the society but also a contributor to the capacity of the society to develop. The least healthy populations are found in the world's least developed countries.<sup>51</sup> This might be explained by the fact that the

majority of variables identified as “determinants of health” are in the social and economic realm (see Textbox).

### Life Expectancy

Jamaica ranks high among developing countries with respect to the health status of the population. This status is the result of improvements that occurred in the 20<sup>th</sup> century. Life expectancy at birth increased from 38 years in 1900 to 72.4 years in 2007. The infant mortality rate, which measures child survival and is a good indicator of a country's health status, declined to 21.3 from 174.3 deaths per 1,000 live births<sup>52</sup> over the same period. The improvements in life expectancy apply to both men and women. However, the life expectancy for women has always been higher than that of men and this disparity has been growing. While the life expectancy for women is higher (75 compared with 69 for men) health adjusted life expectancy after the age of 60 shows that women spend more time in illness and disease than men.

Measured against the Human Development Index, Jamaica ranked above the average life expectancy of developing countries, which was 65.0 years in 2006. The Human Poverty Index that measures deprivation in three basic dimensions (long and healthy life, knowledge and a decent standard of living) also ranked Jamaica relatively highly in 2007, at 34<sup>th</sup> of 108 developing countries.<sup>53</sup>

### Determinants of Health

- Socio-economic status (including income and employment)
- Level of education
- Environment (work, housing, physical)
- Nutrition and food security
- Lifestyle
- Cultural factors
- General living conditions and experiences (poverty, discrimination, social exclusion and opportunities for social support and networking)
- Mode of transportation
- Genetics
- Violence and crime

<sup>51</sup> For example, sub-Saharan Africa, which is one of the poorest regions in the world, has the highest level of HIV/AIDS in the world and also accounts for high rates of infection from diseases such as tuberculosis and leptospirosis. This compares with countries such as the USA which, although among the first to have identified the HIV/AIDS virus as present in their society, has maintained relatively low levels of infection.

<sup>52</sup> The latest available data on infant mortality was for 2005.

<sup>53</sup> UN Human Development Report 2007, pp. 239.

### Morbidity and Mortality

The leading causes of death in Jamaica during the first half of the 20<sup>th</sup> century were infectious diseases. In the 21<sup>st</sup> century, the main causes of morbidity and mortality are chronic non-communicable lifestyle diseases,<sup>54</sup> injuries and mental illness. Table 4, which shows Jamaica's morbidity data as captured by the public health sector for the first half of 2007,<sup>55</sup> provides evidence of this.

Table 5 shows the leading causes of death among men and women in Jamaica

ranked in order of frequency. Diseases of the circulatory system – hypertension, stroke and heart diseases, together are the leading causes of morbidity and mortality. When differentiated by gender, there are similarities in the top five types of illnesses that caused death but clear differences in the ranking of these illnesses between either sex. For example, cerebrovascular diseases were the leading causes of death among males while endocrine, nutritional and metabolic diseases were the primary causes of death among females.

**Table 4: Leading Causes of Visits to Health Facilities by Health Region,<sup>56</sup> 2007 (January-June)**

DIAGNOSIS	SERHA	NERHA	WRHA	SRHA	Jamaica	% of top 6 visits
	No. Visits	No. Visits	No. Visits	No. Visits	No. Visits	
Hypertension	24,613	11,487	13,797	14,257	64,154	25.4
Diseases of the Respiratory Tract	31,074	7,335	5,655	9,030	53,094	21.1
Skin Disease	21,000	8,907	7,209	7,314	44,430	17.6
Genito-Urinary Diseases (including STD)	24,506	5,363	7,043	5,412	42,324	16.8
Musculoskeletal	9,889	5,420	4,245	5,657	25,211	10.0
Psychiatry	10,714	3,597	4,906	3,747	22,964	9.1
<b>TOTAL</b>	<b>121,796</b>	<b>42,109</b>	<b>42,855</b>	<b>45,417</b>	<b>252,177</b>	<b>100</b>

Economic and Social Survey Jamaica, 2007

<sup>54</sup> For example diabetes and diseases of the circulatory system (hypertension).

<sup>55</sup> Latest period for which data were available.

<sup>56</sup> SERHA-South East Regional Health Authority; NERHA-North East Regional Health Authority; WRHA-Western Regional Health Authority; SRHA-Southern Regional Health Authority.

There were also differences in the rate of occurrence of the different types of illness between males and females which are not indicated in the table. For example:

- the rate for Endocrine, Nutritional and Metabolic Disease<sup>57</sup> was 35 per cent higher in females than in males;
- the rate for cerebrovascular diseases was 24 per cent higher in women than in men;
- the rate for Ischaemic Heart Disease was 9 per cent higher in men than in women;
- the rate for homicides among men was 8 times that of women.

reverse. There are also myths that give greater exposure of young girls to risk. Many women are not sufficiently empowered to insist on safe sex practices.

Measures employed in the fight against HIV/AIDS have two broad objectives. These are to prevent the spread of the disease and to mitigate the impact on individuals who have contracted the virus. The Threshold 21 Jamaica model was used to simulate the impact of using preventative measures versus increasing the availability of antiretroviral (ARV) drugs which are used to mitigate the impact of the virus on those who have

contracted it. The model suggests that prevention (testing, behaviour change, ARV for HIV infected females who are pregnant) would have a greater impact in reducing the spread of the disease than focussing on supplying ARV.

One of the major health concerns is that Jamaica has among the highest rates of cervical and prostate cancer in the world. Both are preventable, and mortality from both can be lessened by better knowledge of screening, early diagnosis, better laboratory facilities, and more prompt recall when tests are positive.

**Table 5: Leading Causes of Death Ranked in Order of Frequency (By Sex) – Jamaica 2005**

Male	Female
1. Cerebrovascular Diseases	1. Endocrine, Nutritional and Metabolic Disease
2. Endocrine, Nutritional and Metabolic Disease	2. Cerebrovascular Diseases
3. Ischaemic Heart Disease	3. Hypertensive Diseases
4. Hypertensive Diseases	4. Ischaemic Heart Disease
5. Other Heart Diseases	5. Other Heart Diseases

Economic and Social Survey Jamaica, 2007

With respect to HIV/AIDS, the male:female infection ratio in the 10 to 19 age group was 1:2.84. Adolescent females in the 10 to 14 age group face similar risk and those in the 15 to 19 age group face three times the risk of acquiring the infection when compared to males in the same age groups. Male to female transmission is easier than the

<sup>57</sup> These include diabetes and some forms of cancers.

### Mental Health

Mental, neurological and substance use disorders cause a large burden of disease and disability. Globally, they account for 13 per cent of overall disability-adjusted life years (DALYs) and 33 per cent of overall years lived with disability (YLDs).<sup>58</sup> In Jamaica, while there is widespread recognition and commitment to disorders like schizophrenia, psychosis and cocaine addiction, not enough attention is focused on mental health conditions with the greatest disease burden, and potential for triggering secondary illnesses and development challenges for individuals. These include depression, alcohol abuse and cannabis use during adolescence, and emotional and psychological issues affecting children. Violence-related mental health is poorly identified because women are reluctant to disclose spousal abuse.

Women predominate among depression and anxiety complaints, accounting for 71.6 per cent respectively of persons visiting health institutions in 2007. Drug dependence and schizophrenic/psychotic disorders are far more common among men who accounted for 95.4 per cent and 61.3 per cent respectively of all visits in 2007.

Jamaica has made some strides in developing a modern approach to mental health. For example, a policy for mental health care is in place, the second

strategic plan (2007-2011) is being developed and the mental health legislations have been reviewed. More needs to be done, particularly to build public awareness and encourage families and communities to bear more of the burden of support for mentally ill persons in our society.

### State Mechanisms for Increasing Access

A number of mechanisms have been put in place by the State to ensure that the most vulnerable have access to health care. These include the abolition of user fees in public health care institutions and the establishment of programmes such as PATH, the Jamaica Drugs for the Elderly Programme (JADEP), and the National Health Fund (NHF).

In the PATH programme which guarantees beneficiaries' health benefits and certain health and education benefits to their children, more women access benefits than men. JADEP initiated in 1996, targets citizens 60 years and over with specified chronic diseases, the majority of whom are women. Under this programme, the elderly pay nominal prices for prescribed drugs which are available at public and participating private sector pharmacies. Like JADEP, the NHF targets all persons with specified chronic diseases. Its guiding principle is universal coverage.

<sup>58</sup> World Health Report 2001.



## Administration and Delivery of Health care

### Public Health Care System

While health services are delivered through a mixture of public and private sector effort, our public sector is the main provider of these services. They are delivered through a decentralized system comprised of four Regional Health Authorities (RHAs) that are each responsible for health care delivery in their respective regions.<sup>59</sup> The Ministry of Health and Environment (MOHE) is responsible for: policy formulation, development and monitoring; creating new relationships between the MOHE and its agents; and oversight of the regions.

The MOHE has a five year strategic planning cycle. A new National Strategic Plan for 2006-2010 took effect in April 2006. The public sector's priorities for health include: the need to reduce/control the spread of HIV/AIDS; focus on Maternal and Child Health, for example, reducing maternal mortality; and implementing the Healthy Lifestyle Policy, promulgated in 2004, to control the incidences of lifestyle related Chronic Non-Communicable Diseases (CNCDs).

The strategies dictate increased attention to health education and promotion to reorient our people towards health seeking behaviour. This is based on recognition of the cause and effect principles of engaging in risky behaviour related to lifestyles, and facilitating individuals taking responsibility for their own health status

and making informed decisions and choices.

The public health system has been challenged by resource constraints to meet the increased demands on its services resulting from the abolition of "User Fees." As one of the mechanisms to overcome this challenge, the MOHE has developed partnerships with local, regional and international organizations to improve its ability to deliver a high quality health service and ensure the health and wellbeing of our population.

### Public Expenditure on Health Care

Public expenditure on health as a percentage of GDP was 2.3 per cent compared with 6.9 per cent for Cuba, 3.2 per cent for Haiti and 2.4 per cent for Trinidad and Tobago.<sup>60</sup> These expenditures must be understood against the background of the total estimated population which was 11.3 million for Cuba, 9.8 million for Haiti, 2.7 million for Jamaica and 1.3 million for Trinidad and Tobago.

### Private Health Care Delivery

Private health care providers participate in the delivery of primary health care mainly through the plethora of health centres and private doctors who operate throughout the island. They are major participants in the delivery of specialized medical services and secondary health care. There are eight private hospitals and some 2,000 physicians in private practice. A major portion of the ambulatory and primary care is delivered in the private sector. Private hospitals handle about 5 per cent of the total hospital services; the public

<sup>59</sup> The major proportion of health care complement was de-centralized in 1997 with the promulgation of the Health Services Act and establishment of four Regional Health Authorities, to deliver health care to the population.

<sup>60</sup> UNFPA State of the World Population 2008.

hospitals handle the more complicated and costly cases, particularly for patients who are not insured. There are no formal relationships between the public networks and the private sub-sector. However, health services reform has promoted public-private partnerships in a number of areas such as hospital care, pharmaceutical and diagnostic services. Vision 2030 Jamaica envisages increased collaboration between the public and private sector in financing and delivering health services.

Notwithstanding Jamaica's relatively good positioning with respect to most health indicators, there is some dissatisfaction with the delivery of health care particularly as it relates to the public health care system. Areas such as the infant and maternal mortality rates which are higher than desired are causes for concern.

### Issues and Challenges

Some of the major issues and challenges that must be addressed to achieve improvements in our health are summarized below.

#### **Under-resourced Facilities and Aging Infrastructure**

Our health care institutions at all levels are under-equipped and under-staffed with respect to some categories of staff. Much of the infrastructure is old. The ability of these institutions to deliver the required level of service is severely restricted by these shortcomings. The recent policy to increase access to health services by abolishing user fees has brought these shortcomings into greater focus.

#### **Growth in Chronic and Lifestyle Diseases**

Chronic and lifestyle diseases such as Ischaemic Heart Disease and hypertension have become the major causes of illness among the population. This highlights the need for the population to take responsibility for the preservation of its health and for early interventions at the primary level to prevent the onset of chronic illnesses.

#### **Overburdening of the Emergency Rooms and Secondary Health Care Institutions**

The accident and emergency rooms at most of our secondary health care institutions are constantly overcrowded dealing with primary health care concerns. In contrast, many of our primary health care institutions which should serve the needs of most of the outpatients are under-utilized in part due to under-resourcing of key health personnel and equipment.

#### **HIV/AIDS and STDs**

HIV/AIDS continues to be a threat to the society (although major reduction has been reported in areas such as in the level of mother to child transmission) and sexually transmitted infections and diseases persist at a higher than desirable rate. Simulation exercises conducted with the T21 Jamaica model suggest that a failure to reduce the prevalence of HIV/AIDS will lead to a reduction in the average life expectancy of our population by 2030. These projections are concurrent with scenarios generated by STATIN regarding the potential impact of HIV/AIDS on our population by 2030. It is therefore important to continue and strengthen the ongoing measures to fight HIV/AIDS and sexually transmitted diseases.

### Quality of Service Delivery

Although recent surveys commissioned by the Ministry of Health and Environment suggest that the level of satisfaction with service delivery by health personnel is high, users of both public and private health care facilities persistently complain about the poor quality of service. These complaints have been mainly associated with a shortage of medical personnel<sup>61</sup> and signal the need for greater accountability by the staff, better training, and a higher level of staffing to reduce the burden on certain categories of health care personnel.

### Uneven Distribution of Tertiary Care Institutions

Tertiary level health care institutions are unevenly distributed throughout the island, and this limits access to intensive health care opportunities for large segments of the population. This sometimes results in unnecessary loss of life. Many of these institutions either have vital equipment that are non-functional or are without tertiary care equipment. These conditions will be reversed under Vision 2030 Jamaica.

### Shortage of Health Personnel

Jamaica, as in the global environment, is experiencing a shortage of health care personnel. This is compounded by the inability of our local institutions to offer competitive salaries and benefits, which contributes to a high level of migration of our highly skilled health care personnel, particularly nurses, without adequate replacement.

### Food and Nutrition

Over the last three decades, Jamaica has moved increasingly toward a higher fat,

more refined diet,<sup>62</sup> and these dietary changes have contributed to obesity and nutrition-related chronic diseases. Despite progress, we have not fully achieved the objectives of the Food and Nutrition Policy<sup>63</sup> to provide adequate food and nutrition for all, due in part to issues of affordability and poor food choices. Nutrition is particularly important to the health of certain population groups, including children, adolescents, pregnant and lactating women, and the elderly. Our country remains at risk with respect to the supply of adequate nutrition to vulnerable segments of our population, and therefore the long-term health of the population is at risk.

### Environmental Risks

The state of the environment is important to the maintenance of a healthy population. An unhealthy environment presents the risk of supporting and spreading diseases, vectors of diseases such as rats and mosquitoes and of the population encountering hazardous wastes (such as lead and insecticides) and atmospheric pollution. Diseases of the lung and lead poisoning are examples of conditions that might arise from air and ground pollution. In much of our country, waste of all types is improperly disposed of and our atmosphere is polluted through sources such as emissions from factories and automobiles. We must implement appropriate measures to enlighten the population on acceptable ways of disposing of waste and implement standards that will contain the levels of atmospheric, water, and ground pollution.

<sup>61</sup> Referenced in the Economic and Social Survey Jamaica 2007, p. 23.4.

<sup>62</sup> Turner-Pitt, Marchelle and Sharmaine Edwards (2006). Situational Analysis of Food and Nutrition in Jamaica. Ministry of Health, Kingston.

<sup>63</sup> The Food and Nutrition Policy was first established in 1973 and has since undergone several revisions. The last revision was in 2008.

### National Strategies

In response to the issues and challenges, the national focus will be multifaceted. Under Vision 2030 Jamaica, we will ensure that the population takes greater responsibility for the maintenance of its health. We will increase the focus on the primary health care system, ensuring that primary health care facilities are better equipped and staffed and are able to operate with flexibility in order to improve access. This will enable the

secondary and tertiary care institutions to focus on the higher levels of care and allow them to be better resourced and equipped for this purpose. The strategies will improve the governance of our health care system to ensure effective management and delivery at all levels.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 6: National Strategies and Responsible Agencies  
– A Healthy and Stable Population**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
1-1 Maintain a stable population	Planning Institute of Jamaica Ministry of Health and Environment Statistical Institute of Jamaica National Family Planning Board
1-2 Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system	Ministry of Health and Environment
1-3 Strengthen the Health Promotion Approach	Ministry of Health and Environment Private Sector Partners NGOs FBOs CBOs
1-4 Strengthen and emphasize the primary health care approach	Ministry of Health and Environment Private Sector Partners
1-5 Provide and maintain an adequate health infrastructure to ensure efficient and cost effective service delivery	Ministry of Health and Environment Private Sector Partners
1-6 Establish and implement a sustainable mechanism for supporting human resources	Ministry of Health and Environment
1-7 Establish effective governance mechanisms for health services delivery	Ministry of Health and Environment
1-8 Support national food security	Ministry of Health and Environment Ministry of Agriculture Office of the Prime Minister (Lands)
1-9 Strengthen the linkages between health and the environment	Ministry of Health and Environment National Environment and Planning Agency Ministry of Agriculture Office of the Prime Minister
1-10 Introduce a programme for sustainable financing of health care	Ministry of Health and Environment Ministry of Finance and the Public Service

NATIONAL OUTCOMES

## I-1 Maintain a Stable Population

Under Vision 2030 Jamaica, we will maintain a stable population with a sustainable balance between the various demographic groups. While many countries around the globe pursue the goal of controlling the population growth rate, several developed countries have moved beyond the point of stability, to the point where they have a declining population. This is not a desirable outcome for Jamaica. Our ideal is to have zero growth rather than negative or positive growth. To meet our developmental objectives, we will need a balance between our working aged population and those that are dependent. Too sharp a decline in our young working-aged population will increase our dependency ratio to unsustainable levels. This must be balanced against the fact that the fertility rate among our adolescent population (10-19 years) is higher than it should be.

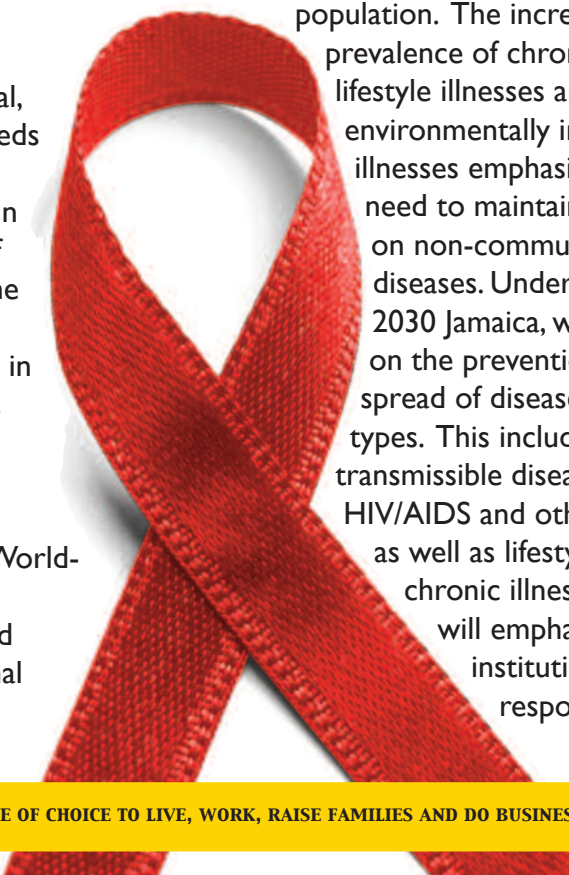
We will pursue the objective of ensuring that our different population subgroups such as the elderly, youth and children are protected and empowered with their physical, mental, spiritual and social needs satisfied. To do this, we will ensure that programmes are in place to support the needs of our population, particularly the vulnerable and that our birth, death and migration rates are in balance. Many of the support programmes for the various population subgroups will be implemented under different National Outcomes such as: World-Class Education and Training; Effective Social Protection; and Authentic and Transformational Culture.

### Selected Sector Strategies:

- Strengthen and improve policies, plans, programmes and other relevant capacities to provide reproductive health services and commodities for all who need them
- Strengthen policies, systems and programmes for mortality reductions and improvement in health status
- Develop and strengthen systems and mechanisms to measure international migration flows for monitoring demographic characteristics

## I-2 Strengthen Disease Surveillance, Mitigation, Risk Reduction and the Responsiveness of the Health System

Globalization has increased the threat of infectious diseases. The outbreak of malaria in Jamaica in 2007 provides a graphic example of this. Our society is grappling with HIV/AIDS which continues to be a threat to our population. The increasing prevalence of chronic and lifestyle illnesses and environmentally induced illnesses emphasizes the need to maintain a focus on non-communicable diseases. Under Vision 2030 Jamaica, we will focus on the prevention of the spread of diseases of all types. This includes transmissible diseases such as HIV/AIDS and other STDS as well as lifestyle and chronic illnesses. We will emphasize the institutional responsiveness



to these illnesses. Some of the mechanisms to be applied will include early screening of our population to facilitate timely interventions, strengthening of our primary health care facilities to increase prevention approaches and introduction of a research agenda to keep health care providers and the population abreast of critical information such as new diseases, methods of treatment and prevention, and methods of control.

#### **Selected Sector Strategies:**

- Enhance early screening/detection programmes
- Prioritize national epidemiology issues
- Introduce a research agenda and programme to support informed planning and decision making in health administration and delivery
- Strengthen primary, secondary and tertiary prevention programmes
- Improve risk/disaster mitigation through prevention, preparedness and response
- Ensure conformity to international health regulations/requirements

### **1-3 Strengthen the Health Promotion Approach**

The Health Promotion Approach places emphasis on empowering individuals to make informed choices to preserve their health and minimize their exposure to health risks.<sup>64</sup> Individuals will be encouraged to seek environments that minimize exposure to hazards and practice healthy lifestyles including balanced nutrition, regular physical exercise, adequate rest, and minimal exposure to health risk factors. This

strategy therefore focuses on a holistic approach to health preservation which includes the maintenance of the reproductive health of our citizens and a shift in the emphasis in mental health care from an institution-based approach to one that is community-based.

#### **Selected Sector Strategies:**

- Strengthen the policy framework and reorient the health system to support the healthy lifestyle approach
- Empower communities to support enhancement of the healthy lifestyle approach
- Develop personal skills of individuals to make informed choices
- Build strong alliances with key stakeholders to support healthy lifestyles through measures such as:
  - implementation of the Building Code to ensure the introduction of green space and recreational facilities;
  - encouragement of physical activities;
  - ensuring that a healthy environment is encouraged (e.g. a smoke-free environment);
  - supporting adequate nutrition at school and home;
  - ensuring support for mental health.
- Mainstream demographic considerations, such as gender differentials in health conditions and health-seeking behaviour, to address issues such as the reluctance of men to seek health care

<sup>64</sup> Health promotion has been defined by the 2005 Bangkok Charter for Health Promotion in a Globalized World as "the process of enabling people to increase control over their health and its determinants, and thereby improve their health." Means of health promotion include health education and social marketing.

#### **I-4 Strengthen and Emphasize the Primary Health Care Approach**

Under this strategy, Vision 2030 Jamaica will strengthen the primary health care institutions and the capacity of health personnel to ensure improved delivery and increased access to this level of services. This will not only remove the burden from the secondary and tertiary level care institutions but more importantly, it will create the foundation for good health for our people. The approach being adopted is both comprehensive and integrated and involves communities, public-private partnerships and inter-sectoral collaboration. Measures such as increasing flexibility in the operational hours of health centres will be implemented to allow access beyond regular working hours. We will ensure that the requisite facilities are available to provide seamless transition through all levels of health care.

##### **Selected Sector Strategies:**

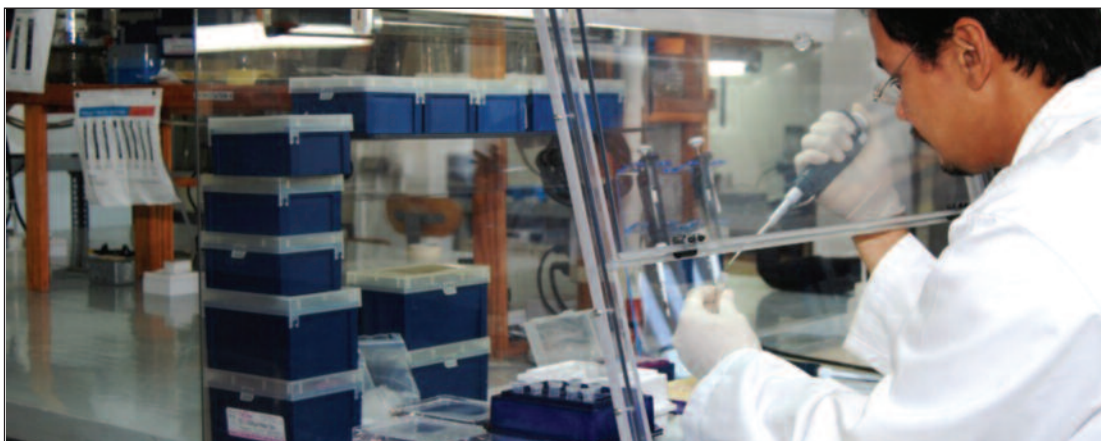
- Ensure efficient allocation of resources to support the primary health care strategy
- Build adequate support services and mechanisms to ensure seamless transition throughout the care pathway – from primary to tertiary level care

- Strengthen the capacity of secondary health care facilities to provide vital services that are not delivered at the primary level
- Deepen and expand the shift to primary health care and reduce reliance on long-stay hospital care
- Ensure the effectiveness of the care pathway

#### **I-5 Provide and Maintain an Adequate Health Infrastructure to Ensure Efficient and Cost Effective Service Delivery**

The public health sector has been engaged in a programme of rehabilitation and renewal of its physical infrastructure for several years. Notwithstanding the improvements that have been achieved, much of the health infrastructure, particularly the health centres, remains below acceptable standards. In order to maintain a population in optimal health, the infrastructure must be improved. A well maintained, modern and appropriate infrastructure will help to ensure that delivery of health services is efficient and cost effective.

Through this strategy, Vision 2030 Jamaica will improve the infrastructure, including buildings, equipment and systems. It will incorporate increased use



Photograph by Howard Moo-Young

of appropriate technology and take a more integrated approach to service delivery. The use of technology will be reflected in the development of the e-health infrastructure to improve service delivery by providing: real-time access to patient information; efficiency in the management of all levels of the health services; and improved ability to monitor service delivery island-wide.

The strategy identifies and implements measures that will increase the resources available to the health sector to achieve the standards targeted under Vision 2030 Jamaica. The public health system operates with a fragmented information database. This reduces the effectiveness of administration of the system and constrains efficient patient management and allocation of staff. This strategy will support current efforts to establish a central database that will be accessible to health administrators and those who deliver services.

#### **Selected Sector Strategies:**

- Establish standards and ensure that they are observed in the construction and maintenance of health facilities (with emphasis on health centres)
- Ensure the provision and equitable access to appropriate and cost-

- effective health technology
- Mainstream health technology assessment
- Integrate health care and social protection systems
- Formulate and implement a national health information policy and regulatory framework to guide stakeholder participation
- Promote the use and application of information in planning management and health care delivery

### **I-6 Establish and Implement a Sustainable Mechanism for Supporting Human Resources**

There can be no improvement in health services delivery without corresponding improvement in the quality and distribution of staff. Many of our skilled health personnel migrate to more developed countries where the conditions and benefits of service are much better than in Jamaica; the result is shortage in some categories of skilled health personnel. Inefficiencies in the deployment of staff result in a skewing in their distribution towards the better resourced health care institutions in our country. Our strategy will be to develop mechanisms for the management of



Photograph by Howard Moo-Young



human resources to improve the allocation of staff, increase the retention of qualified, competent personnel and balance the training of new personnel with the present and future needs of the health care system. This will lead to efficiency and effectiveness in our health care delivery. Under Vision 2030 Jamaica, we also will strengthen the performance-based management system to ensure that health care personnel maximize their potential.

#### **Selected Sector Strategies:**

- Review the required competencies for the health workforce and establish and implement a Human Resources Strategic Plan to ensure a sustainable supply of skills and competencies for the sector
- Apply skills mix deployment and task shifting of human resources for maximum efficiencies
- Strengthen the performance-based management system
- Establish a system to manage the impact of migration of critical health care personnel

### **I-7 Establish Effective Governance Mechanisms for Health Services Delivery**

The governance structure of the health care system is weak and reduces the effectiveness and efficiency of health care delivery. These weaknesses are manifested in areas such as in the acquisition and allocation of resources and a lack of uniformity in the quality and adequacy of care delivered by public and private health care institutions. The regulatory framework limits the extent to which the governance structure may become effective and efficient. Under Vision 2030 Jamaica, we will amend the regulatory framework as needed and increase the level of participation in health care delivery through partnerships with various stakeholder groups. Changes will be made in areas relating to the accountability framework governing the operations of the RHAs, their structures, reporting relationships and roles and functions.



Photograph by Howard Moo-Young

**Selected Sector Strategies:**

- Facilitate social participation in health care delivery
- Modify/develop the regulatory framework for optimal health care
- Foster public-private partnerships in financing health care
- Strengthen existing programmes to improve and facilitate access to health care (e.g. National Health Fund, NIGold)

**I-8 Support National Food Security**

The need for food security has emerged as a national priority, as global economic and environmental forces combine to threaten long-term food supply and prices. Food security has been defined as ensuring that “All people at all times have both physical and economic access to sufficient food to meet their dietary needs for a productive and healthy life.”<sup>65</sup> The national strategy for food security integrates actions among health, environment, agriculture, foreign trade and hazard mitigation. Food security for Jamaica will provide for adequate, safe food supplies for proper dietary requirements, access to basic food items

for the population, informed food choices for a healthy lifestyle, and mitigation against food shortages resulting from natural and man-made hazards and emergency situations.

**Selected Sector Strategies:**

- Design food policy from a nutrition/health perspective and support the production of safe foods
- Align food import and local production policies with recommended dietary goals
- Promote an efficient distribution system for consistent supplies and price stability
- Encourage home food production including backyard gardening
- Promote consumption of legumes, ground provisions, fruits, vegetables and low fat foods to meet recommended dietary goals through education and public awareness programmes
- Establish a comprehensive recovery system to mitigate food shortages resulting from natural and man-made hazards and emergency situations



Photograph by Howard Moo-Young

<sup>65</sup> See Turner-Pitt, Marchelle and Sharmaine Edwards (2006) p. 9.

## I-9 Strengthen the Linkages between Health and the Environment

Vision 2030 Jamaica recognizes that various environmental conditions can affect human health. Human-induced changes in the environment such as climate change and land use change have resulted in the emergence of diseases and contributed to the emerging epidemiological transition.<sup>66</sup> For example, changes affecting water resources can influence health via the distribution of disease transmitting insects or pollutants in water. The World Health Organization (2006) estimates that one quarter of all diseases are caused by environmental changes. Activities such as agricultural run-off, industrial discharges, mining, and incineration have resulted in heavy metal contamination of water bodies and soil. These are a major health concern as they can lead to heavy metal accumulation in the tissues of humans and other organisms and contribute to health disorders such as cancers.

This strategy has been designed to ensure that, as a nation, we aggressively and continuously identify and assess the linkages between the health of our population and the state of the natural environment and define appropriate long-term strategies to anticipate changing environmental conditions that may pose threats to human health.

### Selected Sector Strategies:

- Create appropriate frameworks to strengthen health security
- Identify and assess the linkages between the health of Jamaicans and the state of the environment, and define appropriate long-term strategies to anticipate changing environmental conditions
- Generate and sustain action across sectors to modify environmental determinants of health
- Infuse climate change issues into health policy (see National Strategy 14-2)



<sup>66</sup> The relationship between human well-being and the natural environment is influenced by services provided by ecosystems, and the health of many people around the world continues to be affected by human-induced changes in the environment.

### I-10 Introduce a Programme for Sustainable Financing of Health Care

Health financing has been a perennial concern for many of our citizens. The issue of financing generally revolves around questions such as: who should pay for health care – individual, society, state or a combination of stakeholder groups; what mechanisms should be employed to secure financing, whether by individuals or state; and what level of care should be expected as minimum guaranteed benefits for specified levels of payment or financing. Many in our society are unable to bear any, or the complete cost of financing varying levels of health care. With our existing resource constraints, exacerbated by the global financial crisis, our Government is challenged to finance the public health care system at a level that will guarantee the provision of adequate and effective services. It is therefore important that mechanisms be developed that will

lessen the burden of financing borne by the State and individual health seekers. This will involve mechanisms such as partnerships between health care providers, the State, health seekers and enterprises in the private sector, the establishment of a dedicated health fund and allocative efficiencies that lessen the cost of health care to end users.

#### Selected Sector Strategies:

- Establish a sustainable financing mechanism for the public health system
- Implement measures to achieve allocative efficiencies and ensure greater equity in the distribution of resources
- Strengthen the information system on financing and expenditure to make them reliable and comparable by facility or region
- Eliminate catastrophic health costs to citizens

**Table 7: Proposed Indicators and Targets for National Outcome #1**

National Outcome #1 - A Healthy and Stable Population					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Human Development Index	0.736	0.745	≥ 0.754	≥ 0.800	In 2000 the score was 0.737. There has been no real improvement since. In order for the country to achieve high human development its score must be at least 0.80; this is the target for 2030. The 2012 and 2015 targets are set at the average 3-year incremental improvements required to achieve this projection.
Life Expectancy at Birth	72	72.8	73.4	76.4	Life expectancy targets are based on comparable levels in Caribbean countries that are in the High Development range of the HDI, and accepted rates of possible improvement in life expectancy of 2 years per decade.
Life Expectancy of Males	69	69.8	70.4	73.4	
Life Expectancy of Females	75	75.8	76.4	79.4	
Healthy Life Expectancy Index: <i>Combined</i>	65	65.7	66.4	69.1	These targets are set using a ratio of life expectancy to number of healthy years. In the case of males, the ratio was 1:0.93 and for females it was 1:0.88. These ratios are applied to the projected life expectancy.
<i>Males</i>	64	64.9	65.5	68.3	
<i>Females</i>	66	66.7	67.2	69.9	
Population Growth Rate	0.50	0.45	0.35	0	Targets based on National Population Policy-1992.

## NATIONAL OUTCOME # 2

### WORLD-CLASS EDUCATION AND TRAINING

#### Overview

Education and Training are universally agreed to be linchpins of the development process. The level of education and training of a society is one of the key indicators used in the UNDP

Human Development Report to determine the level of development of a country. Countries such as Ireland, Singapore, Japan and Malaysia have all invested heavily in education and training as drivers for their long-term development.<sup>67</sup>

“

#### PROFILE OF THE EDUCATED JAMAICAN

THE EDUCATED JAMAICAN WILL:

1. LOVE TO LEARN AND WILL THEREFORE BE A LIFELONG LEARNER, CONTINUOUSLY DEVELOPING WISDOM AND KNOWLEDGE
2. BE WELL-ROUNDED, AGILE OF MIND, ABLE TO ADJUST TO DIFFERENT SITUATIONS, RESPONSIBLE AND ABLE TO MAKE DECISIONS
3. SPEAK AN ADDITIONAL LANGUAGE AND HAVE AT LEAST THE MINIMUM REQUIREMENTS FOR TERTIARY EDUCATION
4. BE A PRODUCTIVE CITIZEN-WORKER IN CHARGE OF HIS OR HER PERSONAL ECONOMIC ADVANCEMENT
5. CONTRIBUTE TO NATIONAL DEVELOPMENT BY BEING:
  - A. SOCIALLY-AWARE AND RESPONSIBLE
  - B. CONSCIOUS OF WHAT IS GOOD FOR SOCIETY
  - C. COMMITTED TO A SUSTAINABLE LIFESTYLE
  - D. SPIRITUALLY-CONSCIOUS AND MATURE
  - E. TOLERANT OF DIVERSITY
  - F. ROOTED IN HIS/HER JAMAICAN “SMADDINESS”

(Task Force on Educational Reform Final Report)

”

Vision 2030 Jamaica recognizes the need for every Jamaican child to have access to education to the level that enables him/her to access further education, training and/or decent work. Demands on education are growing – rapid technological change and the move towards a knowledge-based society has meant a reassessment of the content and delivery of education to better face the challenges of the 21<sup>st</sup> century. Demands for educational opportunities are also growing. Participation in education has been increasing steadily due to population growth, higher rates of primary completion, demands from industry for a more highly trained workforce and a positive perception of the gains to be made from progressing to and completing secondary- and tertiary-level programmes.

Under Vision 2030 Jamaica, our country will develop an education and training system that produces well-rounded and qualified individuals who will be empowered to learn for life, able to function as creative and productive

<sup>67</sup> For example, in 2005, Singapore spent 18.2% of its budget on education, while Jamaica spent 10% in the same year (see Table 8).

**The current education system is governed by seven strategic objectives, namely to:**

1. Devise and support initiatives striving towards literacy for all in order to extend personal opportunities and contribute to national development
2. Secure teaching and learning opportunities that will optimize access, equity and relevance throughout the education system
3. Support student achievement and improve institutional performance in order to ensure that national targets are met
4. Maximize opportunities throughout the Ministry's purview that promote cultural development, awareness and self-esteem for individuals, communities and the nation as a whole
5. Devise and implement systems of accountability and performance management in order to improve performance and win public confidence and trust
6. Optimize the effectiveness and efficiency of staff in all aspects of the service in order to ensure continuous improvement in performance
7. Enhance student learning by the greater use of information and communications technology as preparation for life in the national and global communities

Source: White Paper on Education (2001)

individuals in all spheres of our society and be competitive in a global context. Our literacy rate for those over 15 years old will exceed 98 per cent.

We will build on the foundation of the education transformation processes at all levels of the system and on the outstanding achievements of the HEART Trust/NTA<sup>68</sup> in the development and delivery of technical, vocational education and training.

Initially, Vision 2030 Jamaica will focus on strengthening our capacity to support the holistic development of the child and provide opportunities for remediation and development of our under-trained out-of-school population. We will continue the process of transformation of our secondary school system to ensure that it delivers individuals who are well prepared for further education, training or work. At the very minimum,

the average beneficiary of our education and training system will have completed the secondary level of education, acquired a vocational skill, be proficient in the English Language, a foreign language, Mathematics, a science subject, Information Technology, participate in sports and the arts, be aware and proud of our local culture and possess excellent interpersonal skills and workplace attitudes.

We will strengthen our tertiary institutions incrementally to ensure that we have world-class graduates who are able to lift our production of goods and services up the value chain beyond simple processes and products. We recognize the important role of the Management Institute for National Development (MIND) in building the capacity of public sector employees to deliver effective and efficient services.

<sup>68</sup> Human Employment and Resource Training Trust/National Training Agency.

## Education

Education in Jamaica is administered primarily by the Ministry of Education (MOE) through its head office and six regional offices. Formal education is provided mainly by the Government, solely or in partnership with churches and trusts, as well as by private institutions. Based on the stipulation of the Education Act (1980) the education system consists of four levels: early childhood, primary, secondary, and tertiary. Public education is funded primarily from taxation revenue through annual budgetary allocations. Financing for education delivered by private

institutions comes primarily from tuition and other student fees.

The education system has had a mixture of successes and failures. In areas such as enrolment at the pre-primary (early childhood) and primary levels, our system compares favourably with other countries<sup>69</sup> (see Table 8). Tertiary level enrolment as a percentage of the eligible cohort, although lower than developed countries such as Japan and the UK, is higher than countries such as Singapore and Trinidad and Tobago.

**Table 8: Educational Indicators for Selected Countries, 2005**

Indicators (2005)	Countries					
	Jamaica	Singapore	Barbados	Japan	UK	Trinidad
Enrolment (Gross)						
Pre-Primary	95%	43%	93%	85%	59%	87%
Primary	95%	110%	108%	100%	107%	100%
Secondary	90.7%	74%	113%	102%	105%	81%
Tertiary	29%	24%	46%	55%	60%	12%
% of budgetary allocation for spending that goes to education	10%	18.2%	16.4%	9.8%	12.1%	13.4%
Length of School Year (Days)	190	280	200	243	192	195
Pupil/Teacher Ratio	28	26	15	19	17	17

Source: UNESCO.

<sup>69</sup> Although data on Jamaica were available for 2008, the year 2005 represents the latest period for which data were available from the UNESCO database on all the countries being compared with Jamaica.

The percentage of Jamaica's annual public sector budgetary allocation for education, up to 2005, was less than all the countries highlighted in Table 8, except for Japan. In the crucial area of pupil/teacher ratio, Jamaica's ratio of 28:1 was higher than all the countries shown in the Table. In 2008, there were improvements for Jamaica in most of the categories compared. At the pre-primary level, gross enrolment rose to 99 per cent, secondary enrolment to 93.4 per cent and allocation for education rose to 12.1 per cent. Enrolment at the primary level remained the same at approximately 95 per cent.

### Issues and Challenges

#### *Weaknesses in Early Childhood Development*

Many early childhood development institutions are under-resourced. They lack equipment, trained personnel, and appropriate physical and social environments. Some parents are ill-equipped for their role as caregivers and to provide a supporting environment for the development of their children. As a result, many children attain primary

school age without the necessary preparation to access the primary level curriculum; they under-perform at higher levels of the school system. To address the weaknesses, the Early Childhood Commission (ECC) has spearheaded the implementation of requirements that all early childhood institutions be registered to ensure that they meet a prescribed set of minimum standards.

#### *Poor Performance of Children at the Primary Level*

The outputs of the public primary institutions have been the subject of intense criticism. These criticisms stem from the apparent under-performance of children at crucial stages in their development due to a range of factors including under-resourcing, teacher quality, and inadequate facilities. For example, at the grade 4 level, despite improvements, performance of children on the literacy test has been less than satisfactory. In the three-year period 2006 - 2008, the percentage of children who achieved literacy in each year was 64.8 per cent, 63.5 per cent and 68.9 per cent, respectively (see Table 9).

**Table 9: Distribution of Students Achieving Mastery of Literacy at Grade 4 by Year 2006-2008**

YEAR	2006	2007	2008
No. of Entries	47,325	34,524	48,289
No. Achieving Mastery	30,674	21,939	33,279
% Achieving Mastery	64.8	63.5	68.9



### Poor Performance at the Secondary Level

At the secondary level, the student performance has been relatively poor. For example, in 2008 54.4 per cent of the children who sat the CSEC<sup>70</sup> examination in English Language attained Grades 1-3. Students also continued to perform poorly at CSEC Mathematics although the percentage of students attaining Grades 1-3 rose to 43 per cent from 35.3 per cent in 2007. When calculated as a percentage of the total eligible cohort, 30.6 per cent attained Grades 1-3 in English Language and 19.9 per cent attained Grades 1-3 in Mathematics, in 2008. The basic entry requirement for tertiary institutions is five CSEC subjects including English Language and Mathematics. In 2008, 24.7 per cent of the total cohorts met the

required qualifications. A higher percentage of them (30.4 %) passed five or more subjects without the inclusion of Mathematics and or English Language.

### Gender Differentiation in Performance

Another performance issue relates to the glaring disparity between males and females, particularly at the secondary and higher levels of the education system. For all school types (public and private) and at all levels, girls consistently do better than boys. For example, on the Grade 4 Literacy Test, there is a substantial performance gap for those who are in the “non-mastery” group, putting a higher percentage of boys at risk of being functionally illiterate by the end of Grade 6.<sup>71</sup>



Photograph contributed by C. Miller

<sup>70</sup> Caribbean Secondary Examination Certificate.

<sup>71</sup> MOE, presented in JASPEV Progress Report 2006.

Based on the differentiated performance in secondary schools, more females than males qualify for entry into tertiary institutions. This is reflected in the gender balance at the tertiary level, where males are poorly represented when compared to females (approximately 66% who enrolled in 2007 were females compared to 34% males). At the premier local institution, University of the West Indies (UWI), the level of differentiation is more pronounced with over 70 per cent females to less than 30 per cent males.

### Poor Attendance in Schools

Despite high levels of enrolment, the average attendance across the various school levels and types is cause for concern. Over the three-year period 2003/04 – 2005/6 respectively, the combined male and female average attendance at each level was as follows: All Age – 75.4 per cent; Primary & Junior High – 77.3 per cent; Secondary High – 82.1 per cent, Technical High – 84.5 per cent; and Agriculture High – 89.5 per cent. Over the same period, the average male attendance rate was consistently lower than the rate for females.

### Violence in Schools

Violence in schools, particularly at the secondary level, has become a matter of national concern. In 2008, 57 cases of violence were reported and police intervention was required in 49 (86%) of the cases. Children, particularly boys, have been aligning themselves with criminal gang networks and the inter-gang rivalry and violent behaviour seen in the wider society is finding expression on some school compounds. Several school boys and girls have died in incidents on and off the school compound. The Ministry of Education is implementing programmes to stem violence in schools and protect children on school compounds. This includes the Safe Schools Programme and the training of School Resource Officers (94 were trained in 2008).

### Inadequate Access at the Tertiary Level

Entry to university level education is restricted by insufficient spaces, the inability to pay and the lack of matriculation requirements. Although the number of locally-based universities has doubled to four and the number of



Photograph contributed by M. Blake-Hall

foreign-based programmes and delivery modalities have increased and are still growing, access problems remain for some. The Students Loan Bureau (SLB) provides loans and grants to qualified students who are financially challenged but the funds are limited and benefits are channeled to individuals attending approved institutions. In 2008, just over 98 per cent of applications for loans were approved by the SLB. The private sector also provides financial assistance through grants and scholarships to students and colleges. These efforts are uncoordinated.

### **Variations in the Standard of Delivery at the Tertiary Level**

Some institutions – local and foreign – are operating without satisfying the standards of the University Council of Jamaica. This has called into question the quality of output of these institutions. The result is that some of our tertiary level graduates are completing training below the desired standard.

### **Misalignment with Labour Market Demands**

Universities, particularly the premier institutions, are not sufficiently responsive to the demands of the labour market. Increasing the linkages between these institutions and the private sector, particularly in the development of delivery programmes and in their research agendas, offers prospects for improving this situation.

### **Resource Allocation**

Debates on how resources should be apportioned for education have led to suggestions that budgetary allocations should be redirected to the pre-primary

through secondary levels and allow the tertiary to be self-financing. It has been argued that in our context, the benefits to the country from investments in tertiary education far outweigh the costs and justify continued budgetary support to the institutions. Competing demands such as health care; early childhood, primary and secondary education are assigned lower priorities. The challenge remains as to how to optimally allocate the resources among the competing priorities and increase the level of funding to education and training.

Other challenges include: how to retain and attract high quality teachers given the resource constraints and competing global demands for them; how to modernize and adequately resource learning institutions given the financial constraints; and how to galvanize the society for parents to provide a supporting and nurturing environment for their children (at the Early Childhood and primary levels) at home and in the community.

### **Accountability**

The need for higher levels of accountability throughout the system has been of grave concern among the education authorities. Increased accountability will ensure that standards of delivery can be set and maintained at all levels of the system. This will improve both the quality in the delivery of education and training and the performance of learners who benefit from our education and training system. Efforts to improve accountability must be buttressed by extensive use of data to inform, target, remediate and effect the necessary improvements to the system.

## Training

The primary aim of training is to impart to individuals the occupational skills that allow them to participate effectively in the labour market. In an increasingly knowledge-based global economy, one of the key advantages that a country can offer is the quality of its human capital. A well-trained workforce is emerging as one of the key drivers of a country's prosperity and competitiveness.<sup>72</sup> Increased investment in training and workforce development is therefore essential for raising economic competitiveness, productivity and capacity for technological progress. Vocational and continuous on-the-job training enable individual workers to become efficient and increase their productivity – overall workforce productivity benefits.<sup>73</sup>

Educated and trained individuals are inextricably linked to the labour market by the education and training institutions that are available to prepare them for effective engagement in the workforce. The institutional framework that has been created to support training and workforce development in Jamaica is built on three main modalities:

1. Workplace-Based Training
2. Institution-Based Training
3. Community-Based Training

Jamaica has managed to develop a public training system that is regarded as a standard bearer for the Caribbean and

other developing countries of the world. This system is embodied in the operations of the HEART Trust/NTA, a statutory organization which was established in 1982 by the Government.

Technical and vocational education and training is regulated through the National Council on Technical Vocational Education and Training (NCTVET) financed through the HEART Trust Fund<sup>74</sup> and is largely delivered by HEART Trust/NTA-supported institutions and programmes distributed throughout the island. In Fiscal Year 2007/2008, there were 107,093 trainees (60.9% females to 39.1% males) enrolled in HEART Trust/NTA financed programmes. The number that completed was 59,177 (52.4% females).

Another premier institution, the Management Institute for National Development (MIND), was established to provide management and leadership training to support the human resource capacity of the public sector, to respond effectively to the priorities of public services delivery consistent with the reform and modernization of the Jamaican public sector. Over the period 2005/06 – 2007/08, MIND trained an annual average of 4,582 per year from the public and private sectors in 11 subject areas ranging from Government Accounting and Auditing to Environmental Management.

<sup>72</sup> Global Competitiveness Report and Index.

<sup>73</sup> Ibid.

<sup>74</sup> Budgetary allocations to training outside of the teachers colleges and universities are largely financed through the HEART Tax paid by employers directly to the HEART Trust Fund. Some \$15.3 billion was allocated to the provision of training in 2007. It was estimated that J\$219 million is spent by the private sector on training and workforce development annually (JEF, State of the Industry Report on Training and Development 2001).

A growing number of private institutions deliver training in areas such as management, banking and vocational/technical areas. Training and workforce development programmes are provided by community colleges, teachers' colleges, universities and other public and private post-secondary institutions and programmes.

## Issues and Challenges

### **Largely Untrained Workforce and High Levels of Illiteracy**

Estimates suggest that close to 70.0 per cent of the labour force, or over 700,000 workers,<sup>75</sup> have received no formal training. Close to 20 per cent of the labour force has been adjudged to be functionally illiterate.<sup>76</sup> The proportion of untrained individuals observed in the workforce is reflected in the unemployed pool from which the labour force is drawn. These facts are indicative of the need to increase the avenues by which training may be accessed. This will create opportunities for training for individuals in the workforce who are unable to access institutional training due to work obligations.

### **Inadequate Access to Training Programmes**

While Jamaica applies international standards and skill competencies in its workforce development and training, the capacity of learners to fully access the learning process is often hampered by the quality of the output of the

education system. In addition, the geographical location of some institutions restricts access to individuals from other regions of the country.

### **Poor Labour Market Alignment**

There is need to increase the degree of congruence between the training programmes offered by training institutions and the demands of the labour market. Training is often not relevant to new demands and is inadequate in some cases to quickly address the changing needs in the workplace. More emphasis needs to be placed on training for job growth, especially in the areas of hospitality, construction, and information and communications technology.

### **Inadequate Funding for Supporting Labour Force Training**

While 70 per cent of the labour force remains untrained, the level of funding available is inadequate to finance the training required. Partnerships with the private sector are being explored as a means of addressing this constraint.

### **Insufficient Promotion of Entrepreneurship**

New employment opportunities and growth in the economy are mostly created by new businesses. The training system does not sufficiently promote a culture of entrepreneurship. It is important that this system presents entrepreneurship as a possible and desirable outcome of training.

<sup>75</sup> STATIN Labour Force Survey, 2007.

<sup>76</sup> A 2003 study (Fox, 2003) revealed that of first-time job seekers, 70.2 per cent had received no vocational, technical or professional qualification. Close to 20 per cent of Jamaican adults were illiterate, 15.0 per cent possessed only basic numeracy skills and some 142,000 youth were outside of the education system and labour force. Of this number, 5.0 per cent had not advanced beyond Grade 9. However, specialists from the Heart Trust/NTA suggest that the methodology used to collect this data might have resulted in an overstatement of the number of people who are untrained.

***Fragmented Delivery of Training***

Although the National Council on Technical and Vocational Education and Training (NCTVET) operates as a regulatory body to set standards, develop curricula, register training institutions and certify training programmes among other functions, delivery and development of training programmes remain fragmented and differentiated in standard. Tertiary level programmes are not operating within a standardized certification scheme. Although the University Council of Jamaica (UCJ) is responsible for certifying tertiary level programmes and registering institutions that deliver education and training at the tertiary level, there is no single framework for ranking and comparing programmes of varying levels (international and local). A mechanism is needed to evaluate and rank different programmes relative to each other.

***Absence of a Culture of Lifelong Learning***

In a world that is dynamic and in which the boundaries are constantly moving, our society must be flexible. With a

largely untrained adult labour force, our citizens must adopt a culture that sees learning as a lifetime pursuit. This will increase the likelihood that untrained adults in our labour force will voluntarily seek training. Our society must adopt a ‘cradle-to-the-grave’ approach to learning to ensure that our workers are prepared for changes to the requirements for employment.

***Inadequate Career Guidance***

Career education and guidance is limited in scope and must be better integrated into the education and training systems. There is need to carefully map new and emerging careers, and identify opportunities for new entrants to the labour market.

***Need for Stronger Partnerships***

While the training system has already forged meaningful partnerships with the private sector, trade unions and other segments of the society, these partnerships need to be strengthened in order to secure a sustainable supporting framework in the management, financing and delivery of training in our country.



Photograph by the Gleaner Co. Ltd.

## National Strategies

In the development of our National Strategies, careful consideration has been given to the issues and challenges outlined above and to the underlying factors contributing to the poor outcomes at some levels of the education system. Simulation exercises conducted with the Threshold 21 (T21) Jamaica model indicate that combined expenditure on education, infrastructure and national security would yield a high growth rate for our country, improvements in health, and reduction in the level of poverty and crime. We therefore view education as a priority area for attaining the goals of Vision 2030 Jamaica. The philosophy underpinning the National Strategies is outlined below, followed by the strategic framework and a listing of the National Strategies along with selected sector strategies to achieve those eleven strategies.

We recognize that the poor quality of primary and secondary school graduates poses a substantial challenge to the competitiveness, development and progress of the country. The education and training systems must be advanced to ensure that graduates are able to produce world-class goods and services. This will require the infusion of transformative values from the first to the last contact that students have with the education system. These values provide students with the fundamental attitudes that are required for their active engagement in innovative and productive activities.

Initially, focus will be on the early childhood and primary levels to ensure that children are given a solid foundation for progressing to higher learning and reduce the likelihood of failure in higher examinations. This will allow the

secondary system to focus less on remediation and more on the delivery of secondary level education. Simultaneously, those who have left the formal school system without achieving an acceptable level of basic education will be provided with appropriate avenues for upgrading themselves. We will increase access to tertiary level education and make it more relevant to the labour market.

School and training plants will be upgraded to provide appropriate and adequate space and facilities. These facilities will inspire and support the inculcation of habits of enquiry and reasoning as well as the growth of cognitive skills. They will facilitate teaching and training efforts.

Central to the transformation in education and training is the capability of the teaching staff. Existing and new staff will be trained to acquire the knowledge, classroom practices and philosophy consistent with current and emerging worldwide education and training practices. This training demands higher entry requirements to the profession and the introduction of proficiency requirements for student-centred and technology-assisted teaching by all practitioners. It also demands the strengthening of our teacher training institutions and programmes to ensure that they are equipped to prepare the teachers for emerging education and training practices.

Parents, particularly those with children 0-5 years old have major roles to play in the transformation process. Parents will be sensitized to accept their central role in the education of their children. The role of mothers cannot be over-emphasized. This has implications for the content and extent of support services

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offered to women, and in particular teenage mothers, who may not be cognizant or may lack the emotional maturity to offer their infants such exposure. The role of the father must also be highlighted. The failure of many fathers to assume their responsibilities in the lives of their children has been linked to the failure of children to perform, particularly boys. Parenting must be encouraged in the context of a balanced family setting as far as possible.

The primary aim of training institutions is to impart skill areas that are relevant to existing and emerging jobs or career tracks. In an increasingly knowledge-based global economy, one of the key sources of a country’s competitiveness resides in the quality of its human capital.

Training focuses on imparting occupational skills to the individual and links educated individuals to the labour market by preparing them for effective engagement in the workforce. The correction of the shortcomings in the education system will address the poor quality of matriculants to the training system. Finally, the training system will prepare workers and potential workers for viewing entrepreneurship as a preferred option – the economy may only meaningfully increase its capacity to absorb new entrants into the labour market if the stock of businesses is increased.

While the public sector has always assumed the major role in the delivery of education and training, the private sector has played a role.



Photograph contributed by PLOU



The Plan envisages greater collaboration between the private and public sectors and civil society in the delivery and financing of education.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 10: National Strategies and Responsible Agencies - World-Class Education and Training**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
2-1 Ensure that children 0-8 years old have access to adequate early childhood education and development programmes	Ministry of Education (MOE) Early Childhood Commission Parent Teachers' Associations (PTAs)
2-2 Enable a satisfactory learning environment at the primary level	MOE Early Childhood Commission PTAs
2-3 Ensure that the secondary school system equips school leavers to access further education, training and/or decent work <sup>77</sup>	MOE HEART Trust /NTA PTAs
2-4 Accelerate the process of creating and implementing a standards-driven and outcomes-based education system	MOE in collaboration with schools, boards and international partners
2-5 Develop and establish financing and management mechanisms for schools	MOE in partnership with the schools, private sector, NGOs, CBOs and FBOs
2-6 Ensure a physical environment in all schools that is safe and conducive to learning at all levels of the school system	MOE in partnership with the schools, private sector, NGOs, CBOs and FBOs
2-7 Ensure that adequate and high quality tertiary education is provided with emphasis on the interface with work and school	MOE University Council of Jamaica Tertiary Institutions
2-8 Expand mechanisms to provide access to education and training for all including unattached youth	HEART MOE MIND Private sector partners
2-9 Promote a culture of learning among the general populace	HEART MOE JFFL
2-10 Establish a National Qualification Framework	HEART Trust/NTA Academic Institutions Private Sector Accreditation Bodies
2-11 Strengthen the mechanisms to align training with demands for the labour market	MOE Training Institutions Employers

<sup>77</sup> The term "Decent Work" originated in the International Labour Organization (ILO). It is used to refer to employment that involves: opportunity for work that is productive and delivers a fair income; security in the workplace and social protection for families; better prospects for personal development and social integration; freedom for people to express their concerns, organize and participate in the decisions that affect their lives; and equality of opportunity and treatment for all women and men. The ILO has developed an agenda for the community of work referred to as the "Decent Work Agenda." The Decent Work Agenda is built on four pillars: standards and rights at work; employment creation and enterprise development; social protection; and social dialogue.

## 2-1 Ensure that Children 0-8 Years Old Have Access to Adequate Early Childhood Education and Development Programmes

This strategy recognizes the importance of creating a sound foundation for the wholesome development of the child. It is well established in the literature that literacy and other fundamental educational building blocks are developed during the formative years of the child. The strategy ensures that the structures and programmes geared towards early childhood care and development meet specified standards with respect to the quality of practitioners, facilities and delivery of programmes and services for the creation of a supportive learning environment. Emphasis will be placed on enhancing the capacity of parents to contribute to the holistic development of the child and on the standards of facilities and delivery in early childhood institutions. Measures will be implemented at the pre-school, pre-primary and primary levels.

### **Selected Sector Strategies:**

- Strengthen school/home relationships and parental involvement in early childhood education
- Put mechanisms in place to address the psychosocial needs of children
- Strengthen the framework for establishing, legislating and enforcing standards in all early childhood education institutions
- Establish an environment for all children 0-8 years old to access high quality and developmentally appropriate programmes

## 2-2 Enable a Satisfactory Learning Environment at the Primary Level

This strategy increases the involvement of parents in the educational development of their children, introduces programmes to support the psychosocial needs of children as well as a system of reflective learning at the primary level. It recognizes differences in the capacity of children, driven by factors such as gender, and builds on the measures under National Strategy 2-1. Under Vision 2030 Jamaica, work already begun in this area will be strengthened to ensure that the learning environment, inclusive of the psychosocial needs of children, is at an acceptable standard at all primary schools.

### **Selected Sector Strategies:**

- Ensure that all primary school leavers are literate and numerate
- Eliminate streaming and adopt a policy for mixed-ability grouping in classrooms
- Institutionalize a system of support to provide services to students (public/private schools)
- Ensure that pedagogical skills for developing literacy and numeracy, as well as scientific enquiry, are core components of teacher training
- Promote developmentally appropriate involvement of parents at all levels
- Strengthen the process of development of an integrated system that caters for children with varying capabilities
- Institutionalize diagnostic testing and provide the requisite support for teachers and students

### 2-3 Ensure that the Secondary School System Equips School Leavers to Access Further Education, Training and/or Decent Work

Through this strategy, Vision 2030 Jamaica will ensure that all students who exit the secondary school system have skills and competencies that are relevant to the labour market or for matriculation to programmes of higher learning. This strategy will establish broad-based curricula to create internationally competitive graduates with skills, competencies, values and attitudes and interests which meet globally accepted norms. It will use relevant state of the art technologies and ideas to improve the teaching and learning process. It will institutionalize a system of support services to help students address deficiencies or challenges (e.g. behaviour management and counseling).

#### Selected Sector Strategies:

- Widen curricula to expose all students to academics, vocations, a foreign language, sports, and the arts
- Create opportunities and programmes to enable students to be responsible and caring citizens and recognize the importance of contributing to the community
- Ensure an adequate number of secondary school places for all students
- Foster partnerships with industry and other key stakeholders to generate cooperative education opportunities

- Create mechanisms that will enable the school system to integrate new and emerging technologies and ideas to improve the teaching and learning process
- Increase the use of cooperative education

### 2-4 Accelerate the Process of Creating and Implementing a Standards-Driven and Outcomes-Based Education System

Under this strategy, Vision 2030 Jamaica will emphasize the institutionalization of a competency-based approach<sup>78</sup> in all educational institutions at all levels. This approach recognizes that the learning process encompasses the acquisition of knowledge, skills and attitudes. This strategy will improve the quality of delivery of services supplied by local educational institutions to meet the best global standards and to ensure that all schools of a similar level are similarly resourced and capable of delivering to a comparable standard. Apart from the establishment of common national standards, this strategy will include the provision of appropriate infrastructure and staff throughout the educational system. Existing and new staff will be trained to acquire the knowledge, classroom practices and philosophy consistent with current and emerging worldwide education and training practices. The strategy is designed to retain the best teachers in the system by addressing the terms and conditions of service.

<sup>78</sup> The Competency-Based Approach to learning focuses on imparting the skills and talents needed to be able to perform a particular task at a specified standard. The method involves using a series of assessment tools that identify not only the technical skills that a candidate possesses but also his behavioural competencies.



Photograph contributed by C. Miller

### **Selected Sector Strategies:**

- Improve the quality of life of teachers within the work environment, including the improvement of the terms and conditions of service for the teaching workforce
- Establish frameworks for improving the quality stock of teachers (professional development opportunities, access to pre-service teacher education, opportunities to use emerging forms of assessment and technologies)
- Promote and encourage teaching as a viable profession
- Introduce a competency-based approach to education at all levels
- Develop curricula at all levels that create well-rounded, eager to learn self-driven students with enquiring minds
- Ensure more efficient use of the school year
- Increase the use of technology as a tool for enhancing teaching and learning
- Ensure that schools are gender sensitive
- Encourage greater gender balance in the teaching profession

## **2-5 Develop and Establish Financing and Management Mechanisms for Schools**

This strategy will ensure that financing mechanisms are in place to support the resourcing of the educational system to the levels required for world-class delivery. It includes considerations for partnerships with the private sector and other entities. It focuses on improving capacity and accountability in the management of schools.

### **Selected Sector Strategies:**

- Create a mechanism that will establish a dedicated pool of funds for education
- Forge new public-private sector partnerships and expand existing ones in creating quality schools
- Build the capacity of school management systems to support effective and sustained school-based management, paying attention to ISO<sup>79</sup> 9001 Quality Management Systems
- Institutionalize results-based management systems and strengthen capacity for the collection and analysis of relevant data to support continuous improvement

<sup>79</sup> International Standards Organization.

- Create platforms to facilitate effective parental involvement at all levels of the education system, in school governance and decision-making
- Strengthen and enforce performance-based systems that facilitate accountability in school management
- Promote and establish mechanisms for accountability in the management, security and maintenance of the school plant
- Ensure that all regulations and legislation governing operations of institutions are enforced
- Create a positive, healthful, resource-efficient and environmentally-friendly physical environment at all school plants
- Create a standardized prototype physical environment to be replicated in all schools nationwide
- Establish a framework for improving and maintaining the quality of school plants (e.g. minimum standards for classroom sizes, playing fields, green spaces, school gardens, perimeter fencing)

## 2-6 Ensure a Physical Environment in all Schools that is Safe and Conducive to Learning at all Levels of the School System

Under this strategy, efforts will be made to preserve the safety of students and staff in educational institutions and to create a physical environment that is conducive to learning. Extortion, bullying, substance abuse, sexual promiscuity and violence against students and staff are increasing in frequency. Under Vision 2030 Jamaica, we will ensure that all institutions have adequate spatial facilities relating to ventilation, lighting, green spaces, playing fields and secured perimeter fencing, and are equipped with new and emerging learning technologies such as SMART<sup>80</sup> boards.

### Selected Sector Strategies:

- Ensure that all school plants meet international standards
- Develop and establish mechanisms to ensure equitable distribution of resources for maintaining and improving schools
- Promote and facilitate community involvement in the operations of schools

## 2-7 Ensure that Adequate and High Quality Tertiary Education is Provided with Emphasis on the Interface with Work and School

This strategy focuses on ensuring that tertiary level education in Jamaica is internationally competitive in quality, encourages entrepreneurship and has specific relevance to the workplace. The strategy will ensure that Jamaican universities collaborate with private institutions in areas such as research and in the development of programme offerings to maintain relevance and effectiveness. It also will create avenues for increasing access to tertiary level programmes by addressing the current constraints of limited space and unaffordable cost.

<sup>80</sup> These are computerized, interactive whiteboards built by SMART technologies to be used in place of chalkboards.

**Selected Sector Strategies:**

- Use curricula that are broad-based and relevant, that capture new and emerging trends and enable the student to readily access the labour market
- Create platforms to facilitate alternative methods of accessing tertiary education
- Enforce a National Quality Assurance Mechanism
- Increase use of cooperative education through alliances between tertiary institutions and the work place
- Use private finance as a conduit for investment in higher education through bond issuances, securitizations, private and public/private student loan programmes
- Institutionalize entrepreneurship training
- Target international students and faculty for participating in the local system

## 2-8 Expand Mechanisms to Provide Access to Education and Training for All including Unattached Youth

This strategy: expands the modalities of delivery to include options such as technology-based educational and training programmes (e.g. e-learning); broadens the types of programme offerings; varies criteria for entry; and creates opportunities for individuals to improve their basic education. Particular attention will be given to persons with special needs, and to unattached youth.

**Selected Sector Strategies**

- Ensure adequate numbers of school places for children at all levels

- Expand access through varying methods/modalities, for example, Community Colleges, e-learning, life-long learning institutions and programmes
- Provide mechanisms to facilitate all students being able to take advantage of educational opportunities (e.g. student loans)
- Create partnerships with other public sector entities (for example, in transportation) to facilitate access to schools
- Conduct labour market analysis of the needs of persons with special needs
- Create appropriate infrastructure to accommodate persons with special needs
- Increase the provisions for training of special needs practitioners
- Provide incentives to stakeholders to offer programmes for special needs
- Increase the mechanisms for providing financial assistance to the poor/needy trainees
- Improve access to training and increase the range of training programmes for unattached youth
- Increase opportunities to create a more literate population
- Improve the capacity for remedial education
- Increase the use of technology-enabled training programmes
- Provide incentives for public and private sector companies and community-based organizations to create learning opportunities
- Promote distance education/training programmes
- Introduce programmes to cater to the social skills of trainees to enable them to be productive and successful human beings
- Introduce programmes to retain displaced workers

## 2-9 Promote a Culture of Learning among the General Populace

This strategy will support all forms of learning and lifelong skills upgrading for all – in the education system, adult education and continuing training, at work, and in other settings in which people learn and develop their knowledge skills and competencies. This strategy promotes a culture that will see learning as an experience that continues throughout an individual's lifetime. It will infuse into the psyche an innate desire to access continuous education and training from 'cradle-to-grave'. New modalities will be created to facilitate this culture.

### Selected Sector Strategies:

- Infuse career education programmes in school curricula at all levels
- Increase public education programmes emphasizing lifelong learning
- Expand mentorship programmes - (Big Brother/Little Brother; Big Sister/Little Sister) at all levels
- Establish career development centres and train persons to effectively guide individuals
- Establish work-based programmes for students in schools
- Expand technical and vocational education and training programmes in all schools
- Promote broad-based education
- Emphasize and implement programmes targeting higher level training

## 2-10 Establish a National Qualification Framework

Vision 2030 Jamaica will create a single national qualifications framework to ensure that all training programmes in Jamaica: conform to established

standards; may be clearly located in relation to each other; and maintain established global standards. It will provide recognition and credit for all learning of knowledge and skills. This framework will provide a basis for evaluating and positioning various types of qualifications across the spectrum of the education and training system.

### Selected Sector Strategies:

- Establish the policy framework to enable seamless articulation among providers for the creation of a National Qualification Framework (NQF)
- Institutionalize a NQF within a broader range of disciplines
- Institute a public awareness programme about the NQF
- Encourage the involvement and buy-in of stakeholders to develop training programmes and increase competencies
- Ensure that local standards are aligned with international norms and accepted globally

## 2-11 Strengthen the Mechanisms to Align Training with Demands of the Labour Market

The aim of this strategy is to ensure that training programmes conform to national and sectoral labour market demands and support individual employment needs. It will create mechanisms for increasing the responsiveness of training institutions to the shifting demands of industry. It provides for greater linkages between training institutions and the private sector in the development and delivery of programmes.

**Selected Sector Strategies:**

- Increase the use of labour market research in the development and delivery of training programmes
- Establish additional lead groups for the identification of job competencies
- Integrate the CBET approach into all human resource development functions including recruitment and evaluation
- Facilitate collaboration between HRD in firms and training institutions
- Implement cooperative education and work-based learning, including summer internships
- Improve and increase career development programmes and services

**Table 11: Proposed Indicators and Targets for National Outcome #2**

National Outcome #2 – World-Class Education and Training					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Adult Literacy Rate (15+ year olds)	85.8%	89.7%	≥91.6%	≥ 98.3%	Targets are based on regional literacy rate projections for 2015 by UNESCO and on the average literacy rates for the Caribbean countries that have high HDI.
Males	80.5%	84.4%	≥88.2%	≥ 98.3%	
Females	91.1%	93%	≥94.9%	≥ 98.3%	
% of population with tertiary level certification (24+ year olds)	10.10%	12%	18.7%	37%	The proposed targets are set to match the percentage in Barbados by 2012 and to be at the level of top ten OECD countries by 2030.
% of labour force (14+ year olds) that is certified	18.7%	50%	60%	90%	Locally set target by taskforce on Labour Market. HEART Trust/NTA has targeted increasing the % of labour force that is certified to 50% by 2008-10.

NATIONAL OUTCOMES



## NATIONAL OUTCOME # 3 EFFECTIVE SOCIAL PROTECTION

### Overview

People are the focus of the Vision 2030 Jamaica - National Development Plan. The outcome of Effective Social Protection, which centres on mitigating the vulnerabilities that can leave persons at risk, is integral to the Plan. Social protection involves the provision of mechanisms to cushion citizens against losses in income and threats to their economic security. Age, incapacity, difficult circumstances, and shocks, such as the sudden death of the main bread winner in a family and catastrophic illness, can create temporary or permanent impact on the ability of persons to provide for their own basic needs. Social protection therefore imposes an important role on Government, particularly where the very vulnerable are concerned. A mix of financial provisions, facilitatory

regulations, safety nets and comprehensive policies are needed to provide social protection for our people. The three broad areas articulated in the Plan under this theme are: Social Assistance (including welfare) and the protection of Vulnerable Groups; Social Insurance and Pensions; and Poverty Reduction. Special attention is given to persons with disabilities, in the broader context of their need for enabling environments, as well as in relation to their prominent position among households living in poverty.

### *Social Assistance and Protection of Vulnerable Groups*

In the context of social assistance and the protection of vulnerable groups, Vision 2030 Jamaica acknowledges a clear role for the State. Given the human rights perspective and people-centred remit of the Plan, we will ensure that those citizens who are unable to provide and care for themselves will be supported through the resources of the State and its partners. Partners with the State will include the families and communities to which the vulnerable are attached, along with voluntary and faith-based organizations. Families and community members will be encouraged to become the primary caregivers for the vulnerable in the society, with the support of the State to supplement their efforts.

“**VISION 2030  
JAMAICA WILL PUT  
PEOPLE AT THE  
CENTRE OF ITS  
PROGRAMMES  
AND... REDUCE  
THE VULNERABILITY  
OF OUR  
POPULATION...**”

We will ensure that adequate and appropriate provisions are in place for physical care and safety, in accordance with global standards. We will provide care without compromising dignity, and place emphasis on support and rehabilitation.

In light of scarce resources, objective means of selecting beneficiaries will be maintained, so that benefits of the social assistance system are targeted to the neediest members of the population. Under Vision 2030 Jamaica, we will build on the achievements of the Programme for Advancement through Health and Education (PATH) and other social assistance programmes. The selection mechanisms and other aspects of social assistance delivery are being enshrined in new legislation to repeal the Poor Relief Law of 1886.

From time to time, the social assistance system is called upon to respond to emergency situations such as natural or man-made shocks or other events. Under the Social Safety Net Reform Programme (SSNRP) initiated in 2000, there are ongoing and pending projects which require a responsive and capable social assistance system. In this regard, strategies to further strengthen the institutional capacities within the key ministries and agencies, as well as within non-governmental and community organizations, are included as short to medium term imperatives in Vision 2030 Jamaica. The use of modern technologies, enhancement of human resources and the building of case management capacities are all integral to the direction being taken in the modernization of social assistance delivery.

Several vulnerable groups are already identified in social development practice and programming within our country.

These include children, youth-at-risk, the elderly, persons with disabilities (PWDs), persons impacted by HIV/AIDS, women, and poor families. This list is a demographic characterization, and is not exhaustive. The reform process envisages further identification and targeting of vulnerable groups requiring social assistance. Vision 2030 Jamaica will promote appropriate services and infrastructure for these groups. For example, we will identify and address the unique needs of children through the protection of their rights and promote adequate family, community and State support for their care and security.

Other aspects of social assistance to vulnerable groups include the provision of health subsidies through the Jamaica Drugs for the Elderly Programme, the National Health Fund and the Drug Serv programme for the purchase of medication. Government has been responsive to important changes in the population structure, and in life expectancy and morbidity rates. This is critical for social protection, since the elderly and persons with chronic illnesses are vulnerable to financial distress. Since 2008, Government has waived most fees in the public health care system.

Our strategies are not only concerned with the alleviation of circumstances, but include a careful analysis of different vulnerabilities, how these can be prevented or diffused, and in general, the levels of social infrastructure that must be established for the enhancement of quality of life. Our Plan addresses such vulnerabilities as homelessness, youth-at-risk, impact of natural disasters, deportee and refugee status, human trafficking, and chronic illnesses. The aim is to create within the various arms of the social assistance network, the capacity to treat

with a variety of needs, be they temporary or permanent. The Plan recognizes the urgent need for public education to raise awareness among families of the rights of vulnerable persons, as well as many of the other issues in social protection.

### **Social Insurance and Pensions**

Social insurance and pension coverage are essential for limiting personal risk, and for cushioning families against poverty. These types of provisions are expected to extend some level of income security for old age or incapacity for work. In this context, the Plan recognizes two broad levels of provisions: the National Insurance Scheme (NIS); and occupational (public and private) pension schemes.

The NIS is a contributory scheme managed by the Government, which has had its own legal standing since 1966. All employed and self-employed persons are eligible to contribute to the scheme, which offers a range of benefits during working life, and after retirement. The NIS provides a minimum guaranteed pension, which citizens need to supplement with other income sources.

Medical Insurance is available free of cost to NIS pensioners through the NI Gold Health Plan.

Occupational pensions are offered within the public sector to different groups of professionals, e.g. police, teachers, judiciary. Many private sector organizations offer their employees private pension packages negotiated with established pension providers.

Significant reforms in the regulation of the pensions industry have been undertaken since 1999. The first phase of this reform introduced a regulatory framework for the management and administration, and fiduciary integrity of these schemes, embodied in the Pensions Act of 2005. A second phase to these reforms focuses on strengthening existing legislation for safeguarding the adequacy of pension benefits (portability, vesting, indexation, protection of benefits).

Vision 2030 Jamaica places emphasis on increased participation among our citizenry, wider coverage particularly within the informal sector, extensive public education to improve awareness,



Photograph contributed by D. McDonald

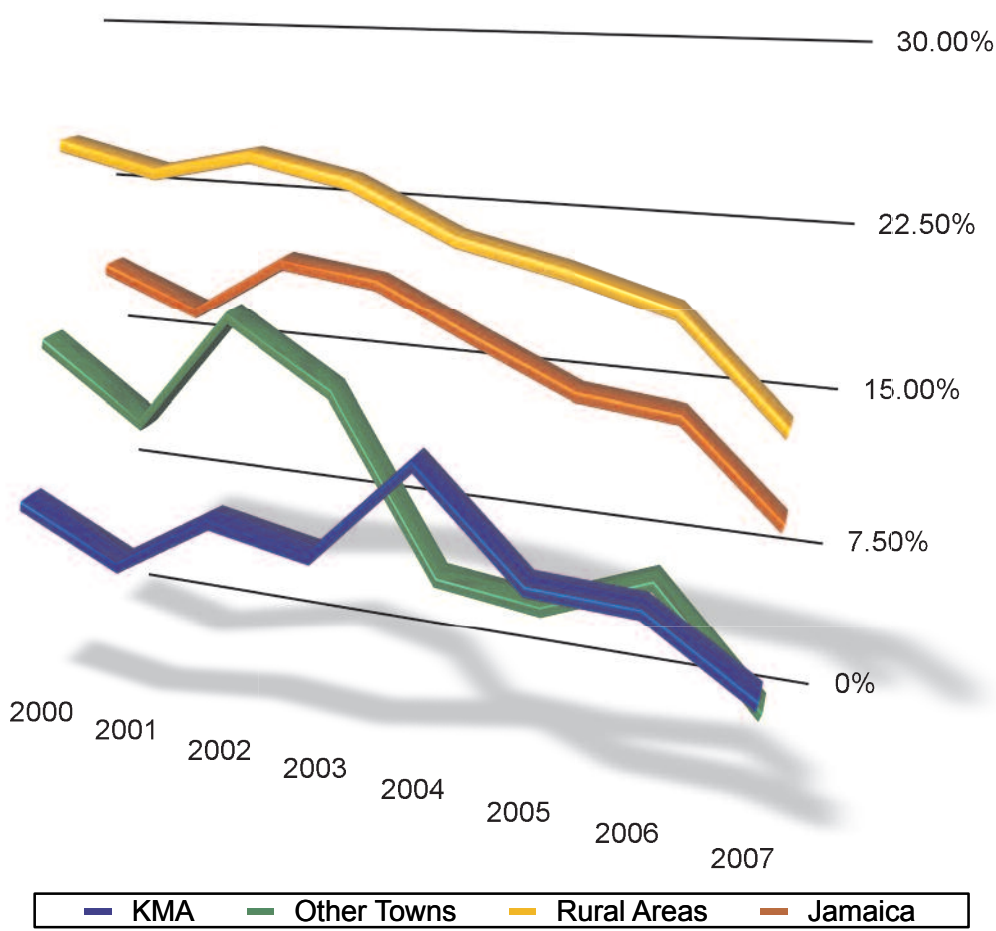
and the strengthening of viable pension fund capacity. Addressing the challenges of the plethora of public pension schemes with their separate legislations, as well as the need for fully funded schemes, will require public consultation and legal reform.

**Poverty Reduction**

Poverty has been declining (see Figure 10). Over the period 2000 to 2007, the prevalence of poverty declined from just

under 24 per cent to just below 10 per cent. This is the result of several factors including the Government’s poverty reduction programmes which have tended to be multi-dimensional and focussed on human capital development. Long-term reduction in the level of poverty will be more challenging, given the level to which it has been reduced and the downturn in the global economy that began in 2007. The latter is likely to have negative impact on its prevalence.

**Figure 10: Prevalence of Poverty 2000-2007**



Source: Adapted from Survey of Living conditions, 2007

Strategies to address the long-term reduction of poverty are embodied in effective social protection. Poverty has negative impacts on social cohesion and social justice. While social assistance measures will support those families and individuals with limited capacity to help themselves, other initiatives have to be taken to provide households with opportunities for economic empowerment.

Vision 2030 Jamaica endorses education and training as important vehicles for poverty reduction, as they concentrate on the development of human capital. In the context of Jamaica's poverty profile, work opportunities and rural development will have reduced impacts on poverty reduction. Support to small-scale agriculture, land tenure issues, access to credit and venture capital, access to basic amenities, transportation and marketing systems, are some of the areas addressed by Vision 2030 Jamaica. Above all is the recognition that a responsible institutional framework and a well-resourced National Poverty Plan are essential foundations for progress.

### Issues and Challenges

The main issues that challenge the realization of effective social protection for Jamaica include:

#### **Inadequate Infrastructure for Delivering Social Welfare Services**

Equipment and plant needs for institutions that serve the vulnerable are many times neglected. This reduces the effectiveness and level of services that can be delivered to clients.

#### **Inadequate Legislation**

The process of safety net reform has included review of legislation in an effort to modernize the relevant laws, and to

respond more appropriately to the changing dynamics and needs of vulnerability. The efforts at developing a National Disability Act point to the need for legislated recognition of the rights of persons with disabilities, so that discrimination can be eliminated, and opportunities and access to quality of life can be expanded.

#### **Unsustainable Public Sector Pension Scheme**

Non-contributory pension schemes in the public sector have become an increasing drain on the country's budget. Life expectancy has increased and payout periods after retirement have been extended. In response, Government has increased payments to partially compensate for erosions from inflation. Many long-retired public servants are challenged to sustain themselves with their retirement benefits. The conversion to contributory pension schemes will provide public sector employees with the opportunity to manage their retirement options, increase the level of benefits that may be paid and improve the viability of the schemes.

#### **Low Level of Participation in National Insurance Scheme**

Social insurance mitigates risks. Yet there is a large percentage of persons, many of them self-employed or in the informal sector, who are not participating in the National Insurance Scheme, which is the minimum guaranteed pension available. Given the propensity of these persons to fall into poverty, it is imperative that the coverage be expanded.

#### **Inadequate Systems of Targeting the Vulnerable**

The issue of targeting is complex, and involves various policy decisions as to the priority areas of focus. The

imperative is to ensure that scarce resources are best expended, and that the most deserving of the population receive the benefits. There are challenges to reducing errors of inclusion and exclusion, which require different approaches to targeting.

### ***Inadequately Resourced and Managed System of Welfare Delivery***

It is essential for the system of welfare delivery to have the necessary technology and human resources to ensure that services may be efficiently and effectively delivered. Reduction in duplication and bureaucracy will cut costs; modern management systems will allow for greater productivity and client-responsiveness.

### ***Inadequate Development in Rural Areas***

Rural area development in Jamaica is seen as a major factor in empowering rural households, and the entire society. Development of physical and social infrastructure in rural areas will enable the creation of jobs, and have a multiplier effect on consumption expenditure.

### ***Discrimination against PWDs***

There are many areas of discrimination that limit the exercise of the rights of the vulnerable and create poor access to

opportunities, particularly where persons with disabilities are concerned. Discrimination is fuelled mainly by factors such as ignorance, and an unwillingness or inability of service providers to allocate the resources required to facilitate access or participation by PWDs.

### ***Poor Communication to the Vulnerable on Available Benefits***

Data indicate that, in many instances, the poorest households are not benefiting from some social protection programmes. Part of the reason lies in an inequity in the availability of appropriately directed information and education.

### ***Need for Greater Personal Responsibility***

In many ways, social protection provisions require a degree of personal responsibility on the part of the beneficiaries. Government policies and programmes are expected to support those who are most needy. In many instances, the responses at the individual and family levels will impact on how successful the programmes are at breaking the poverty cycle. Educational outcomes are a prime example of areas which might be impacted by individuals taking greater responsibility.

“**Let us resolve always to help those less fortunate among us.**”

(1962) Rt. Excellent Sir Alexander Bustamante, GBE, National Hero of Jamaica, PC

## National Strategies

The National Strategies outlined here address the key issues identified for effective social protection. They attempt to pull together in a summary statement, the over-arching imperatives which embody the major elements of sector level strategies and activities. The six National Strategies speak to the creation of the necessary policy and programming

environment to enable all citizens, and especially vulnerable persons, to access social services and opportunities, provided equitably and efficiently through capable institutions.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 12: National Strategies and Responsible Agencies - Effective Social Protection**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
3-1 Infuse poverty and vulnerability issues in all public policies	Cabinet Office Office of the Prime Minister Jamaica Council for Persons with Disabilities Ministry of Labour and Social Security
3-2 Expand opportunities for the poor to engage in sustainable livelihoods	Cabinet Office Ministry of Labour and Social Security Office of the Prime Minister Jamaica Social Investment Fund NGOs CBOs Various private sector entities
3-3 Create and sustain an effective, efficient, transparent and objective system for delivering social assistance services and programmes	Ministry of Labour and Social Security Department of Local Government Local Authorities National Council for Senior Citizens
3-4 Promote greater participation in, and viability of social insurance and pension schemes	Ministry of Labour and Social Security Ministry of Finance and the Public Service Financial Services Commission National Council for Senior Citizens
3-5 Promote family responsibility and community participation for the protection of vulnerable groups	Ministry of Labour and Social Security Civil Society groups such as NGOs, FBOs, CBOs
3-6 Create an enabling environment for persons with disabilities	Cabinet Office Office of the Prime Minister Jamaica Council for Persons with Disabilities Ministry of Labour and Social Security Private sector entities Master Builders Association

### 3-1 Infuse Poverty and Vulnerability Issues in all Public Policies

Vision 2030 Jamaica will ensure that the design and implementation of public policies give consideration to their potential impact on vulnerable groups. The policy development process will therefore be strengthened to better identify vulnerable groups that are likely to be affected (directly or indirectly), thus minimizing potential negative impacts while maximizing efforts to improve the lives of the poor and other vulnerable groups. Gender differences also will be taken into consideration.

#### Selected Sector Strategies:

- Identify and target vulnerable groups
- Mainstream poverty concerns in all public policies
- Mainstream gender concerns in all public policies
- Ensure adequate public services to the poor
- Enforce policies that support decent work
- Foster multi-sector partnerships between State and non-State sectors to address the needs of the poor
- Create and improve public awareness of issues relating to the rights of children and other vulnerable groups

### 3-2 Expand Opportunities for the Poor to Engage in Sustainable Livelihoods

This strategy identifies mechanisms for the Government and its partners to assist the poor to break the

intergenerational cycle of poverty. It involves addressing various barriers to employment and entrepreneurship, such as low skill and education levels, while expanding employment opportunities and access to resources. Human capital development and personal responsibility are major principles embodied in this strategy.

While there are varied definitions of sustainable livelihoods, Development Alternatives (DA) defines it as encompassing “activities intended to help economically disadvantaged members of society meet their daily subsistence needs in a manner that is dignified, locally appropriate, and environmentally sustainable.”<sup>81</sup>

The Food and Agriculture Organization (FAO) identifies two key questions under the sustainable livelihoods approach: What institutional arrangements enable some poor people to achieve sustainable, secure livelihoods, when others fail? What policies and strategies can support the poor?<sup>82</sup>

The Sustainable Livelihoods (SL) framework “places people, particularly rural poor people, at the centre of a web of inter-related influences that affect how these people create livelihoods for themselves and their households.” The resources and livelihood assets to which they have access and use are central to this framework. “These can include natural resources, technologies, their skills, knowledge and capacity, their health, access to education, sources of credit, or their networks of social support.”<sup>83</sup> National Strategy 15-4 – *Create Vibrant and Diversified Rural Areas*

<sup>81</sup> Development Alternatives Information Network, [www.dainet.org/livelihoods](http://www.dainet.org/livelihoods).

<sup>82</sup> FAO, Natural Resources Management Environment Department, [www.fao.org/sa/pe4](http://www.fao.org/sa/pe4).

<sup>83</sup> International Fund for Agricultural Development, [www.ifad.org/sla](http://www.ifad.org/sla).



also addresses issues related to sustainable livelihoods.

#### **Selected Sector Strategies:**

- Promote human capital development
- Promote and support entrepreneurship
- Design and implement programmes that support poor households to seek and retain employment
- Utilize public works projects to boost employment of the poor
- Create and strengthen economic opportunities for persons with disabilities
- Promote asset creation among the poor
- Give high priority to rural development projects

### **3-3 Create and Sustain an Effective, Efficient, Transparent and Objective System for Delivering Social Assistance Services and Programmes**

Strengthening the social assistance system, effective targeting of vulnerable groups and designing and implementing adequate benefits are the main objectives of this strategy. We recognize that issues, such as a continuing and deepening recession, are creating hardships in our society, particularly for poor and other vulnerable groups. This will increase the burden on our social assistance system especially in the face of deficiencies in our system of targeting and delivery of services to the vulnerable. Vision 2030 Jamaica will implement measures that will strengthen the capacity of the social assistance

system to deliver an effective and efficient system of social assistance.

#### **Selected Sector Strategies:**

- Strengthen the system of identification of beneficiaries of assistance programmes
- Increase awareness of the availability and eligibility criteria of social assistance programmes
- Develop and strengthen databases of the vulnerable groups and welfare beneficiaries
- Establish a reliable fund for sustained financing of the requisite range of welfare support programmes
- Address the unique needs of specific vulnerable groups
- Strengthen customer service capacity in the delivery of social assistance programmes
- Provide adequate human resources to administer and deliver social assistance programmes effectively

### **3-4 Promote Greater Participation in and Viability of Social Insurance and Pension Schemes**

This strategy identifies mechanisms to increase the proportion of the population covered by social insurance and occupational pension schemes. The working poor and members of the informal sector are primary target groups for greater inclusion. Our aim is to mitigate the negative effects associated with loss of income due to incapacity or retirement. Contribution levels, as well as levels of benefits are essential aspects of the viability and relevance of social insurance and pension

funds, particularly the Civil Service Schemes which are non-contributory. Under Vision 2030 Jamaica, strategies will be put in place to address these issues. Vision 2030 Jamaica will continue the process of fundamental pension reform to encourage private savings, long-term investment and development of creative retirement products for all, and improve the management of pension funds.

#### **Selected Sector Strategies:**

- Promote personal responsibility and planning for retirement
- Expand coverage of occupational pension schemes
- Expand range of benefits provided by social insurance and pension schemes
- Promote NIS participation in the informal sector
- Advance public awareness and knowledge of social security provisions
- Establish funded schemes in the public sector

### **3-5 Promote Family Responsibility and Community Participation for the Protection of Vulnerable Groups**

Although the State bears ultimate responsibility for the care of the vulnerable, the ideal is that families should take responsibility for their vulnerable members. The health and well being of individuals are better supported in a caring environment such as may be provided in a family setting. The State's responsibility should be seen as residual, beginning only where the family and

community lack the capacity to support their vulnerable members. Vision 2030 Jamaica will enter into partnerships that will invest the responsibility of caring for the vulnerable primarily with families and by extension communities. This strategy proposes the enforcement of legislation to ensure that families take greater responsibility for their vulnerable members. In addition, it implements measures geared towards the strengthening of support services for families, especially at the community level.

#### **Selected Sector Strategies:**

- Promote and encourage social partnerships between the Government and the business community and civil society groups
- Strengthen the families' capacity to care for their vulnerable members

### **3-6 Create an Enabling Environment<sup>84</sup> for Persons with Disabilities**

Under Vision 2030 Jamaica, persons with disabilities (PWDs) will be given opportunities to participate in all spheres of life, on an equal basis with others. We will improve access for persons with disabilities by removing social and physical barriers and educating the public on the rights of persons with disabilities. Modifications to buildings and public spaces, as well as the enforcement of appropriate policies and legislation will be undertaken. The heterogeneity of the group requires age- and gender-sensitive responses, and an almost case-by-case appreciation of needs.

<sup>84</sup> An enabling environment for PWDs is one that provides the mechanisms to enable persons with disabilities to participate fully in all spheres of activities e.g. wheel chair ramps that provide full access to persons who are wheel chair bound, blind features on buildings and documentation in Braille to allow access to the blind, and visual alerts for the hearing impaired.

### Selected Sector Strategies:

- Ensure adequate provisions of and access to essential specialized and inclusive services
- Strengthen the capacity of service providers to adequately interact with PWDs by improving their knowledge, attitudes and practices
- Improve the policy, regulatory, and institutional framework to support the enforcement of the rights of PWDs
- Strengthen linkages between agencies that serve the needs of PWDs
- Ensure that appropriate technologies are in public service institutions
- Develop physical infrastructure in the public and private spheres to ensure accessibility for PWDs

**Table 13: Proposed Indicators and Targets for National Outcome #3**

National Outcome #3 – Effective Social Protection					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			ADDITIONAL INFORMATION
	2007 or Most current	2012	2015	2030	
National Poverty Rate	14.3%	12.1%	10.5%	≤ 10%	Targets for poverty reduction are based on achievement of the MDG target by 2015 and on the average rate of poverty decrease during periods in which there was no “unusual occurrence.” The base year figure is for 2006 as 2007 was much lower than expected (9.9%) based on the average decline year- on- year in the past.
% of eligible population benefiting from social assistance programmes (including PATH)	92%	95%	100%	100%	National Targets – MLSS
% of eligible population contributing to the National Insurance Scheme (NIS) (18-59 years)	32%	50%	60%	85%	Average pension coverage rate is between 70 and 100% for industrialized countries.

# NATIONAL OUTCOMES



Photograph by the Gleaner Co., Ltd.

## NATIONAL OUTCOME # 4 AUTHENTIC AND TRANSFORMATIONAL CULTURE

### Overview

Culture has been defined as “the way of life of a people”<sup>85</sup>. “A country’s culture is the dynamic reservoir of the ways of thinking and doing accumulated over time, which has come to be agreed upon and transmitted across generations. It includes the knowledge, experience, beliefs, values, customs, traditions, foods, distinctive institutions and its ways of

making meaning in life.”<sup>86</sup> It is expressed in areas such as language, the arts and the various arenas of interaction, including business, religion and other social relations. Culture, inherently, affects all aspects of human life and forms the basis for our values, objectives and outlook for the future.

### Characteristics of Values:

- learnt and taught – transmitted and inculcated through socialization;
- enduring – grounded in cultural heritage;
- morally desirable – outlining the social criteria for and the cultural assumptions upon which good and bad, right and wrong, moral and immoral, noble and vile are established;
- a basis on which to act – they influence our behaviour by preparing us to act in certain morally-oriented ways.

Adapted from Culture and Values Sector Plan

Vision 2030 Jamaica recognizes the uniqueness of our Jamaican culture, its impact on the world stage particularly with respect to music, the visual and performing arts and sport, the importance of having a shared sense of identity, wholesome<sup>87</sup> values and attitudes and of ensuring that the cultural/creative industries that emanate from our natural way of life redound to the benefit of our people. We will ensure that our heritage is respected and preserved by our people and all who come to our shores and that the material value of our culture as expressed through our creative industries contribute meaningfully to the development of our society. We recognize that a positive sense of self and pro-social and transformative values such as respect for others and their rights, punctuality, honesty and tolerance for the differences between us are essential to the maintenance of harmony and a productive environment.

<sup>85</sup> Macionis & Plummer, 2001.

<sup>86</sup> Division of Culture, The National Cultural Policy of Jamaica: Towards Jamaica the Cultural Superstate (Kingston: Ministry of Education, Youth and Culture, March 2003), page 9.

<sup>87</sup> Wholesome has been defined as “sound in body, mind or morals” (Merriam-Webster Online Dictionary). Thus “wholesome values” is used here to refer to those values that promote sound or healthy body, mind and morals not only for the individual but for the entire society.

**Core Values**

The priorities we set, choices and decisions we make, are based on the core values we uphold. These include the personal values of the individual as well as the collective values of a community.

The formation and promotion of wholesome values is inextricably linked to the promotion of our cultural expressions, the construction of identity and the capacity of our people to sustain themselves economically through their cultural creations. The construction of values in a country as diverse or plural as Jamaica must be based on a conscious and institutional framework of valuing who we are.

**Social Cohesion**

Our culture and values have been shaped by a number of experiences resulting from the presence of various nationalities (Africans, Asians, Europeans and others) through: conquest of the indigenous inhabitants; slavery; indentureship; and colonialism. People from varying backgrounds were combined and recombined within a common geographic boundary. These experiences formed the background of our cultural diversity, aptly expressed by our motto “Out of Many, One People” which perfectly defines and provides insight into our culture. Under Vision 2030 Jamaica, we will strengthen the role of culture in building a socially cohesive society and capitalize on our cultural strengths to drive our development.

**Social Capital**

In crafting the development of the country, culture and wholesome values are strategic pillars on which to build social capital. The social capital of a

In 2002, the Values and Attitudes Secretariat identified a range of core values through a consultative process, including the following:

- Respect
- Honesty and Truthfulness
- Forgiveness and Tolerance
- Fairness
- Discipline
- Responsibility
- National Pride
- Love/Compassion
- Cooperation
- Punctuality
- Good Work Ethic

society includes “the institutions, the relationships, the attitudes and values that govern the interactions among people and contribute to economic and social development. Social capital, however, is not simply the sum of institutions which underpin society; it is also the glue that holds them together. It includes the shared values and rules for social conduct expressed in personal relationships, trust and a common sense of civic responsibility...”<sup>88</sup> Social capital is an evolving concept which can generate benefits including enhanced health, better educational outcomes, improved child welfare, lower crime rates, reduced tax evasion and improved government responsiveness and efficiency. These are among the goals we strive for as a developed country. Conversely, a lack of social capital may encumber our daily lives and limit our social and economic opportunities.

**Cultural Capital**

Cultural capital becomes increasingly important to economic development as a nation ascends to higher levels of

<sup>88</sup> Social Capital, World Bank 1998.

productivity. Cultural capital includes core and transformational beliefs, behavioural norms, and the manifestations of culture articulated through the full range of artistic and creative forms. Culture is important because there are either sets of beliefs and attitudes that are pro-innovation and create the conditions for prosperity, or those that are anti-innovation. There is a long and rich literature in the field of behaviour that links mental models<sup>89</sup> with results. There appears to be strong correlations between certain “pro-innovation beliefs”<sup>90</sup> and prosperity. Jamaican attitudes, beliefs, goals, values, and assumptions about the world inform our actions and influence our outcomes and experiences. An innovative vision, a new national narrative, of Jamaican success has to emerge from, and be presented to our people. Vision 2030 Jamaica will seek to transform the mindset and collective consciousness of our people as a foundation for national development.

### **Nation Brand**

An important aspect of Jamaica’s cultural capital is the relatively high level of international awareness and reputation that the country enjoys throughout the world, perhaps unequalled by any other country of similar size. A Nation Brand, reflecting the image and reputation of a country, is largely formed through six channels, namely: tourism, exports, government policies, investment promotion, culture and the people themselves.<sup>91</sup> Jamaica’s Nation Brand (sometimes referred to as “Brand Jamaica”) is based on the global “share of mind” enjoyed by Jamaica as the cumulative result of the recognition

earned from the island’s achievements in creative industries, sport and other areas.

Managing and building our nation brand means that we will consciously engage in a process of improving the most important aspects of our economy and society, and communicating these improvements to the world and to ourselves. Building the Nation Brand therefore parallels and supports the process of national transformation envisaged by Vision 2030 Jamaica. We will make creative use of the Nation Brand to offer our producers a competitive advantage in accessing international export markets.

### **Sport**

Another important component of our cultural capital is represented by sport. The successes of Jamaica’s sportsmen, sportswomen and national sporting teams at the highest levels of international competition have contributed to the national pride and fame of our country. Sport also has important social benefits including contributions to physical and mental health, socialization of children and adolescents, and community development.

In the Jamaican context, sport has particularly important roles in building unity at the national and community levels, including bridging divisions created by political tribalism. There are existing policy initiatives that will expand and broaden the participation in sport, including policies on healthy lifestyles, the disabled, youth and the elderly.

<sup>89</sup> See Fairbanks and Lindsay (1997), Fairbanks (Changing the Mind of a Nation) and Lindsay (Culture, Mental Models, and National Prosperity) in Harrison and Huntington (eds.) (2000).

<sup>90</sup> Harrison and Huntington (eds.) (2000).

<sup>91</sup> Anholt (2006).

## Issues and Challenges

### *Aspects of Jamaica's Culture and Social Capital*

There are aspects of Jamaica's culture that are not conducive to innovation and increased productivity. These include inadequate attention to punctuality, declining appreciation and respect for civic rights and responsibilities, and disturbingly low levels of inter-personal and institutional trust.<sup>92</sup> These represent aspects of our social capital that must be corrected to create an authentic and transformational culture and support our process of national development.

### *Identification, Preservation and Promotion of our Local Culture including Heritage Sites*

Much of our culture – material and non-material (including artefacts and sites) – is at risk of being lost. We have not built a strong framework for identifying, protecting and preserving these aspects of our heritage. Much of our population is ignorant of what these may be and of their importance to our society. It is essential that we strengthen our capacity to unearth, preserve, develop and promote our cultural heritage.

### *Inadequate Facilities and Human Resource Development for Sport*

While Jamaicans have demonstrated abundant human talent in sports there is limited construction and maintenance of infrastructure for sports at the parish and community levels, including schools. This inhibits broad participation in recreational and competitive sport. There is inadequate capacity for training the increased numbers of sport administrators, coaches, managers and other personnel needed to support the expansion of sport and its role in national development.

### *Breakdown in the Family Structure*

Many Jamaicans are born into situations where little or no family support is provided. This has led to a breakdown in the transmission of wholesome values and has contributed to the relatively large number of unattached and otherwise "at risk" youth in our society. We believe that this is at the centre of many of the behavioural problems that are manifested in our society ranging from delinquency among the youth to hardcore crimes.

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**“ We are going to emancipate ourselves from mental slavery, because while others can free the body, none but ourselves can free our minds. ”**

(1937) The Rt. Excellent Marcus Garvey, Jnr.,  
National Hero of Jamaica

<sup>92</sup> Powell, et al (2006).





Photograph by the Cleaner Co. Ltd.

### National Strategies

Our Plan will be underpinned by the promotion of a set of national core values. The National Strategies will build on this foundation of core values to enhance awareness of, respect for and

visibility of our culture and its role in our development.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 14: National Strategies and Responsible Agencies – Authentic and Transformational Culture**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
4-1 Promote core/transformational values	Office of the Prime Minister Ministry of Information, Culture, Youth and Sports National Transformation Programme (Fresh Start Jamaica)
4-2 Promote the family as the central unit of human development	Ministry of Information, Culture, Youth and Sports Ministry of Health and Environment Ministry of Education National Transformation Programme (Fresh Start Jamaica)
4-3 Preserve, develop and promote Jamaica’s cultural heritage	Ministry of Information, Culture, Youth and Sports Institute of Jamaica Jamaica Cultural Development Commission Jamaica National Heritage Trust Jamaica Library Service
4-4 Integrate Jamaica’s nation brand into developmental processes	Office of the Prime Minister Ministry of Information, Culture, Youth and Sports Jamaica Trade and Invest
4-5 Strengthen the role of sport in all aspects of national development	Ministry of Information, Culture, Youth and Sports INSPORT National Sporting Association

#### 4-1 Promote Core/Transformational Values

Vision 2030 Jamaica will identify, through a process of national consultations, a set of core values that, by their practice, will lead to wholesome attitudes that are able to support the transformation and development of individuals and the nation. We are mindful of the process already undertaken by the Values and Attitudes Secretariat<sup>93</sup> through which a set of Core Values were identified for Jamaica. We will build on this process to arrive at a current set of values for which we will seek the acceptance of our nation. We recognize that core and transformational values are central not only to the achievement of cohesive and just societies but also to their prosperity. An increasing number of development theorists attribute variations in the level of development between some countries to differences in their cultural values.<sup>94</sup> We will treat this process as a priority under Vision 2030 Jamaica. We will employ a wide range of methods to promote our core values, including through early childhood development programmes, the education and training systems and public education campaigns.

##### Selected Sector Strategies:

- Implement a sustained programme to promote core values through the following activities:
  - *Establish a permanent institutional framework for identifying, promoting and reviewing national values and attitudes*
  - *Hold national focus groups (taking cognizance of various interest groups and stakeholders) to determine how core values should be defined, communicated and*

*inculcated within the Jamaican context*

- *Equip families to embody their roles and responsibilities as agents of cultural transmission*
- *Infuse the teaching of core values in all areas of the education system*
- *Use media to promote core values through programming*
- Facilitate psychosocial healing in communities
- Increase awareness of the values of the physical and built environment
- Promote the importance and relevance of our national symbols including heroes

#### 4-2 Promote the Family as the Central Unit of Human Development

Vision 2030 Jamaica promotes a stable and supportive family environment as a basic premise for the development of society. The absence of a stable and supportive family environment has had negative impact across the society affecting areas such as our educational and national security outcomes. It has resulted in the manifestation of unattached and other youth in our society who both display antisocial and other negative types of behaviour. While we recognize that our sense of the framework (e.g. marriage or common law) around which we build our families is varied, we accept the common principle that stable, committed unions are the foundation for producing and raising our children and establishing our society. These parents must develop the capacity to nurture and support their children. Under Vision 2030 Jamaica, we will implement measures to strengthen family bonds and build the capacity of

<sup>93</sup> Formerly located in the Office of the Prime Minister.

<sup>94</sup> For example, see Harrison and Huntington (eds.) (2000).

parents to increase their involvement in all aspects of the development of their children. National Outcome # 2: World-Class Education and Training, also targets improvement in parenting and family support through the Ministry of Education's Early Childhood Development Programme.

#### **Selected Sector Strategies:**

- Build parenting capacity (including responsible sexual behaviour, values, family participation, parental involvement in cultural/school activities, protection of vulnerable groups) through the following activities:
  - *Ensure mandatory parenting education counselling with prenatal care visits in hospitals and clinics*
  - *Strengthen the Child Development Agency to facilitate more effective implementation of the provisions of the Child Care and Protection Act*
  - *Support and introduce initiatives targeting men to enhance their parenting capabilities through employment and other economic opportunities*

### **4-3 Preserve, Develop and Promote Jamaica's Cultural Heritage**

The cultural heritage of our country, as represented in our artifacts, sites, music, poetry and history, is in danger of being lost and degraded at the very least. This strategy will prevent the degradation and unfair use of our culture and the illegal exportation of our artifacts. It will promote our culture through activities such as the development and promotion of "culture yards."

#### **Selected Sector Strategies:**

- Strengthen the process to identify, monitor, maintain and promote protected heritage sites
- Strengthen and institutionalize documentation of cultural heritage (tangible and intangible)
- Widen access to repositories (libraries, museums and archives) of culture and heritage
- Involve the private sector in the development and preservation of culture at the community and national levels
- Implement appropriate measures to protect and preserve cultural expressions
- Promote public awareness of the importance of cultural forms and retention of heritage
- Provide wider access to Jamaican cultural expression locally and internationally

### **4-4 Integrate Jamaica's Nation Brand into Developmental Processes**

Jamaica possesses a treasure-trove of Nation Brand equity, created from its cultural, historical, physical and human capital. The value of this Brand equity can be increased by consciously building Jamaica's Nation Brand and integrating this asset into all aspects of national development. A properly managed national brand is an asset to all stakeholders, helping to: attract investment and talent; give a competitive advantage to producers and exporters; provide inspiration to Jamaicans at home and abroad; contribute to a culture of innovation; and safeguard national identity. The process of developing Jamaica's Nation Brand has several well-structured steps, including building a

brand team, conducting a brand asset audit, defining and testing the brand, and implementing and monitoring the brand over time. In implementing our Nation Brand, Vision 2030 Jamaica will promote our culture, creativity and intellectual property.

#### **Selected Sector Strategies:**

- Review and enhance laws and Intellectual Property (IP) framework to strengthen and protect the Nation Brand and to convey values, images and the reputation of Jamaica, including designs, music, trademarks, copyright, collective marks, geographical indications and certification marks
- Promote and use IP as a tool for economic development
- Improve policy framework to support Jamaica's Nation Brand
- Establish institutions to undertake key roles in implementation of the Nation Brand
- Increase the capacity of existing organizations to monitor and regulate the use of the Nation Brand
- Undertake comprehensive National Branding for Jamaica
- Market and promote the Nation Brand
- Coordinate implementation of the National Branding Strategy with the Core Values campaign and National Export Strategy
- Promote media literacy and the positive use of media as change agent and source of empowerment

## **4-5 Strengthen the Role of Sport in all Aspects of National Development**

Vision 2030 Jamaica will strengthen the role of sport in national development by: broadening opportunities for participation in recreational and competitive sports for persons of all age groups; increasing facilities for sporting events at the national, community and school levels; increasing the number of trained coaches, administrators, and other personnel; strengthening the institutions for sport education and administration; and establishment of appropriate and effective policies, legislation and regulations to promote sport participation.

In charting the future for the development of sport in Jamaica, we will learn from the experiences of other countries that have successful sport industries. For example, Australia offers a model with aspects that are relevant for Jamaica, such as the establishment of the Australian Institute of Sport as a centre for the development of elite athletes, investment in sport facilities, research and development including sport science and medicine, and capacity development of clubs and sport associations. The role of sport as an economic activity is addressed under National Outcome # 12: Internationally Competitive Industry Structures.

#### **Selected Sector Strategies:**

- Increase physical education and sports programmes in schools
- Increase organized sport activities in communities
- Develop public education programmes on gender equality in sport

- Design/upgrade community facilities for multi-use recreational and competitive sport including activities for the elderly and persons with disabilities
- Ensure a multi-sport mini-stadium in each parish
- Adopt international best practices for training of sports personnel including certification
- Develop sport administration at primary, secondary, tertiary and national levels
- Establish sport academies in Jamaica
- Update the Sport Policy and align it with other policies that affect sport
- Develop effective anti-doping programmes
- Ensure national sporting infrastructure to meet the long-term development of sport

**Table 15: Proposed Indicators and Targets for National Outcome #4**

National Outcome #4 – Authentic and Transformational Culture					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Incidence of public order infractions per capita	144,759	130,283	110,741	55,370	Projected 5% reduction every three years.
% of Single parent households (calculated as % of all households with children)	43.2%	42.2%	40.7%	33.2	Target is to move towards the average for developed countries at a rate of 0.5 point reduction per annum except for the two first years.
"Use of cultural resource" Index (Tourism Competitiveness Index)	1.66	2.1	2.5	4.73	Target is to be in the top 25% of countries by 2030.

## Goal 2: The Jamaican Society is Secure, Cohesive and Just

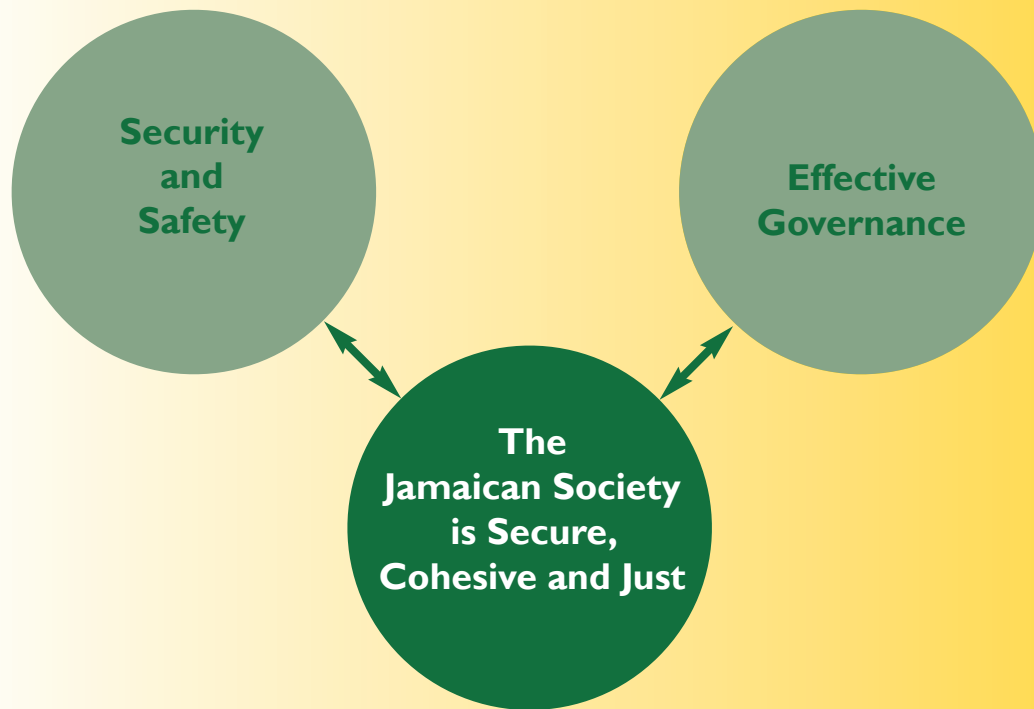


Figure 11: Goal 2 and Related Outcomes

## NATIONAL OUTCOME # 5 SECURITY AND SAFETY

### Overview

This outcome will restore a sense of security and safety in our society by reducing the level of crime and violence as well as civil disturbances in some communities. It will provide adequate security and rehabilitation for individuals who are custodial clients in correctional institutions and restitution to those who have been victimized. Vision 2030 Jamaica will increase our sense of security by transforming our society into one which conforms to the rule of law, respects the rights of all, and coalesces around a set of shared values.

of society and has been cited as a significant factor in the low levels of GDP recorded by Jamaica over the years. It has left segments of our society crippled with fear and has resulted in the reallocation of budgetary resources into crime prevention and control. Private firms are forced to pay large sums of money for security, and in some instances, extortion fees. Community members are sometimes unable to pursue gainful occupations and schooling due to the impact of gang violence in their communities.

**“ VISION 2030 JAMAICA WILL INCREASE OUR SENSE OF SECURITY BY TRANSFORMING OUR SOCIETY INTO ONE WHICH CONFORMS TO THE RULE OF LAW, RESPECTS THE RIGHTS OF ALL, AND COALESCES AROUND A SET OF SHARED VALUES. ”**

Reports from international agencies and the media suggest that the problem of violent crimes extend beyond our shores to the wider English-speaking Caribbean. A World Bank report<sup>96</sup> notes that murder rates of 30 per 100,000 persons in the Caribbean is higher than any other region of the world. This is supported by a 2002 study of crime in the Caribbean by Professor Anthony Harriott,<sup>97</sup> which notes that “the central concern is not the general crime rate, but rather the rate of violent crime. Over the last two decades, there have been significant increases in the rate of violent crimes in every Caribbean country for which data is available.” This has created an image of high crime in the region notwithstanding the fact that other types of crime such as larceny and forgery, have declined. In Jamaica, however, there was an

Violent crimes<sup>95</sup> have become one of the most pressing concerns for Jamaicans. It has had a negative impact on all spheres

<sup>95</sup> A violent crime or crime of violence is a crime in which the offender uses or threatens to use violent force upon the victim. This entails both crimes in which the violent act is the objective, such as murder, as well as crimes in which violence is the means to an end, such as robbery. Violent crimes include crimes committed with and without weapons. With the exception of rape, males are the primary victims of all forms of violent crime.

<sup>96</sup> Jamaica: The Road to Sustained Growth, The World Bank, 2003.

<sup>97</sup> Harriott, 2002.



Photograph contributed by PICO

# NATIONAL OUTCOMES

uncharacteristic and significant upsurge in major crimes including robbery, breaking and larceny in 2008.<sup>98</sup> They increased by 65 per cent, 63 per cent and 225 per cent respectively over 2007.

A multitude of measures have been implemented to attempt to arrest the murder rate in particular. Some of these include: community transformation interventions; international collaboration between Jamaica and countries such as the United Kingdom (UK), Colombia and the United States of America (USA) to reduce the trade in guns and drugs; and the development of special programmes such as Crime Stop which has resulted, *inter alia*, in the capture of hundreds of illegal weapons.

A plethora of special departments and operations in the police force such as the Anti-Crime Investigative Detachment (ACID), established in 1993, and the Crime Management Unit (CMU) in 2000

have had little or no lasting impact on the rate of murders. Operation Kingfish, launched in 2004, has successfully captured a number of major gang leaders and suspected drug lords, but this has not yet resulted in major decrease in the rate of murders. The conclusion is that a more targeted and intelligence-driven approach is required.

Globally, the fear of crime has been heightened by an upsurge in international terrorism that now poses a threat to all regions of the world. It has brought severe restrictions which have affected the way we travel and cross borders.

Trafficking in Persons has become a major international issue that has affected our nation. Trafficking of human beings may be regarded as the recruitment, transportation, harbouring, or receipt of people for the purpose of exploitation.<sup>99</sup> It is estimated to be a US\$5 to US\$9 billion-a-year global

<sup>98</sup> Based on preliminary data from the Statistics Department of the Jamaica Constabulary Force.

<sup>99</sup> Exploitation includes forcing people into prostitution or other forms of sexual services, forced labour, slavery or practices similar to slavery, servitude and the removal of organs.



industry. The USA maintains an international watch on Trafficking in Persons. Countries are rated on a three tier system with one being the best rating and three being the worst. A US report on Jamaica cites cases of males and females being coerced into sexual exploitation and sometimes forced labour as the major infractions committed in this country. In 2007, Jamaica was rated at tier two, an improvement on the tier three at which the country had been ranked within the previous five years.

The proliferation of international criminal networks and the international drugs trade are two other global concerns. These issues have threatened the security and safety of both the developing and developed world, with profound impact on Jamaica.

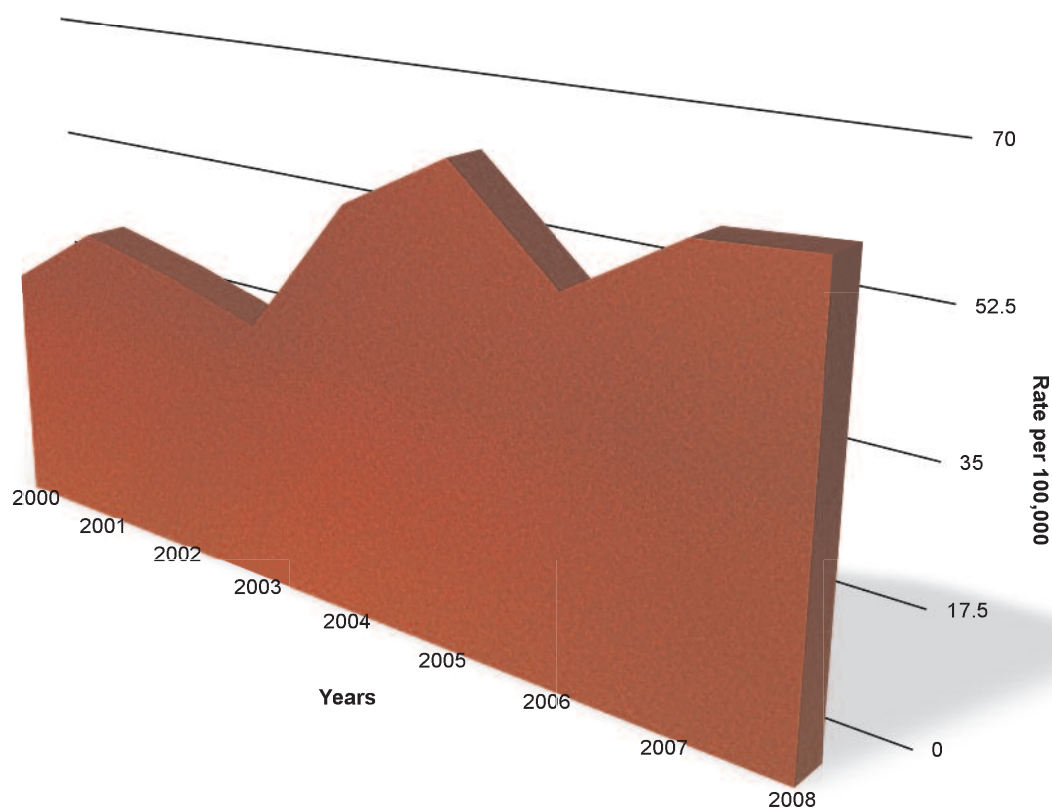
Cyber and intellectual property crimes are emerging. The growing importance of the Internet heightens the relevance of this issue. An important response to these issues is the modernization of our laws. Vision 2030 Jamaica will modernize our law enforcement and legislative framework to respond appropriately to these challenges.

A major impediment to effective law enforcement is the delay in dispensing justice. Despite ongoing reform and efforts to modernize the justice system, there is a backlog of cases before the Courts, resulting among other factors, from a shortage of key personnel such as judges, defense lawyers, and prosecutors. Dilapidated structures and absence of appropriate technology for recording, storing and processing information on matters before the Court also hinder the efficiency of operations in the Courts. Inefficiencies in the justice system reduce the effectiveness of law enforcement agencies such as the Jamaica Constabulary Force.

These inefficiencies also contribute to corruption within law enforcement agencies. They create opportunities for individuals to bypass the system through processes such as bribery of public officials. This has contributed to the general perception among the public that a high level of corruption exists within law enforcement agencies. The Justice Sector Reform process is expected to contribute to the elimination of these shortcomings.



Figure 12: Murder Rate per 100,000 from 2000-2008



## Issues and Challenges

### High Murder Rate

While Jamaica's total crime rate declined over the last ten years, violent crimes have been increasing at a disconcerting rate. The murder rate, in particular, has almost doubled in every decade since Independence. In 2000, the country's murder rate was approximately 33 per 100,000 persons. By 2008, it had risen (despite fluctuations) to 60 per 100,000,<sup>100</sup> among the three highest in the world.

This fact has had a crippling effect on the society and has fuelled a strong sense of victimization and fear of crime in Jamaica. Although close to 90 per cent of the murders are committed on males,

the number of females murdered has been increasing. In 2007, the number was 147; it rose to 164 in 2008.

In contrast to the trends in murder, the general crime rate has been steadily declining. In 1996, the rate was 2,256 offences per 100,000. By 2006, this rate had declined to 1,074. However, in 2007, the rate rose to 1,244 and preliminary indications are that it rose further in 2008.<sup>101</sup> Nonetheless the earlier trend clearly focuses the concern on violent crimes and murder in particular.

The society has puzzled over the factors that have led to the high murder rate. In some quarters, poverty and unemployment have been named as the main causes. However, while links have

<sup>100</sup> Jamaica: The Road to Sustained Growth, The World Bank, 2003 and the JCF Statistics Department (preliminary data for 2008).

<sup>101</sup> These data were not available at the time of preparation of this document.

been established between the incidence of poverty and unemployment and certain types of crimes,<sup>102</sup> there is little or no evidence to support the notion that the murder rate is the direct result of these factors.<sup>103</sup> Two main factors that have been pinpointed are the ease of illegally accessing guns and the rise in criminal gang networks.

### **Guns, Gangs and the Transnational Drugs Trade**

The transnational drugs trade is a factor that has been associated with the proliferation of gangs and the illegal movements of guns across borders. The drugs-for-guns trade between Haiti and Jamaica, in particular, has been cited as a major component of the operations of local and international criminal gangs and the movement of guns into our island. Guns and gangs are two factors that have been linked to the high murder rate. Over the years 2006, 2007 and 2008, the percentage of murders reported to have been committed with guns were 75 per cent, 79 per cent and 78 per cent respectively. Over the same period, gang related murders accounted for 33 per cent, 50 per cent and 46 per cent respectively. Some law enforcement officials suggest that stemming the movement of drugs between countries such as the USA and UK has resulted in increased competition among local gangs over turf to compensate for income lost.

### **Dons and Garrison Communities**

The advent of political “garrisons”<sup>104</sup> and the attendant rise of the community “dons”<sup>105</sup> have contributed to the proliferation of community gangs and murders. Garrison communities first arose in the 1960s as outcomes of a polarised political culture. This type of polarization resulted in the death of over 800 people during the 1980 General Elections. Many of these communities have evolved into havens for criminal gangs with the dons operating as leaders of criminal networks.

### **Domestic Violence**

In 2008, approximately 4 per cent of murders stemmed from domestic disputes. In 2007, the number of incidents of domestic violence rose by 29 per cent to 9,625 when compared to 2006. Assault and wounding accounted for 45.8 and 41.9 per cent respectively of the total. Women are the main victims of this type of violence. However, anecdotal evidence suggests that there is a higher than reported rate of domestic violence against men, as abuse of men by women is rarely reported. This type of violence points to psychosocial factors such as the absence of meaningful family relations and an internalised value system that supports dysfunctional behaviour that might be influencing the society.

<sup>102</sup> Ibid.

<sup>103</sup> The fact is that while the rate of poverty has been trending downwards (the 2006 Survey of Living Conditions (SLC) indicates that poverty has fallen to the lowest level over the last ten years), the murder rate has been trending in the opposite direction. This and other factors suggest that addressing poverty and unemployment, though essential, will not necessarily result in significant reductions in the murder rate.

<sup>104</sup> A Garrison community may be regarded as “a veritable fortress completely controlled by elements in a political party” Balls, Patricia. *Garrisons and Corruption*, 2007.

<sup>105</sup> The term “dons” refers to some leaders in Garrison and other communities suspected to be heads of criminal networks.

**Sexual Violence**

The number of cases of rape and carnal abuse reported have been increasing. Rape as defined by the law may only be committed on females. Thus, in all recorded cases of rape and carnal abuse, females are the victims, the majority of whom are girls. Sexual abuse of males is not uncommon but is less reported and recorded as buggery or indecent assault. Boys are the main victims.

**Violence against Children**

There is reason for concern about increases in the number of children that are being murdered. In 2006, the number was 65. By 2008, it had risen by approximately 46 per cent to 94. Violence in general and occasional incidents of murder has been affecting our schools. Many of these acts of violence including incidents of murder are being committed by other children. This has prompted the Ministry of Education to implement special security arrangements, in schools. It also points to the need to strengthen measures to address the psychosocial needs of our children.

**Geographical Distribution of Violence**

Another dimension to the problem of violent crime is the distinctive pattern in the geographical distribution of murders. A higher proportion of murders are committed in urban areas as opposed to rural areas. In 2008, 58 per cent of murders were committed in the metropolitan areas of Kingston, St Andrew and St. Catherine. This contrasts with 42 per cent for the rest of the island. Among rural parishes, St. James and Clarendon accounted for 13 per cent and 10 per cent respectively while the next highest concentration of

murders in any rural parish was 3 per cent. This pattern, notwithstanding fluctuations in the actual percentages, has been sustained between 2006 and 2008. These statistics suggest the need for a community-based approach in the analysis of and response to these crimes.

**High Percentage of Youth Involvement**

There is an age dimension to the commission of crimes. Youth are the largest subgroup (15-24 years) involved as both the primary victims and perpetrators of violent crimes and murder in particular. The obvious conclusion is that an age dimension to the analysis and treatment of these crimes is very important.

**High Percentage of Males in Criminality**

There is marked differentiation between male and female involvement in criminal acts both as victims and perpetrators. Over the period 2002 to 2006, the ratio of males to females who committed major crimes was 98:2. The trend continued into 2008. While the differences between males and females were less marked, men were also far more frequently the victims of major crimes. In 2007, 65.6 per cent of victims were males compared with 35.4 per cent females. In 2008, the degree of differentiation was similar – 62 per cent males compared with 38 per cent females. When rape and carnal abuse are taken from the statistics,<sup>106</sup> the degree of differentiation increased to 71 per cent males compared with 29 per cent females. This clearly points to the need to take a gendered approach to the analysis of and fight against crime.

<sup>106</sup> Rape and carnal abuse, as defined by the law, may only be committed against females.

***Inadequate Institutional Capacity***

The institutional capacity for maintaining law and order has been incrementally improved with: the acquisition of equipment; new leadership in the JCF; infusion of new methodology and technical support from overseas; new and rehabilitated physical infrastructure; training; and recruitment of senior staff to strengthen the policy and research capacity of the Ministry of National Security.

Despite these improvements, the JCF and the DCS still operate under constraints that include: an inadequate number of personnel for monitoring and policing; poor quality infrastructure, particularly the Adult Correctional Institutions and police stations in rural areas; insufficient modern crime-fighting equipment and motor vehicles; insufficient training in modern methods of policing, management of custodial clients, investigation and crime solving; the absence of a modern legal framework to facilitate effective detection and prosecution of offenders; and inadequate programmes for

rehabilitation, after-care and counseling services for custodial and non-custodial clients.

***Low Level of Societal Trust in the Security Forces***

The work of the security forces is hampered by a lack of trust between themselves and the communities they serve. There have been many accusations of police excesses, particularly from inner city communities. When compared to international standards there is a relatively high level of fatalities caused by police attacks which have not served to strengthen public confidence in the JCF and ISCF. Over the period 2006 to 2008, the average number of persons killed annually by the police was approximately 262. A counterpoint is that, during the same period, the average number of policemen killed was 14. This has been exacerbated by documented cases of involvement of the security forces in criminal enterprise and corruption which have fueled public perception that this is a widespread characteristic of the security forces.



Photograph contributed by PIOJ

## National Strategies

There are many ways to stimulate investment, but improvements in the adherence to law and maintenance of order, in the context of the present and long-standing crime problem, will likely have high payoffs for investment in Jamaica. Increased national security will raise two of the three components of production – capital and total factor productivity. Threshold 21 (T21) Jamaica model simulations, to capture the effect of investing in improved national security on capital formation and technological capacity, produced higher payoffs than equivalent investment in any other area including health, education and infrastructure. National security should therefore be a priority area for implementation under Vision 2030 Jamaica.

Vision 2030 Jamaica gives consideration to the multiplicity of complex issues surrounding national security. It ensures sensitivity to social and demographic dimensions such as gender and age and to the relationships between law enforcement agencies and communities.

It also addresses the varying dimensions of crime such as the role of criminal gangs, the drugs-for-gun trade, dons and border security. Issues such as the reform, modernization and improvement of the operational capacity of law enforcement agencies are also addressed under the Plan.

While we note that the solution to crime, particularly murder, is complex, there are some areas for primary focus based on the foregoing discussion. The Plan recognizes that the long-term solutions require gradual intervention in targeted communities that are most vulnerable and among population segments such as young males. It also identifies the need for targeting the guns-for-drugs trade and criminal gangs. It further recognizes that, in the short run, the security forces must have the capacity to contain outbreaks of criminal violence especially in high risk communities. This will be achieved through: training in modern methods; acquisition of modern and effective non-lethal equipment for controlling community unrest; the modernization of



Photograph by the Gleaner Co. Ltd.

A model simulation was conducted to quantify the effects of shifting public resources towards national security. Based on the model simulations, the proportional reallocation of 10 percent of discretionary expenditure to National Security up to 2030, raises GDP per capita by 33.6 per cent; shifting that amount entirely from General Services provides a boost of 38.8 per cent – the largest gain from a series of simulations.

the legal framework to facilitate effective policing; adequate numbers of appropriate vehicles; and improved capacity for investigation and prosecution of offenders. The Plan will foster greater collaboration between civil society, the private sector and the Government in implementing and

financing the strategies. The reform of the justice system will complement the improvements to the security forces.

The National Strategies are listed in the table below. An elaboration on the National Strategies and some selected sector strategies follow.

**Table 16: National Strategies and Responsible Agencies – Security and Safety**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
5-1 Strengthen the capacity of communities to participate in creating a safe and secure society	Ministry of National Security Non Governmental Organizations (NGOs) Faith Based Organizations (FBOs) Community Based Organizations (CBOs) Civil Society Department of Correctional Services (DCS) Jamaica Constabulary Force (JCF) Ministry of Education HEART Trust/NTA
5-2 Reform and modernize the law enforcement system	Ministry of National Security Ministry of Justice DCS JCF Passport Immigration and Citizenship Agency (PICA) Department of Customs
5-3 Improve the security of the border and territorial waters	Ministry of National Security JCF Jamaica Defence Force (JDF) Department of Customs PICA
5-4 Strengthen the anti-crime capability of law enforcement agencies	Ministry of National Security Ministry of Justice DCS JCF PICA
5-5 Strengthen the management, rehabilitation and reintegration of clients of correctional services	Department of Correctional Services (DCS) NGOs Community Based Organizations Private Sector

### 5-1 Strengthen the Capacity of Communities to Participate in Creating a Safe and Secure Society

Under this strategy, Vision 2030 Jamaica will implement measures to empower communities to become independent of the criminal gang networks and participate fully in mainstream society. This will include encouraging greater conformity to the laws and values of the wider society, provision of social and physical infrastructure, training for under-trained and unattached youth, re-socialization, and identification of opportunities for entrepreneurship. Initiatives will facilitate increased positive ties between communities and law enforcement agencies.

#### Selected Sector Strategies:

- Improve the implementation of targeted community interventions
- Implement holistic programmes focussing on prevention and suppression of youth involvement in crime
- Promote awareness and care for vulnerable groups
- Establish/strengthen community groups and councils
- Develop programmes to mobilise and draw on societal support for safer communities
- Improve community conformity to legal requirements

### 5-2 Reform and Modernize the Law Enforcement System

Through this strategy Vision 2030 Jamaica will ensure that law enforcement entities are effective and efficient in the delivery of services and operate at the highest standard of professionalism. We

will improve the working environment and arrangements for law enforcement officers to the best international standards and ensure that they operate under an effective management structure, in alignment with a modern model of policing. We will address ethical concerns levelled against law enforcement officers and improve their level of accountability. We recognize that the appropriate framework needs to be developed to deal with modern crimes such as cyber and intellectual property crimes. Our strategy includes plans for acquiring new equipment, building new accommodations and refurbishing some existing ones.

#### Selected Sector Strategies:

- Devise and implement an effective management framework aligned to a modern model of policing
- Support the reform of the Justice System
- Create a comprehensive human resources development system to ensure professionalism within law enforcement agencies
- Develop a holistic approach to the welfare of law enforcement officers
- Strengthen accountability frameworks within law enforcement agencies
- Modernize the approach to policing activities
- Facilitate a culture of integrity and ethical behaviour with law enforcement agencies (JCF, JDF, PICA, DCS)
- Improve the quality of services provided by law enforcement agencies (JCF, JDF, Department of Customs and PICA)



### 5-3 Improve the Security of the Border and Territorial Waters

We recognize that threats to our security do not all originate within our borders. The illegal movement of narcotics and guns across our borders as well as the trafficking of persons and contraband illustrate this point. Under this strategy Vision 2030 Jamaica will reduce possible external threats of terrorism, the movement of contraband, particularly drugs and illegal weapons, and respond to the illegal movements of people through Jamaica. By reducing the influx of illegal guns and the trade in drugs, the murder rate is expected to decline.

#### Selected Sector Strategies:

- Strengthen security mechanisms at ports of entry
- Improve institutional capacity to monitor marine and aerial domains
- Ensure a coordinated national response to threats of terrorism
- Advance the regulatory framework for non-citizens
- Fortify collaboration with regional partners and international bodies

### 5-4 Strengthen the Anti-Crime Capability of Law Enforcement Agencies

Vision 2030 Jamaica will, through this strategy, implement measures to strengthen the capacity of law enforcement agencies to effectively contain crime and reduce the opportunities for its occurrence. Our

strategy will enhance the level of equipment available to law enforcement agencies and introduce new approaches that will be more effective in reducing crime.

#### Selected Sector Strategies:

- Increase access to policing services
- Improve communication and information technology infrastructure
- Roll out community policing in all communities island-wide
- Adequately equip law enforcement agencies to deliver a timely response (JCF, JDF, PICA, DCS)
- Reinforce the regulatory framework for private security firms

### 5-5 Strengthen the Management, Rehabilitation and Reintegration of Clients of Correctional Services

Through this strategy, Vision 2030 Jamaica will strengthen the ability of the Department of Correctional Services (DCS) to secure, rehabilitate and reintegrate its custodial and non-custodial clients. It focuses on strengthening the institutional framework of the DCS, including the building of new and rehabilitation of existing facilities, building the capacity of personnel in the department, introducing modern methods of rehabilitation and increasing community involvement in the reintegration of former inmates and offenders into civil society.

**Selected Sector Strategies:**

- Expand the framework for rehabilitation of inmates and offenders
- Strengthen the institutional capacity of the DCS and its partners
- Provide suitable alternatives to incarceration for offenders who are mentally ill where appropriate
- Establish a comprehensive system for the reintegration and rehabilitation of deportees through partnership between state and non-state actors
- Develop an appropriate framework for human resource development within the DCS

**Table 17: Proposed Indicators and Targets for National Outcome #5**

National Outcome #5 – Security and Safety					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
		2012	2015	2030	
	2007 or Most current	2012	2015	2030	
Crime rate/100,000 population	1,244	1,095	922	218	Targets established by doing analysis starting from projected murders as a % of major crimes, then major crimes as a % of total crimes.
Crime rate/100,000 population (Major Crimes)	271	216	182	43	The average of murders as a % of major crimes for 2005-2007, is 23.1%. This average is used to develop targets for incidence of major crimes.
Murder rate/100,000 population	59	50	42	10	According to the Geneva Declaration on Armed Violence global average murder rate was 8/100,000 (04) <sup>107</sup> . Our target is to fall to not more than 10 by 2030.
% Recidivism	20.8%	≤ 20%	≤ 15%	≤ 10%	The target is to have a rehabilitation system that minimizes recidivism, and a rate of 10% is proposed as a leeway to accommodate sociopaths.

<sup>107</sup> [http://en.wikipedia.org/wiki/List\\_of\\_countries\\_by\\_murder\\_rate](http://en.wikipedia.org/wiki/List_of_countries_by_murder_rate)

## NATIONAL OUTCOME # 6 EFFECTIVE GOVERNANCE

### Overview

“Governance is the exercise of power in the economic, political and administrative management of the country’s resources. Governance comprises the traditions, institutions and processes that determine how power is shared and exercised, how decisions are made and how authority responds on issues of public concern.”<sup>108</sup>

“Effective (good) governance . . . requires a capable democratic state as well as a vigorous civil society and an innovative private sector. It is not an event but a process. It is the product of deliberate policy choices which countries make in managing themselves and creating a vision for the future”

Sidiropoulos, Elizabeth (ed). 2005. “Editor’s Note, Public Sector Governance – Singapore and the Czech Republic” In The South African Institute of International Affairs, Global Best Practice Report No. 4.

The principles of governance applies 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. We continue 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:

- Reform of the Public Sector as reflected in White Paper 56/2002 “Government at Your Service: Public Sector Modernization Vision and Strategy 2002 – 2012,” improving among other things, the delivery of services in public sector institutions, and the accountability framework of these institutions
- Improved transparency in the public service and access to information facilitated by the Access to Information Act
- Modernization of Jamaica’s Justice System
- Establishment of the framework for Local Government Reform
- The development and implementation of a Local Sustainable Development Planning Framework
- The development and implementation of the Medium-Term Socio-Economic policy Framework

<sup>108</sup> Government at your Service - Public Sector Modernization Vision and Strategy 2002-2012. Cabinet Office, GOJ.

While we have formal institutions, a well-established parliamentary democracy and a relatively strong and competent civil service, these have not resolved the many governance challenges that we face.

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.

Other key areas of focus of this National Plan include engaging in constitutional reform, reform of the justice system, modernization of the public sector, and a vibrant civil society that balances the power of the Government and holds it accountable for delivering better services and improving the well-being of all. The Plan also presents a framework for the achievement of social transformation through a new paradigm of local governance which will give communities greater scope for their self-management and enable them to actively participate in policy decisions at the national level. The strategies articulated will enable us to achieve the average score of the top 15 HDI countries in our governance indicators by 2030.

<sup>109</sup> Jones (2008).

## Issues and Challenges

### Government Effectiveness

Government effectiveness in the Jamaican context is of utmost importance as it is tied to several issues such as rule of law and corruption which have direct consequences for governance. Our citizens are now demanding and expecting public institutions to deliver on their promises and objectives, in an efficient, customer friendly manner. Although the Jamaican public sector has many abilities it lacks some critical capacities, as evidenced by weak systems and processes within its management and administrative structures.<sup>109</sup> Another area of weakness is the capacity of the Government to draft and enact legislation in a timely manner. Government continues to deal with these areas of concern about government effectiveness through the reform programme underway for the public sector. The current public sector reform programme details plans to re-affirm the values of public service, stressing integrity, objectivity and accountability. Another aim of the reform process is to secure improvement in the public sector through the establishment of a performance culture.

Whilst progress has undoubtedly been made, it is neither fast nor comprehensive enough to enable the Government to cope with the challenges of the modern era, such as the newest wave of globalization, reducing the fiscal deficit and meeting the rising expectations of the society for better services from the State. Tied to

government effectiveness are the quality of public institutions and the efficiency of their operations. Excessive bureaucracy and red tape, over-regulation, corruption, dishonesty in managing government contracts, and lack of transparency and accountability impose excessive economic costs to business, slow down the process of economic development, and affect our country's competitiveness and growth.<sup>110</sup>

The experience of our citizens with Government services, as elaborated in National Strategy 8-1, is a key indicator of the quality of governance. There is a perception by the public that some public sector institutions are not effectively carrying out their stated functions/mandates. A frequent theme emerging from reviews of the functions of a range of different organizations with limited resources in the public sector is the difficulty in dealing with large numbers of clients. This scenario produces frustration for citizens due to long lines and multiple visits to public offices to obtain goods and services, often coupled with poor treatment by public officials. Public officials, demotivated by the difficulties, often provide sub-standard customer service.

### **Weak Accountability Mechanisms in Government**

There are over 165 active public bodies in Jamaica comprising statutory agencies and authorities as well as Government-owned companies, which collectively represent an important subset of the public sector and are integral to the development and implementation of a number of key policy objectives. The accountability framework across these

institutions needs to be strengthened to improve effectiveness, and to ensure that working arrangements are open and transparent.

There is need for stronger corporate governance frameworks within public sector institutions as well as strengthening of the anti-corruption and ethics mechanisms. The need is highlighted by the 3.3 out of 10 score for Jamaica in the latest Transparency International Corruption Perception Index (2008 Report). A score of 10 indicates that a country is highly "clean", while a score of 0 indicates that it is highly corrupt. This latest score has ranked Jamaica 84<sup>th</sup> among the 179 countries surveyed.

Issues related to the perception of corruption caused the Government to place greater focus on the transparency and accountability of public bodies, through Ministry Paper 56/ 2002 - 'Government at Your Service' – as part of overall public sector reform, and through a number of bills including the Public Bodies Management and Accountability Act (2001), the Corruption Prevention Act (2002), the Financial Audit and Administration Act (2002), the Contractor General's Act (1983) and the Access to Information Act (2002).

### **An Inefficient Justice System**

Jamaica enjoys very strong judicial traditions. The many challenges to maintaining these strong traditions include:

- increasing demands on often over-stretched resources
- outdated technology
- infrastructural inadequacies

<sup>110</sup> GCI Report 2007-2008.

These and other challenges lead to lengthy delays in disposing of cases, and diminishing confidence in the rule of law and a rise in dangerous social practices such as vigilantism, street justice and human rights abuses.

There are increasing demands on our justice system in Jamaica as a result of changing social, technological and economic conditions. The fragmentation of some communities, lack of social and economic progress and the sharp rise in violent crimes are major factors contributing to inordinate pressure on

the justice system. Some Jamaicans perceive the legal system and the lawyers and judges who administer the system as hindrances to the operation of a fair and just society rather than an essential component of the society.

The Government began implementing changes to improve the performance in the administration of justice through the Jamaica Justice System Reform Project. However, it will take time to restore full trust in public institutions and public officials that dispense justice.

# NATIONAL OUTCOMES

## STRENGTHS OF THE JAMAICA JUSTICE SYSTEM

1. High levels of confidence in the integrity and commitment of the judiciary
2. Integration of mediation into both criminal and civil cases
3. Availability of legal aid for criminal cases
4. Existence of specialized courts
5. Institutional commitment and advocacy for reform

## WEAKNESSES OF THE JAMAICA JUSTICE SYSTEM

1. Delays in disposing of cases resulting in backlogs
2. Poor infrastructure – decayed courthouses
3. Inconsistent enforcement of laws and legal processes
4. Inadequate emphasis placed on human rights and adherence to international treaties
5. Complex and inflexible court procedures
6. Outdated and inefficient practices and procedures

**Rule of law and public freedoms are primarily provided by State institutions and, more specifically, relate to:**

- the justice system which is responsible for interpreting the law, and penal institutions;
- the police, responsible for enforcing the law while respecting individual and collective rights;
- parliamentary assemblies;
- high courts;
- institutions responsible for promoting and safeguarding human rights, which ensure that democracy takes root and that there is ownership of human rights values;
- various institutions such as mediators (ombudsmen), bar associations, contracts commissions.

### **Rule of Law**

A strong rule of law regime is essential for sustainable economic development; it can contribute positively to increases in foreign investments and improved social indicators, such as lower infant mortality and higher literacy. The rule of law as a concept, comprises several instrumental features that work together to create this rule of law. Each Jamaican citizen is subject to the 'rule of law'; the law of the land is supreme and all people are equal before the law. The rule of law in Jamaica is threatened by the following:

- Slow pace of development of appropriate guidelines/laws/procedures for adherence to effective governance principles
- Outdated legislation
- Lack of resources to monitor and enforce the implementation of laws, policies etc.
- Escalating crime and violence
- Persistence of garrison communities

### **Perception of Corruption**

In Jamaica, 'corruption, in perception and reality' has grown to become a major popular concern and public policy issue. Jamaica's Corruption Perception Index (CPI) Score has been consistently low and, in 2008 fell into the group of countries identified as highly corrupt (84<sup>th</sup> out of 179 countries with a score of 3.3 out of 10).<sup>111</sup> This perception of corruption is further compounded by what is considered the failure of authorities to adequately punish public officials and members of the security forces who are identified as being involved in acts of corruption. The hopes of strengthening democracy in Jamaica rest with substantial reduction of corruption, which the public ranks as one of the top problems facing the nation (Munroe, 2000:14).

<sup>111</sup> Jamaica 2015. National Progress Report 2004-2006 on Jamaica's Social Policy Goals.

### ***Infringement on and Lack of Respect for Human Rights and Freedoms***

The infringement on and lack of respect for human rights and freedoms is evidenced by issues such as child prostitution, trafficking in persons,<sup>112</sup> and police excesses. There has been increasing violence against women and children since 2003. The Government has been chided by the citizenry for its poor record in dealing with sexual violence against women and children. The justice system also has been criticized for the prejudicial/discriminatory way in which it deals with sexual violence, which is the second leading cause of injury to Jamaican women. Additionally, the International Organization for Migration (IOM) states that Jamaica is a source for women and children trafficked for purposes of sexual exploitation and labour, while the International Labour Organization (ILO) estimates that several hundred minors from here are involved in child labour and the sex trade.

Citizens have also cited the abuse of power by members of the Police Force and lack of Police accountability as an infringement on their rights.



<sup>112</sup> See also National Outcome #5.

### ***Low Levels of Citizen Participation in Governance Structures***

Citizen participation in governance has always been a driving force for change. In Jamaica, citizen participation in governance issues is low due to:

- Narrowly defined mechanisms for citizen participation in decision-making processes
- Lack of internal capacity of some NGOs/CBOs to effectively facilitate community participation
- Low voter turnout at national and local government elections

### ***Gender Inequality and Inequity***

Women and men are differentiated in the way that they are positioned in society and in the way that they are affected by various situations and experiences. For example, there are differences in their life expectancy and in the way that illnesses affect them. While women live longer than men, they suffer from more illnesses than men in their older years. Additionally, males are the main victims and perpetrators of crimes, particularly violent crimes. Females are the main victims of gender-based violence, including rape and carnal abuse.

Despite progress made in fostering gender equity in our society, inequities persist in the positioning of men and women. This is particularly evident in areas such as the education system and politics. Women are better represented at the higher levels of the education system. At the tertiary level, they exceed men by a margin of two to one and outperform males at the secondary level. With respect to political power and leadership, they fare worse than males. Some 13 per cent of Members of



Parliament are female; and of the three in the governing party, one is a Cabinet member. Representation of females at the Local Government level and in the Upper House of Parliament is somewhat better but still far below the level of males.

In the labour market, women are under-represented and lag behind men in their rate of employment. The rates of unemployment in 2007 were 6.2 per cent for men compared with 14.5 per cent for women.

The foregoing demonstrates the importance of taking a gendered approach to fostering equity in the society and in pursuing the development of our country. The framework for the development and implementation of policies, programmes and plans must be guided by an awareness of gender differentials.

### Constitutional Reform

The process of constitutional reform dates back to 1991. The Constitution sets out the rules regarding the executive, the legislature, the judicature and the public service. It contains provisions relating to Jamaican citizenship and to the fundamental rights and freedoms of the individual. Our Constitution is not legally rooted in any Act on the part of the Jamaican people but in a statute of the United Kingdom Parliament – The Jamaica Independence Act. The process of constitutional reform will consider a number of issues including: the change from a constitutional monarchy to a republic; the replacement of the Judicial Committee of the Privy Council as the final court of appeal; the revision of Chapter 3 of the Constitution dealing with fundamental rights and freedoms; and separation of powers.



Photograph by Howard Moe-Young

### National Strategies

The following Table identifies the National Strategies that will take Jamaica onto the path of good governance. These strategies are designed to reflect the important roles civil society, the private sector and the State collectively have to play to achieve governance that

embodies participation, transparency, accountability, efficiency and promotion of the rule of law in our country.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 18: National Strategies and Responsible Agencies - Effective Governance**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
6-1 Strengthen the process of citizen participation in governance	Cabinet Office Department of Local Government Office of the Prime Minister Local Authorities (Parish Councils) Social Development Commission Ministry of Justice
6-2 Reform the Justice System	Ministry of Justice Cabinet Office
6-3 Ensure tolerance and respect for human rights and freedoms	Ministry of Justice Office of the Political Ombudsman Public Defender
6-4 Engage in constitutional reform	Ministry of Justice Houses of Parliament
6-5 Strengthen public institutions to deliver efficient and effective public goods and services	Cabinet Office Government Ministries, Departments and Agencies Local Authorities (Parish Councils)
6-6 Foster equity in all spheres of society	Office of the Prime Minister Bureau of Women’s Affairs Ministry of Labour & Social Security Government Ministries, Departments and Agencies
6-7 Strengthen accountability and transparency mechanisms	Cabinet Office Houses of Parliament Auditor General Contractor General Office of the Ombudsman

NATIONAL OUTCOMES

## 6-1 Strengthen the Process of Citizen Participation in Governance

Throughout the world, there is a movement towards greater decentralization and the deepening and broadening of the democratic process. Decentralization and local governance are 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.

The formal parliamentary system allows for citizens' input and engagement through Parliamentary Committees, and our process of Local Government Reform presents a new approach to governance. This new approach will empower our citizens and communities to have a say in the management of their own affairs and in national policy and decision-making processes that affect their quality of life and life chances. Vision 2030 Jamaica responds and builds on this approach by:

- Utilizing and fully recognizing 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

- Mainstreaming gender in all aspects of local and community governance and empowering marginalized or underserved groups

The process of citizen participation in governance must respond to the current realities and emerging trends of the twenty-first century society. This National Strategy proposes a model by which democracy, participation and accountability at the local level are to be pursued.

### Selected Sector Strategies:

- Give constitutional recognition and protection to the Local Government System
- Fully implement Local Government Reform
- Create a platform to improve the effectiveness of the people's representatives
- Effectively infuse participatory processes in Government, the national policy framework, and investment processes
- Strengthen the capacity of local organizations/bodies (PDCs, DAC, CDCs) to facilitate citizen participation in decision-making processes
- Create frameworks to ensure that public information is accurate and accessible to all to enable citizens' participation
- Institutionalize a culture of openness and accountability

## 6-2 Reform the Justice System<sup>113</sup>

The system of justice is a generic platform on which all other sectors of the society depend and build. An inability to secure and sustain justice has implications for the strength of a country's democracy. An efficient justice system sustains the society and facilitates its peaceful evolution. The rule of law and the effective functioning of the Courts and other parts of the justice system 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.

Vision 2030 Jamaica will provide a justice system that is available, accessible, accountable, affordable, flexible and fair. This strategy will facilitate increasing the size and capacity of the judiciary, improve the technology for timely disposal of cases, strengthen the Court system and rehabilitate the existing infrastructure. Emphasis will also be placed on rebuilding trust in the justice system by building the capacity of public officers responsible for dispensing and administering justice and facilitating a knowledge culture within the system.

### **Selected Sector Strategies:**

- Provide timely justice to encourage early resolution of matters at reasonable cost
- Present a high standard of justice to promote transparent administration of the law
- Provide a physical environment that facilitates the efficient administration of justice

- Enhance the administration systems in the Courts
- Facilitate the legal representation of the rights of citizens
- Increase the level of professionalism of all officers in the justice system

## 6-3 Ensure Tolerance and Respect for Human Rights and Freedoms

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 and work. Although the more aspirational provisions of human rights law contained in the economic and social rights set out in the Universal Declaration on Human Rights and in the International Covenant on Economic, Social and Cultural Rights (ICESCR) have not been given constitutional status in Jamaica, they have served as broad indicators for social and economic policy in the domestic sphere.

The State has generally followed policies designed to show deference to the main civil and political rights, and to encourage human development through policies meant to increase access to and availability of health care and educational services, and improve employment opportunities. In the case of the right to life and freedom from inhumane and degrading treatment, there are some

<sup>113</sup> Information taken from the Jamaica Justice System Task Force Report, 2007.

noted weaknesses in the performance of the State (for example, the level of police killings and the degrading conditions in some of the island's correctional facilities). Vision 2030 Jamaica defines a framework to improve our performance level concerning human rights. The Plan effectively addresses issues such as: human trafficking; preserving the rights of the child; violence against women and children; and equity for disadvantaged groups.

#### **Selected Sector Strategies:**

- Strengthen the culture within the legal profession to respect human rights
- Entrench a new Charter of Rights in the Constitution that guarantees the fundamental rights of every Jamaican citizen
- Create a platform for dispute-resolution procedures across all spheres of the society
- Build capacity across the society to facilitate respect for diversity and privacy towards creating an atmosphere of tolerance
- Incorporate human rights issues into all national policies
- Align development programmes with human rights commitments expressed in international treaties, national constitution and legislation

### **6-4 Engage in Constitutional Reform**

Engaging in Constitutional Reform at this time in our country's history will begin the process of removing from the Constitution the last remaining vestiges of colonial status as befits the modern Jamaican society. Vision 2030 Jamaica will implement the reform process that will lead to full sovereignty in the executive and judicial branches of government. The process of constitutional reform will

define the form of Government for Jamaica's future.

#### **Selected Sector Strategies:**

- Amend the Constitution to ensure full sovereignty in the executive and judicial branches of government and to reflect the current realities of our society
- Prepare guidelines with appropriate sanctions, on the roles and responsibilities of members of the Houses of Parliament to ensure effectiveness and accountability

### **6-5 Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services**

This national strategy will address three main areas of public sector governance, namely:

- Government effectiveness
- Regulatory Quality
- Equity in the distribution of goods and services

The environment in which the public service now operates has changed over the past several decades. Clients of the public service are now more informed and educated and have higher expectations for the quality, efficiency and effectiveness of public services delivered. The Government has long recognized this, and that an efficient public service is important to the development of the country.

Vision 2030 Jamaica will initiate the transformation of Jamaica's public sector to one that is efficient, productive, transparent and accountable and takes into account the needs and interests of all citizens. This will 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. We will establish mechanisms to build the capacity of an already well educated public service towards improving productivity. 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 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.<sup>114</sup> Tied to this is the need to improve regulatory quality to create an environment conducive to the efficient operation of the public sector and businesses and provide much needed protection for vulnerable groups.

#### **Selected Sector Strategies:**

- Foster world-class customer service and professionalism in all public institutions
- Create mechanisms for efficient and effective delivery of services
- Strengthen the capacity for the drafting and promulgation of legislation including building the capacity at the Office of the Parliamentary Counsel
- Create an efficient and effective regulatory environment that is responsive to change and dynamic
- Review and update legislative framework including repeal and revision of outdated laws where applicable

- Build capacity of public sector entities to effectively implement stated mandates
- Strengthen corruption prevention authorities
- Build openness and accountability into practices and organizational principles
- Proliferate and promote the delivery of first-class, easily accessible and secure e-government services
- Build an ethical framework to diminish both the practice and perception of corruption
- Ensure access by all to fair treatment in the distribution of goods and services
- Develop transformational leadership in public officials
- Effectively infuse participatory processes in Government business, national policy framework, investment processes
- Harmonize ICT infrastructure and systems across the public sector
- Proliferate and promote the delivery of first-class, easily accessible and secure e-government services
- Strengthen the capacity of local organizations/bodies

## **6-6 Foster Equity in all Spheres of the Society**

Vision 2030 Jamaica recognizes the importance of gender in the promotion of equity in the society. The differentiated experiences of men and women and impacts of these experiences, make it essential that we develop and implement policies, programmes and plans that are guided by an awareness of the differences between genders. This strategy seeks to ensure that gender

<sup>114</sup> Jamaica Social Policy Evaluation Project, Status Report 2006

related inequalities in the society and the imbalances that result are corrected and mitigated as far as possible.

We will ensure equity in the various spheres of our society including our institutional structures and policies, focussing on areas such as our politics and labour market where gender inequalities are prominent. We also will ensure that, in the delivery of services in areas such as health, recognition will be given to differences in the approach to health that men and women take and that equal respect is given to each gender.

#### **Selected Sector Strategies:**

- Create a psychological and structural environment that facilitates equal access for employment by both sexes, including vulnerable groups
- Ensure that health services especially in rural areas caters to health care needs of both men and women
- Develop a multi-sectoral and integrated plan to transform structural barriers which impede greater involvement by women and the youth in representational politics and private and public sector decision-making entities
- Develop a protocol to promote gender equality in all levels and stages of the electoral process

## **6-7 Strengthen Accountability and Transparency Mechanisms**

Governments worldwide are moving towards openness, transparency and accountability. Globally, the move to openness is supported by statements aimed at ensuring universal and equitable access to information as a basic human right. Accountability represents an increasingly important element of the work of Government as it monitors the actions of public officials and civil servants in order to promote transparency and encourage high quality performance.<sup>115</sup>

Our citizens and regulators are calling for higher levels of transparency and accountability. Vision 2030 Jamaica will strengthen accountability and transparency mechanisms by ensuring that: our resources are managed efficiently and effectively in order to deliver high quality public services; citizens are involved in the decision-making process of government; and those who are assigned responsibility for making the decisions are held accountable for their actions. New measures to be introduced to control corruption include:<sup>116</sup>

- Imposition of criminal sanctions for breaches of the rules governing the award of Government contracts
- Establishment of a Special Prosecutor to investigate and prosecute persons involved in corruption

<sup>115</sup> From [www.cabinet.gov.jm](http://www.cabinet.gov.jm).

- Enactment of legislation for the impeachment and removal from office of public officials guilty of misconduct, corruption, abuse of authority or betrayal of public trust
- Introduction of whistleblower legislation to protect persons who provide information on wrongdoing on the part of public officials
- Revision of the libel and slander law to ensure that it cannot be used as a firewall to protect wrongdoers

**Selected Sector Strategies:**

- Build into practices and organizational principles openness and accountability
- Build an ethical framework to diminish both the practice and perception of corruption
- Facilitate access to information at all levels of the citizenry
- Introduce participatory budgeting to heighten citizens’ participation and accountability for the alignment of priorities with budgetary allocations
- Institutionalize a culture of openness and accountability in institutions and among citizens

NATIONAL OUTCOMES



Photograph by Warren Hutchinson

Public launch - Plan preparation process

<sup>116</sup> Taken from inaugural address by the Honourable Bruce Golding at the swearing-in ceremony as Prime Minister of Jamaica, September 11, 2007 at King’s House.



**Table 19: Proposed Indicators and Targets for National Outcome #6**

National Outcome #5 – Security and Safety					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Voice and Accountability Index: <ul style="list-style-type: none"> <li>- Participation of citizenry in selecting government and policies</li> <li>- Freedom of media</li> <li>- Freedom of Expression</li> <li>- Freedom of Association</li> </ul>	0.61	0.78	≥0.88	≥1.37	<a href="http://info.worldbank.org/governance/wgi/mc_chart.asp">http://info.worldbank.org/governance/wgi/mc_chart.asp</a> Average score for top 15 HDI countries is 1.37, with the highest being 1.57. The target is to regain our best position (1996), by 2012, and to achieve the average score for the top 15 HDI countries by 2030. The target for 2015 is set by apportioning the 2030 target over the 18 year period.
Rule of Law: <ul style="list-style-type: none"> <li>- Violation of human rights</li> <li>- Trust in justice system</li> <li>- Effectiveness of Courts</li> <li>- Extent to which public officials abide by rules of country</li> <li>- Quality of contract enforcement</li> </ul>	-0.63	-0.30	≥0.04	≥1.75	<a href="http://info.worldbank.org/governance/wgi/mc_chart.asp">http://info.worldbank.org/governance/wgi/mc_chart.asp</a> Average score for top 15 HDI countries is 1.75, with the highest being 2.01. The target is to regain our best position (1996), by 2012, and to achieve the average score for the top 15 HDI countries by 2030. The target for 2015 is set by apportioning the 2030 target over the 18 year period.
Government Effectiveness Index: <ul style="list-style-type: none"> <li>- Quality of public service</li> <li>- Capacity of civil servants</li> <li>- Independence of civil service from political interference</li> <li>- Effectiveness of Government policies</li> </ul>	0.12	0.18	≥0.45	≥1.78	<a href="http://info.worldbank.org/governance/wgi/mc_chart.asp">http://info.worldbank.org/governance/wgi/mc_chart.asp</a> Average score for top 15 HDI countries is 1.78, with the highest being 2.24. The target is to regain our best position (2006), by 2012, and to achieve the average score for top 15 HDI countries by 2030. The target for 2015 is set by apportioning the 2030 target over the 18 year period.
Control of Corruption: <ul style="list-style-type: none"> <li>- Extent to which public power is used for private gain</li> <li>- Extent to which the state is “captured” by private elite interest.</li> </ul>	-0.49	-0.24	≥0.13	≥1.96	<a href="http://info.worldbank.org/governance/wgi/mc_chart.asp">http://info.worldbank.org/governance/wgi/mc_chart.asp</a> Average score for top 15 HDI countries is 1.96, with the highest being 2.42. The target is to regain our best position (1998), by 2012, and to achieve the average score for top 15 HDI countries by 2030. The target for 2015 set by apportioning the 2030 target over the 18 year period.
Female to male wage ratio at managerial level					The equal work equal pay policy is to ensure a 1:1 ratio. However, while the disparity in male: female wage rate has been improving, the 1:1 ratio has not been reached. Private-owned companies display more disparity than government enterprises. The global ratio is about 1:0.72-0.77. Not knowing the current value of this indicator, impedes targeting

### Goal 3: Jamaica's Economy is Prosperous

NATIONAL OUTCOMES

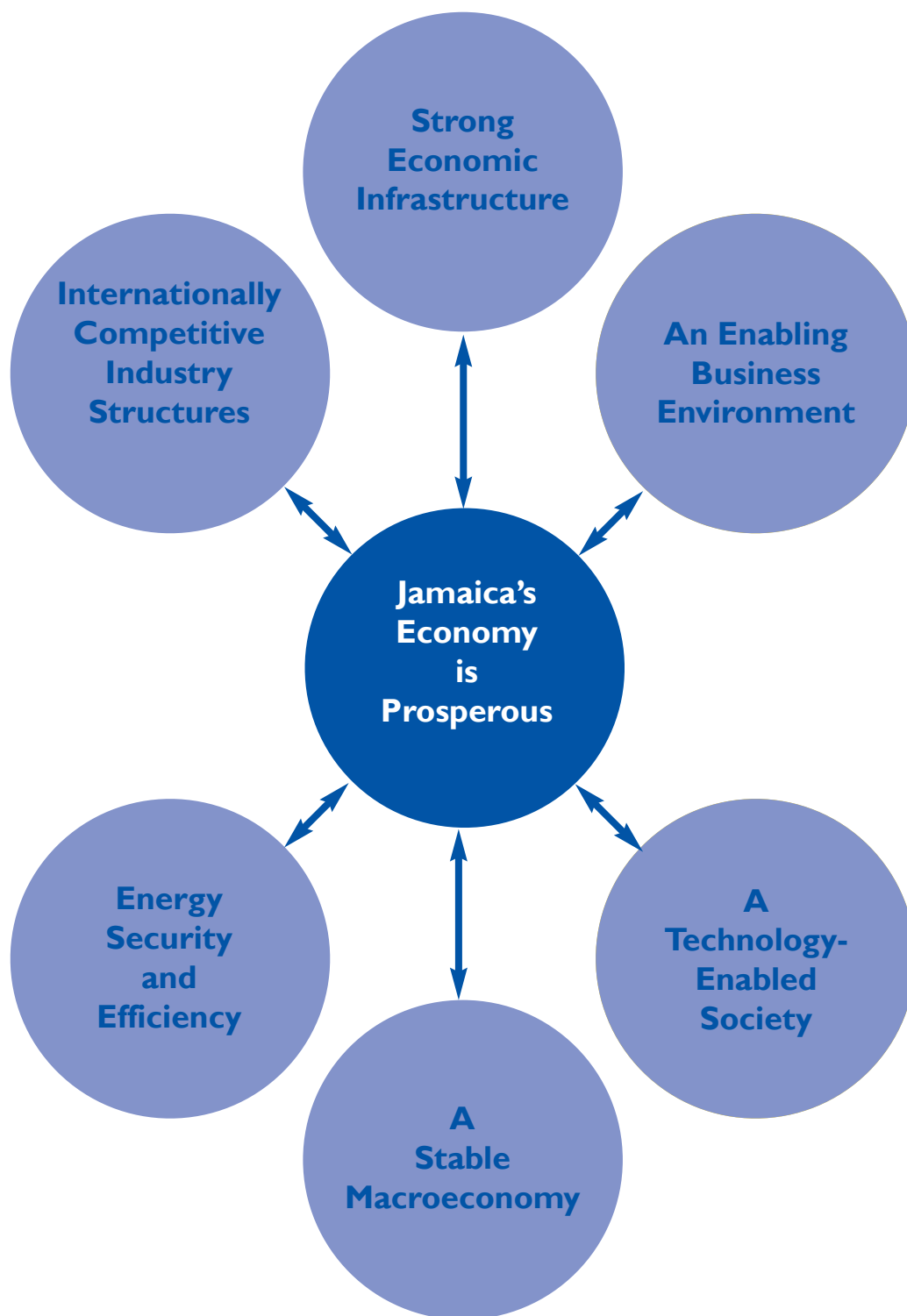


Figure 13: Goal 3 and Related National Outcomes

## NATIONAL OUTCOME # 7

### A STABLE MACROECONOMY

#### Overview

Economic development benefits from stable and predictable macroeconomic conditions which include relatively low levels of inflation, a stable exchange rate and sustainable fiscal balances. A stable macroeconomy reduces risk and uncertainty in decision-making by economic actors. Jamaica has significant macroeconomic challenges that constrain its economic prospects. These

“ A stable macroeconomy reduces risk and uncertainty in decision-making by economic actors... Jamaica... will address these challenges to create macroeconomic conditions for high and sustained growth in the standard of living of our people.

include levels of public debt that are among the highest in the world, persistent fiscal deficits, and a tax system that is complex and cumbersome. Under Vision 2030 Jamaica, we must and will address these challenges to create the macroeconomic conditions for high and sustained growth in the standard of living of our people.

The following aspects of the macroeconomy are addressed below:

- Fiscal and Debt Sustainability
- Tax Reform
- Financial System Stability
- Price Stability

#### Fiscal and Debt Sustainability

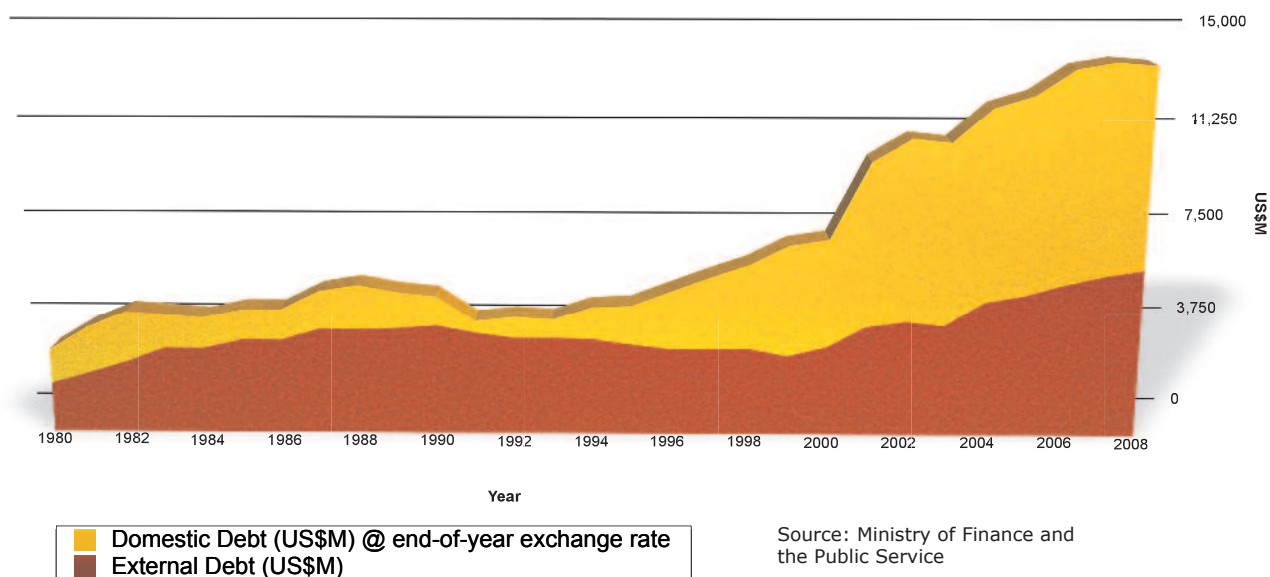
Sustainable fiscal and debt policies enable governments to finance the provision of adequate levels of public goods and services over the long term without adversely affecting the availability of resources to fuel private sector growth. Jamaica had a history of deficit financing as a feature of fiscal policy during the decades of the 1970s and 1980s. However, the Government produced small fiscal surpluses from 1989 to 1995,<sup>117</sup> before the financial sector crisis of 1995 to 1997 forced a return to fiscal deficits to help meet the costs of Government intervention.<sup>118</sup> While the Government has successfully generated primary surpluses in recent years,<sup>119</sup> fiscal deficits have continued, representing 4.6 per cent of GDP for 2007/08. Persistent high fiscal deficits are a source of macroeconomic instability, generating inflationary pressures and raising uncertainties about future levels of Government taxation and borrowing.

<sup>117</sup> Fiscal surpluses averaged 3.0% of GDP from 1989/1990 – 1995/1996 (PIOJ/Ministry of Finance and Planning).

<sup>118</sup> It has been estimated that the cost of restructuring the financial sector was equivalent to 40% of GDP (IMF 2006).

<sup>119</sup> The primary budget surplus of a government is the surplus before interest payments on its outstanding debt. Jamaica recorded a primary surplus of 6.5% for 2007/08.

**Figure 14: Jamaica - Public Debt 1980 - 2008**



NATIONAL OUTCOMES

The public debt has become a dominant factor in our country’s macroeconomy over the past two decades. The total public debt reached a peak of 212 per cent of GDP in 1984 and then declined relative to the overall economy to a low of 80 per cent in 1996, but increased dramatically in both absolute and relative terms in subsequent years as a consequence of the Government’s intervention to resolve the financial sector crisis.

Our country’s public debt had risen to a total of \$1,119.4 billion (US\$13.9 billion) in current dollars by the end of 2008, representing 106.9 per cent of GDP, one of the highest debt ratios in the world, and a per capita debt of over US\$5,000.<sup>120</sup> Two trends have characterized the structure of Jamaica’s public debt: increased reliance on borrowing from private creditors (primarily commercial banks and bond markets); and the relative increase in the internal debt, consisting primarily of local

registered stock and treasury bills. The internal debt presently accounts for 54 per cent of the total debt (2008) while the external debt accounts for 46 per cent.

The long-term economic development of Jamaica will benefit from sustainable reduction in the relative level of the public debt. The national debt impacts Jamaica’s prospects for economic development in many ways. Firstly and most simply, debt service payments reduce the funds available to the Government to address development challenges in areas such as education, security, health and infrastructure, affecting both recurrent and capital expenditure. Debt service payments accounted for 54 per cent of the total Government budget for the fiscal year 2007/2008, compared to 12 per cent for education, 7 per cent for national security and 5 per cent for health. All other sectors combined received 22 per cent of the budget.

<sup>120</sup> The debt to GDP ratio for 2008 reflects the rebasing of GDP by the Statistical Institute of Jamaica in 2008 to conform with the United Nations System of National Accounts (1993). This had the effect of increasing the measure of GDP in nominal terms.

The debt also forces the Government to raise capital at unprecedented levels to finance its budget, leading to the “crowding out” of the private sector in accessing resources in the local capital market to finance investment in productive ventures. Higher debt service payments also contribute to fiscal deficits. Moreover, cross-country analysis indicates a significant and negative relationship between total public debt and productivity growth, whereby higher levels of public debt reduce the ability of countries to achieve positive economic growth.<sup>121</sup>

## Issues and Challenges

### Global Economic Conditions

Jamaica’s efforts to achieve fiscal and debt sustainability have been made more challenging by the onset of a global economic downturn in 2007. World

economic growth in 2009 is projected to fall to its lowest level in more than half a century.<sup>122</sup> The fiscal impact on Jamaica may include: reduced flows of direct investment, export earnings and tax revenues; difficulties in sourcing financing from global capital markets; and reduced funds available for spending on social services.

### High Public Wage Bill

The Government has consistently generated primary surpluses in recent years, through expansion of revenue and compression of non-debt expenditure. However the Government’s ability to increase its primary surplus is constrained by the need for expenditure on social programmes and the high public sector wage bill which represented 64 per cent of annual non-debt recurrent budgeted expenditure in 2007/08.<sup>123</sup>



Photograph by Howard Moo-Young

<sup>121</sup> See World Bank (2003) and International Monetary Fund (2006a).

<sup>122</sup> World Economic Outlook Update (IMF, January 2009) projects global growth of only 0.5% in 2009.

<sup>123</sup> The three largest areas of public sector wage expenditure are national security, education and health.

### Loss-Making Public Entities

Another source of pressure on fiscal expenditure is the cost of loss-making public bodies, including Air Jamaica, the Jamaica Urban Transit Company (JUTC), and the Sugar Company of Jamaica (SCJ).<sup>124</sup>

### Tax Reform

Extensive studies of Jamaica's tax system<sup>125</sup> have suggested the need for far-reaching changes to facilitate faster and more broad-based economic growth. The reformed tax code should be simple, transparent, efficient, predictable and equitable.



Photograph by Howard Moe-Young

The Report of the Jamaica Tax Reform Committee (2004), which drew on previous studies of Jamaica's tax system, made a number of recommendations for tax reform including:

- Increasing the General Consumption Tax (GCT) rate (Jamaica's value-added tax)
- Unification of GCT rates and elimination of special exemptions on certain categories of goods
- Reform of property taxes
- Elimination of stamp duty and reduction in transfer tax
- Increase and indexation of individual income tax threshold
- Elimination of education and HEART taxes
- Harmonization of corporate income tax and personal income tax rates
- Simplification of payroll taxes
- Commissioning of an independent study on the costs and benefits of incentives to the productive sectors

<sup>124</sup> The estimated losses of the JUTC and SCJ in 2006/2007 totaled \$2.2 billion, while the projected losses of Air Jamaica for 2007 were US\$63.8 million (Jamaica Public Bodies Estimates of Revenue and Expenditure 2007/2008).

<sup>125</sup> See Bahl and Wallace (2004 and 2007).

Jamaica has undertaken some reforms of its system of taxation in recent years to broaden the tax base, improve tax collection, control tax evasion, and facilitate voluntary compliance. Reforms since 1991 include: introduction of the General Consumption Tax (GCT), taxpayer registration number (TRN) and tax compliance certificate (TCC) system; removal of taxation on dividends; improvement of tax collection facilities; and introduction of electronic and online payment of taxes.

## Issues and Challenges

### Complexity of Tax System

Our tax system has evolved over many decades, and has become increasingly complex and cumbersome. The most recent global assessment indicates that, despite reforms, Jamaica has one of the worst tax systems in the world, ranking 173<sup>rd</sup> out of 181 countries in the overall ease of paying taxes, 175<sup>th</sup> in the number of required annual tax payments, 148<sup>th</sup> in the time required to pay taxes, and 133<sup>rd</sup> in the total tax rate.<sup>126</sup> For example, tax compliance for a typical company is estimated on average to take a total of

414 hours each year in Jamaica, compared to only 76 hours per year in Ireland and 61 hours in St. Lucia.

### Effects of Incentives System

Jamaica possesses a multiplicity of incentives, many of which have accumulated over more than half a century. Typically the incentives provide relief from income tax on earnings, capital allowances, as well as concessions on import taxes and duties to eligible enterprises for up to fifteen years. Some incentives are specific to particular sectors and industries such as agriculture, manufacturing and tourism.

An argument made in favour of incentives is that Jamaica competes with other countries that offer incentives in seeking to attract investment. However some studies have suggested that incentives may distort the allocation of resources, discriminate against small and labour-intensive firms, reduce government revenue, create lasting inequities in the tax burden across sectors and firms, and encourage informality in the business sector.<sup>127</sup>

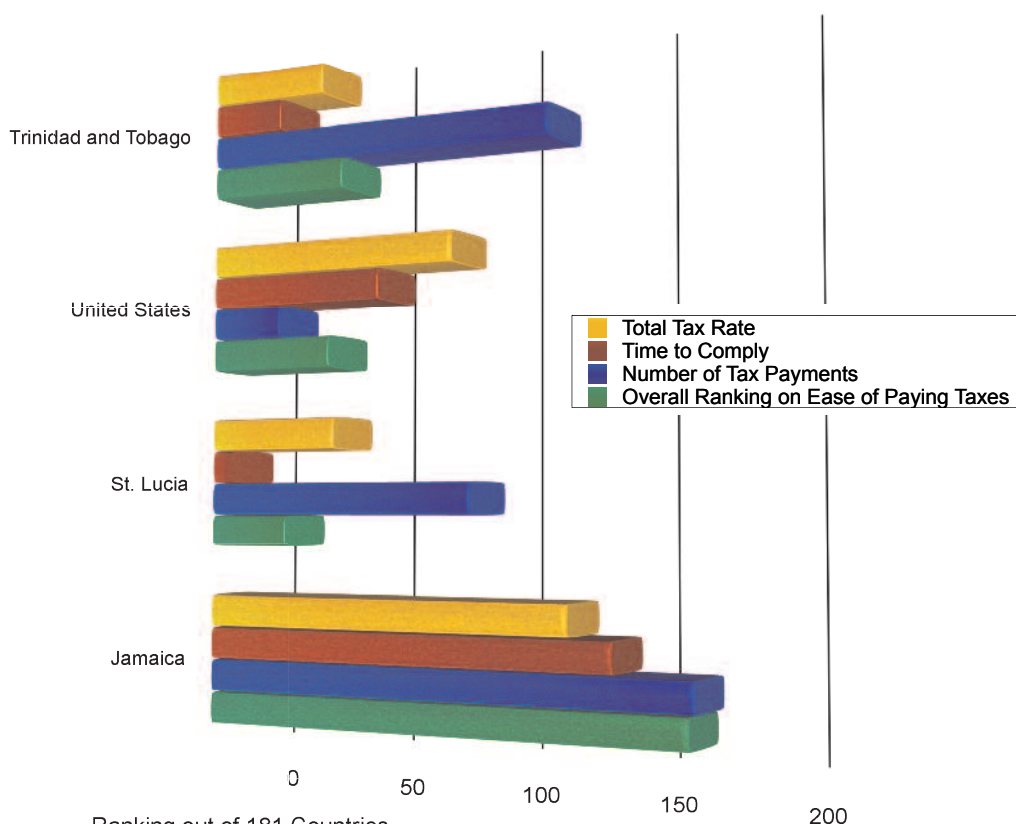


Photograph by Howard Mco-Young

<sup>126</sup> PricewaterhouseCoopers and the World Bank Group, *Paying Taxes 2009* (2008).

<sup>127</sup> See for example, Enterprise Research Institute, *Jamaica - A Private Sector Assessment* (Kingston: IDB, 2005).

**Figure 15: Jamaica - Ranking of Tax System 2009**



Ranking out of 181 Countries  
(1st - Highest; 181st - Lowest)

Source: PricewaterhouseCoopers and the World Bank Group, Paying Taxes 2009 (2008)

### Financial System Stability

The maintenance of financial system stability is particularly important to Jamaica, given the history of its financial sector in the 1990s, and the macroeconomic threats posed by the unfolding downturn in the global economy and financial markets. As has been well-documented,<sup>128</sup> after riding a wave of liberalization and rapid expansion during the period 1990-1995, the sector underwent a traumatic adjustment from 1995 to 1997, with a contraction in the total number of

financial institutions<sup>129</sup> and a fall in the contribution of the financial services sector to GDP from 7.8 per cent in 1995 to 7.0 per cent in 1998.

The Jamaican Government responded by protecting deposits, replacing non-performing loans with Government-backed securities, and selling the restructured banks and financial institutions. The restructuring of the sector was largely completed by 2001 at a total cost equivalent to some 40 per cent of GDP and led to significant

<sup>128</sup> See for example, Wint in PIOJ, Jamaica Human Development Report 2005.

<sup>129</sup> The total number of financial institutions fell from 159 in 1995 to 135 by 1998 (ESSJ 1995-1998).



increase in the public debt.<sup>130</sup> The rehabilitation of the financial sector also saw strengthening of the regulatory institutions and framework including the establishment of the Financial Services Commission (FSC) in 2001, and amendment of the Bank of Jamaica Act, Banking Act and Financial Institutions Act. This period of restructuring also saw increased penetration of the domestic banking and insurance industries by regional competitors, and sale of the Government's share of National Commercial Bank (NCB) to a Canadian company. The financial sector has regained some buoyancy which has seen its share of GDP climb back to 7.8 per cent by 2007, and the total assets of the financial sector increased from J\$238.9 billion in 1999 to J\$657 billion by the end of 2007. The gross national savings rate has averaged 21.6 per cent of GDP from 1980-2002.<sup>131</sup>

## Issues and Challenges

### Supervisory and Regulatory Challenges

The supervisory and regulatory framework of the financial sector has been strengthened significantly since the financial instability of 1995-1997, with adoption of international best practices in many areas. However the sector continues to face a number of challenges that are relevant to its stability, including: the regulatory challenges posed by the rapid growth of securities dealers and

the increased risks and complexities of financial instruments and transactions; the need to strengthen the consolidated approach to supervision of financial conglomerates which dominate the sector; and the threats posed by money-laundering and other financial crimes. It is intended that many of the issues in the existing supervisory and regulatory framework for banks will be addressed in the Omnibus Banking Bill which is currently under preparation.

Other supervisory and regulatory challenges include the delays in developing and enacting relevant legislation, and inadequate systems for sharing of information across supervisory agencies, resulting in administrative loopholes and overlapping jurisdictions.

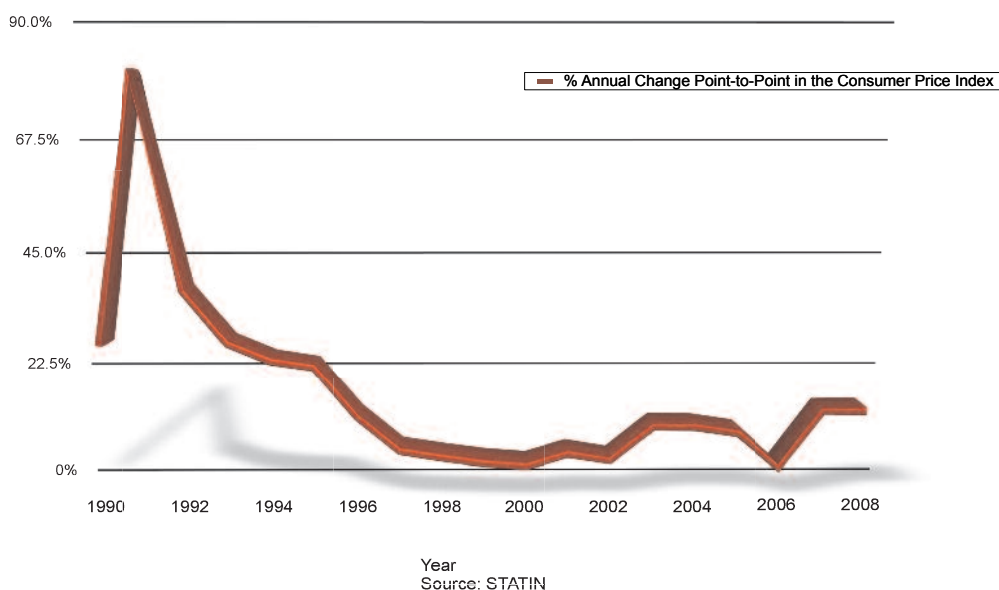
### Unregulated Financial Operations

Recent years also have seen the emergence of a number of unregulated financial operations which accept financial sums from individuals and organizations and offer rates of return significantly higher than those available for regulated financial institutions. These schemes represent risk to individuals as well as to the financial system and wider economy in the event of their failure. These developments will require adequate and effective policy and regulatory responses by the Bank of Jamaica (BOJ) and FSC.<sup>132</sup>

<sup>130</sup> IMF (2006).

<sup>131</sup> World Bank (2003).

<sup>132</sup> The BOJ is responsible for regulating deposit-taking institutions and the FSC for non-deposit-taking institutions.

**Figure 16: Jamaica - Inflation Rate 1990-2008**

## Price Stability

A major policy goal of the Jamaican Government since 1991 has been to reduce inflation,<sup>133</sup> which had been an endemic feature of the domestic economy since the early 1970s. Inflation has negative effects on economic growth by increasing uncertainties about future savings, investment and pricing decisions, and reducing the value of fixed incomes. In pursuit of price stability, Government has used both fiscal and monetary tools.

The Government produced small fiscal surpluses in the first half of the decade of the 1990s but returned to fiscal deficits to help meet the costs of rehabilitation of the financial sector crisis. The monetary authorities also have contained growth of the money supply. These and other measures succeeded in reducing the annual inflation rate in Jamaica from an all-time high of 80.2 per cent in 1991 to under 7 per cent in 1999 and 2000. The inflation rate has averaged 13.1 per cent per annum over the five

years from 2004 to 2008.<sup>134</sup> Price stability will remain the long-term objective of monetary policy, and under Vision 2030 Jamaica, the measures taken to achieve this objective will be as consistent as possible with other policy objectives for economic growth.

## Issues and Challenges

### High Interest Rates

Despite a downward trend in nominal and real interest rates over the past decade, interest rate policy remains an issue in our monetary policy. While high real interest rates have served to absorb liquidity in the domestic market and sustain high levels of public sector borrowing,<sup>135</sup> they also have raised the cost of financing to productive enterprises, increased the cost of interest payments on the public debt, and diverted capital from investment in production to low-risk high-return financial instruments.

<sup>133</sup> See for example, Lattie (2000).

<sup>134</sup> Annual % change in consumer price index (CPI) as measured from December to December.

<sup>135</sup> Real interest rates averaged 11.0% over the ten year period from 1994-2003 (Real treasury rates taken from King in PIOJ, Jamaica Human Development Report 2005).

**Vulnerability of the Economy**

As a small, open economy with high trade-to-GDP ratios, Jamaica is particularly vulnerable to the impact of external shocks, such as increases in oil prices and international commodity prices, on price levels in its domestic economy.

**Exchange Rate Management**

Allowing the foreign exchange rate to adjust to domestic inflation may result in a more competitive real effective exchange rate (REER) but would also increase the cost of debt service payments on the external debt and the domestic cost of imports.

**National Strategies**

The National Strategies are based on the fundamental importance of macroeconomic stability as a basic pillar of economic prosperity, which provides the conditions for the successful development of all economic sectors. Consequently, Vision 2030 Jamaica will undertake the necessary steps to improve macroeconomic performance in the short and medium term, while laying the foundation for fiscal and debt sustainability, an efficient and equitable tax system, financial system stability and price stability over the long term.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 20: National Strategies and Responsible Agencies – A Stable Macroeconomy**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
7-1 Ensure fiscal and debt sustainability	Ministry of Finance and the Public Service
7-2 Develop an efficient and equitable tax system	Ministry of Finance and the Public Service
7-3 Maintain financial system stability	Ministry of Finance and the Public Service Bank of Jamaica Financial Services Commission
7-4 Maintain price stability	Bank of Jamaica Ministry of Finance and the Public Service

## 7-1 Ensure Fiscal and Debt Sustainability

Fiscal and debt sustainability represent necessary conditions for future macroeconomic stability and economic growth.<sup>136</sup> To achieve fiscal sustainability by reducing or eliminating fiscal deficits under Vision 2030 Jamaica, the Government will: continue to maintain relatively high primary surpluses; improve the efficiency and effectiveness of non-debt Government recurrent and capital expenditure through public sector modernization and prioritization of public sector investment; remove loss-making public enterprises from the budget through rationalization and privatization; and improve public sector planning and budgeting processes and capacity. Options for the role of the private sector in the delivery of public services will be explored as a means of contributing to fiscal sustainability.

Given the size and composition of the public debt, there is a narrow range of options for long-term debt reduction and management. To achieve debt sustainability the Government will: reduce the pressure for debt financing through greater fiscal prudence; lower the cost of borrowing by improving credit ratings over time, increasing the efficiency of markets for Government securities and accessing lower-cost multilateral funding sources; and reduce the cost of debt servicing by superior treasury management. We will pursue a path of increasing economic growth that

will reduce the debt-to-GDP ratio over the long term. However, in the medium term, the reduction of the debt-to-GDP ratio will require reducing the absolute size of the public debt stock through positive net amortization. In the design of macroeconomic policy, we will take into account the potential differential impact on males and females, and on vulnerable groups including the poor, as well as the implications for the natural environment.

### Selected Sector Strategies:

- Reduce the fiscal deficit towards a balanced budget
- Ensure alignment of revenue and expenditure projections with planned Government priority objectives
- Reduce the budgetary cost of Public Bodies and Public Sector Entities
- Manage the composition of the public debt in terms of tenor,<sup>137</sup> variable and fixed interest rates, and currency denomination to minimize servicing costs, taking account of risk
- Reduce public debt stock in the medium term
- Increase transparency and predictability of primary market debt issues
- Develop a liquid and efficient market for Government securities including expansion of the secondary market

<sup>136</sup> In the context of public debt, a sustainable debt position is often viewed as one where the government (or public sector) is solvent. To be deemed solvent, a government must be expected to honor current and future financial obligations, including the implicit commitment to continue providing certain public goods, services, and transfers in the future.

<sup>137</sup> Maturity of financial instruments.

## 7-2 Develop an Efficient and Equitable Tax System

Under Vision 2030 Jamaica we will undertake fundamental tax reform to reduce the complexity of the system, reduce the time and number of payments required, and ensure that horizontal and vertical equity is achieved. We will determine the optimal incentives system that will contribute to the successful achievement of our long-term economic development goal, taking into account global and regional considerations including the implications of the WTO Agreement on Subsidies and Countervailing Measures and the CARICOM harmonization of incentives under the implementation of the CSME.

### Selected Sector Strategies:

- Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system
- Improve and rationalize tax administration and payment processes
- Improve tax compliance in the informal sector by shifting the burden of taxation towards consumption
- Carry out reform of the incentives system to the productive sectors

## 7-3 Maintain Financial System Stability

Vision 2030 Jamaica places emphasis on strengthening the policy, regulatory and institutional framework for our financial system to ensure its long-term stability. This National Strategy will: strengthen the technical and technological capabilities of regulatory agencies; provide a robust legislative and regulatory framework to support the integrity of the financial sector; improve the major clearing and settlement systems through which financial institutions execute the transfer of funds; enhance coordination between local and overseas agencies in the identification and investigation of financial crimes; promote domestic savings; and strengthen the supervisory independence of the Bank of Jamaica.

### Selected Sector Strategies:

- Strengthen the legislative and regulatory framework for the financial system
- Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes

## 7-4 Maintain Price Stability

Jamaica's monetary policy is primarily conducted through the tool of open market operations involving trading in Government securities and reverse repurchase transactions between the Central Bank and authorised money market dealers. This tool is used to manage the growth of the monetary base and money supply and to influence changes in interest rates and foreign exchange rates to achieve the desired outcome of price stability. The National Strategy to maintain price stability will enhance the effectiveness of the primary monetary policy tool of open market operations, and bring fiscal policy and monetary policy into closer alignment by

reducing or eliminating fiscal deficits and their associated inflationary pressures.

### Selected Sector Strategies:

- Control operating targets to influence money supply and exchange rates in line with monetary policy objectives and targets
- Evaluate effectiveness of the monetary policy framework over time and modify based on evolution of the monetary transmission mechanism
- Align domestic inflation with that of Jamaica's major trading partners consistent with desired macroeconomic outcomes

**Table 21: Proposed Indicators and Targets for National Outcome #7**

National Outcome #7 – A Stable Macroeconomy					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Nominal GDP/Capita (US\$)	\$4,817	5,354	6,629	23,567	Based on growth targets.
Real GDP Annual Growth Rate	1.4%	3%	5%	5%	Based on existing national targets to 2012 extended to 2015. Growth targets for 2015-2030 based on upper range of performance in Caribbean/Latin America.
Debt to GDP Ratio	111.4	≤100	90	75	Based on existing national targets to 2012 extrapolated to 2030.
Fiscal Balance as % of GDP	-4.7%	0	0	0	Based on existing national targets to 2012 extended to 2030.
Inflation Rate (CPI)	16.8%	≤10%	≤10%	≤10%	Based on existing national targets to 2012 extended to 2030.

## NATIONAL OUTCOME # 8 AN ENABLING BUSINESS ENVIRONMENT

### Overview

A competitive and enabling business environment supports economic growth and development. Efficient and transparent public institutions reduce transaction costs for businesses, and diminish the diversion of resources from productive purposes. Well-functioning markets promote efficient resource allocation.

“Under Vision 2030 Jamaica, we will make the necessary improvements to... have as competitive a business environment as any country in the Caribbean.”

Jamaica has made progress in improving aspects of its bureaucracy, including creating a streamlined process for registration of new companies that is among the best in the world. The ongoing process of Public Sector Modernization has contributed to improving customer service throughout the Government. However, other aspects of our bureaucracy are inefficient and unnecessarily burdensome, increase transaction costs and reduce competitiveness. These include customs, tax administration, land titling and

<sup>138</sup> World Bank, Doing Business 2009 (2008).

transfer, and the process for land development approvals and granting of environmental permits and licences.

Under Vision 2030 Jamaica, we will make the necessary improvements to the business environment by ensuring an efficient bureaucracy, adequate access to capital, supportive trade relations, a well-functioning labour market and improved opportunities for micro, small and medium-sized enterprises. By 2030, we will have as competitive a business environment as any country in the Caribbean.

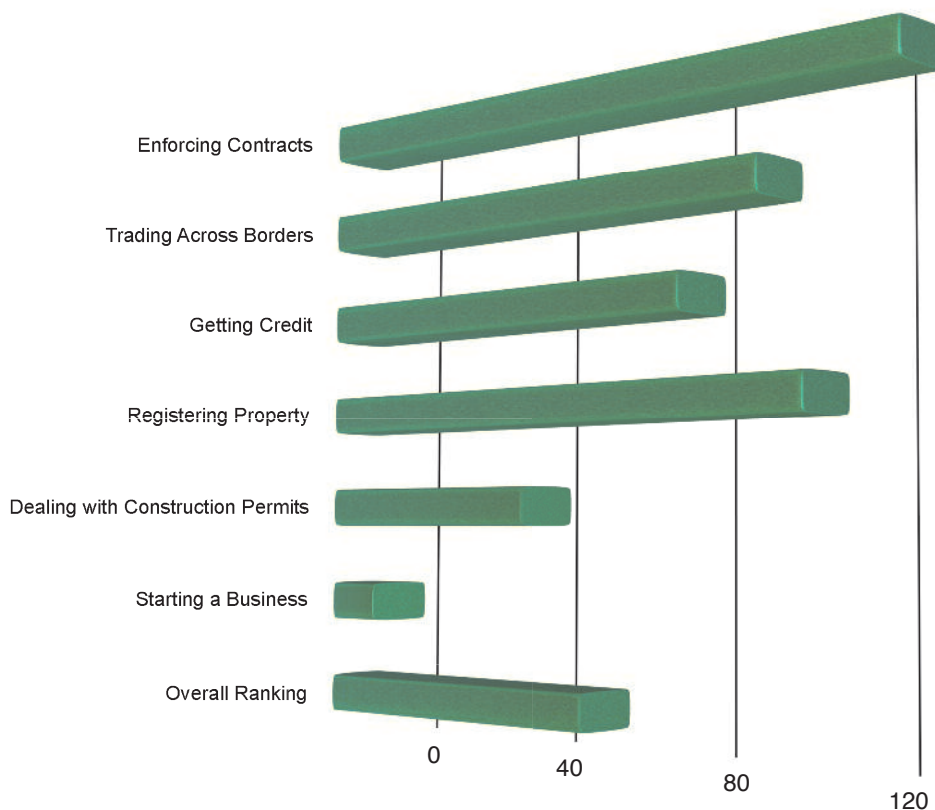
The following aspects of the business environment are addressed below:

- Bureaucracy
- Access to Capital
- Trade and Foreign Relations
- Labour Market and Productivity
- Micro, Small and Medium-Sized Enterprises (MSMEs)

### Bureaucracy

The business environment is affected by the degree of efficiency and responsiveness of the public sector entities with which firms must interact at various stages of their business operations. The Public Sector Modernization Programme has led to improvements in many aspects of bureaucracy, including the ease of starting or closing a business.<sup>138</sup> However, bureaucratic institutions and regulations continue to be cited by

**Figure 17: Jamaica - Ease of Doing Business Ranking 2009**



Jamaica's Ranking out of 181 Countries  
(1st - Highest; 181st - Lowest)  
Source: World Bank, Doing Business 2009 (2008)

numerous studies as sources of problems that affect the ability of businesses to operate competitively in Jamaica.<sup>139</sup> A business environment that is unduly difficult also increases the tendency of entrepreneurs to operate in the informal economy.

### Issues and Challenges

#### Delays in the Licensing Process

Development projects in Jamaica face delays in the licensing process for building and environmental approvals, which add significantly to transaction costs and reduce the competitiveness of the business environment. For example, it is estimated to take more than twice as long to complete all the licenses and

approvals associated with building a standard warehouse in Jamaica than in St. Vincent and the Grenadines (156 days compared to 74 days).<sup>140</sup>

#### Other Bureaucratic Constraints

Other areas of particular concern in which Jamaica compares poorly with best practices in other countries include problems in acquisition, titling and transfer of land, a complex and inefficient court system for resolution of commercial cases, and lengthy and costly import and export procedures.

#### Legislative Hurdles

The constraints in the bureaucratic framework are compounded by defects in the process of carrying out the

<sup>139</sup> For example, Enterprise Research Institute (2005).

<sup>140</sup> World Bank, Doing Business 2009 (2008).



legislative reforms necessary to improve the business environment. These legislative hurdles include: delays in reforming archaic or outdated laws and regulations; inadequate policy development capacity in ministries and agencies; and capacity constraints in the drafting and enactment of new legislation.

### Access to Capital

Increased access to capital will play an important role in Jamaica's long term economic development. Efficient capital markets allocate financial resources to their most productive uses. A modern well-functioning financial sector plays important roles in supporting innovation and entrepreneurship, assessing and managing risk, and ensuring transparency in financial markets. These roles are particularly important for Jamaica, given that high levels of public sector borrowing limit the availability of capital for private sector investment.

### Issues and Challenges

#### High Levels of Lending to the Public Sector

The rapid increase in the public debt following the financial crisis of 1995-1997 led to increased lending to the Government by commercial banks and financial institutions. The stock of Government securities held by financial institutions peaked at \$97 billion at the end of 2000, but has declined since. An important challenge for the financial sector will be to continue to shift the

structure of their assets in favour of loans and advances to the productive sectors and away from non-productive investment in Government paper.

#### High Interest Rates

Lending rates to the productive sectors remain uncompetitive. While interest rates have trended downward over the past decade, the spreads between deposit and lending rates in Jamaica remain higher than in many other countries in the region.<sup>141</sup>

#### Lack of a Credit Information Bureau

Jamaica currently lacks a credit information bureau which can provide information on borrowers and reduce lending risks, while respecting privacy and confidentiality. Jamaica was ranked 84<sup>th</sup> of 181 countries in access to credit in 2008, based largely on this factor.<sup>142</sup> Jamaica also lacks a central depository for fixed-income securities, as already provided for equities.

#### Trade and Foreign Relations

Jamaica is a small island with an open economy that has long been relatively integrated with the global economy. By one index that measures degrees of economic, social and political globalization, Jamaica ranked 66<sup>th</sup> of 123 countries, ahead of all other countries in the Caribbean region except Costa Rica.<sup>143</sup> Jamaica has a relatively high trade openness ratio (total imports and exports divided by GDP) that averages between 90 per cent and 100 per cent.<sup>144</sup>

<sup>141</sup> For example, the spreads between deposit and lending rates in Jamaica averaged over 12% per annum in 2006, compared to spreads of 5-7% in other highly-indebted Caribbean countries such as St. Kitts and Grenada (IMF, 2006).

<sup>142</sup> World Bank, Doing Business 2009 (2008).

<sup>143</sup> KOF Index of Globalization presented by Axel Dreher (2006).

<sup>144</sup> United Nations Statistics Division National Accounts Main Aggregates Database 1970-2007. By contrast the USA has a trade openness ratio of 20%-30%.

The Global Competitiveness Index (GCI) suggests that the size of the market available to domestic producers is important because large markets enable firms to exploit economies of scale and increase productivity.<sup>145</sup> As barriers to trade fall, nations with small domestic markets, such as Jamaica, are able increasingly to achieve economies of scale through access to large international markets. The trade relations between Jamaica and the rest of the world become important in creating the conditions for our firms to benefit from increased market size.

The main multilateral components of Jamaica's international trade relations are governed by the WTO Agreement and its annexes,<sup>146</sup> the Convention establishing the World Intellectual Property Organization (WIPO), the Lomé Convention between the European Union (EU) and African, Caribbean and Pacific (ACP) countries and its successor, the Cotonou Agreement. In 2008 the EU concluded an Economic Partnership Agreement (EPA) with the Caribbean Forum of ACP states (CARIFORUM) including Jamaica. The main bilateral trade relations include the Caribbean Basin Initiative (CBI) with the United States of America (USA) and the Caribbean-Canada Trade Agreement (CARIBCAN).

As a member of CARICOM, Jamaica is engaged in the establishment of the Caribbean Single Market and Economy (CSME) which will integrate regional markets and economies. CARICOM has established bilateral agreements with a number of regional trading partners

including Colombia, Venezuela, Cuba, Costa Rica and the Dominican Republic. The further development of regional integration has included the establishment of the Association of Caribbean States (ACS), formed to promote consultation, cooperation and concerted action among all the countries of the Caribbean.

Another important external factor is the existence of the Jamaican Diaspora formed by the trend of net outward migration from the island over the past half-century, particularly to the United Kingdom, the USA and Canada. The size of the present-day Jamaican Diaspora is estimated at 2.0 million to 2.5 million persons.<sup>147</sup> This group represents a major resource that can play a strategic role in the long-term economic development of our island similar to the important role that, for example, the Chinese and Indian Diaspora are playing in the economic development of their respective countries. This role goes beyond being a source of remittances, important as these have become as a source of foreign exchange and livelihood support to the local economy.

The Diaspora can play a strategic role in our economic development in a number of ways, including: as a source of investment and entrepreneurship for business ventures; by providing lobbying support for Jamaica in international fora; as a source of academic and technical expertise; as a market for tourism and our exports of goods and services; and as a network for advancement of Jamaicans in international businesses and other endeavours.

<sup>145</sup> Michael E. Porter and Klaus Schwab, The Global Competitiveness Report 2008-2009 (Geneva: World Economic Forum, 2008), 6.

<sup>146</sup> Trade-Related Aspects of Intellectual Property Rights (TRIPS), Trade-Related Investment Measures (TRIMs) and General Agreement on Trade in Services (GATS).

<sup>147</sup> Based on discussions with the Diaspora and Consular Affairs Department of the Ministry of Foreign Affairs and Foreign Trade.

## Issues and Challenges

### Balance of Payments and Trade Deficits

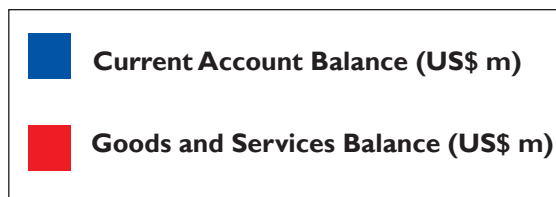
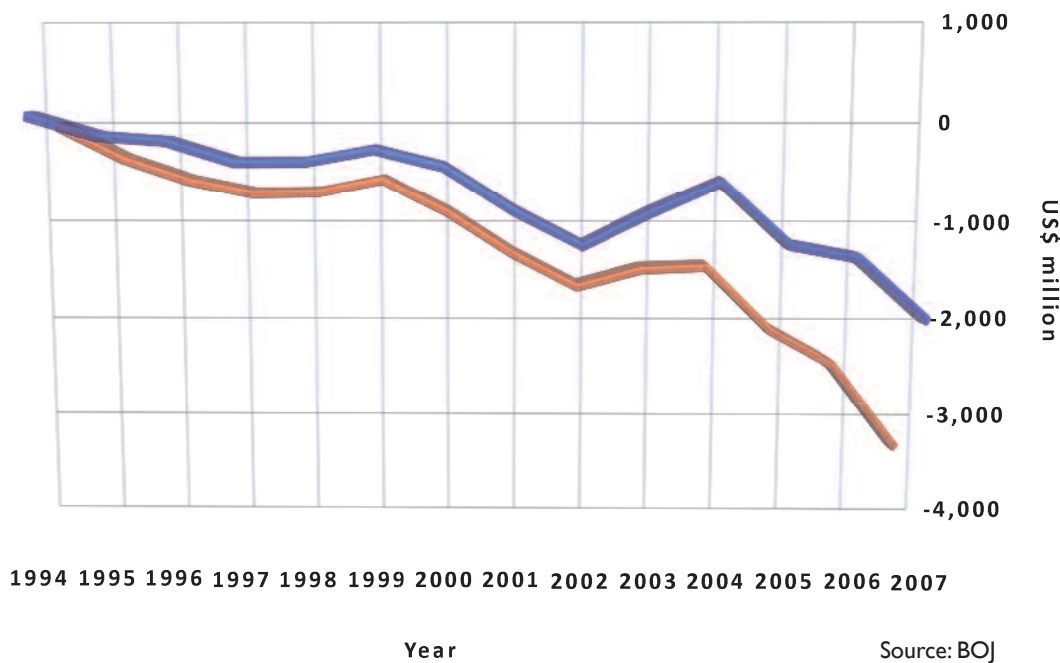
Jamaica has seen its current account balance of payments deficit increase from US\$256 million in 1991 to US\$1,740 million in 2007. The trade deficit on goods and services has grown from US\$509 million in 1991 to US\$3,118 million in 2007. Of concern is that the share of imports accounted for by consumer goods has risen, while the percentages of total imports represented by intermediate and capital goods have

fallen over the period, representing a bias away from production toward consumption.

### Dependence on Primary Exports

Earnings from tourism and exports of bauxite and alumina have remained the largest sources of foreign exchange earnings estimated at US\$1,613 million and US\$1,154 million, respectively, in 2006. While non-traditional exports have risen from 25 per cent of total exports in 2001 to 31 per cent in 2006, this growth is largely accounted for by the categories of crude materials and

Figure 18: Jamaica - Balance of Payments 1994 - 2007



mineral fuels, indicating that Jamaica has not yet been successful in diversifying into higher value-added exports. The other main inflow of foreign exchange earnings that has helped to offset the growing deficit on goods and services has come from net private transfers (remittances) which increased from US\$153.3 million in 1991 to US\$1,907 million in 2007.

### **International Agreements**

It will be important for our foreign and trade policy negotiations to ensure that the interests of developing countries and small and vulnerable economies, including Jamaica, are robustly defended in international negotiation processes and reflected in final agreements, particularly during the current Doha Round of negotiations under the WTO for liberalization of world trade in areas such as agriculture, non-agricultural market access and services. It will be important also to consider the gender implications of trade agreements including their potential impact on industries in which women are disproportionately employed, such as services and free zone manufacturing.

### **Private Sector Involvement in Trade Negotiations**

An ongoing concern is to ensure that Jamaican firms are not disadvantaged as a result of unfair trading practices or the outcomes of international trade negotiations. It will be important to strengthen the partnership between the public sector and private sector in foreign trade policy development and negotiations through existing mechanisms such as the Jamaica Trade

and Adjustment Team (JTAT) within the Ministry of Foreign Affairs and Foreign Trade (MFAFT) and the Caribbean Regional Negotiating Machinery (CRNM).

### **Regional Integration and Economic Partnership Agreements**

Jamaica will face particular challenges in implementing the measures required for full establishment of the CSME as well as for implementation of the economic partnership agreement (EPA) with the EU. These processes will open the Jamaican economy to greater competition from Caribbean and European companies, producers and workers. The CSME also will require Jamaica and other member states to bring about unprecedented convergence on common support measures such as research and development, intellectual property rights, macroeconomic policies and legal infrastructure.

### **Investment Promotion and Trade Facilitation**

While we have experienced relatively sustained inflows of foreign direct investment over the past decade,<sup>148</sup> our trade deficits have continued to grow, and investment promotion and trade facilitation resources in key overseas markets have been cut back in recent years. As we seek to expand our economic space through greater integration with the global economy, our ability to mobilize investment from foreign and domestic sources and the ability of our companies to compete in international markets for goods and services will be essential to sustainable growth.

<sup>148</sup> Jamaica received foreign direct investment (FDI) inflows totaling US\$2.95 billion from 2004-2007, representing 3.4% of total FDI) inflows to the Caribbean over the same period (UNCTAD 2008).

## Labour Market and Productivity

The reform of the labour market will be an important aspect of the long-term economic development of our country. Improvement in labour productivity is fundamental to enhancing the competitiveness of productive enterprises in Jamaica, while the efficiency and flexibility of the labour market will contribute to optimal allocation of this important and abundant factor of production. Efficient labour markets establish meaningful relationships between worker remuneration and output that provide incentives for increased productivity. The relationships between employers and their employees, whether unionized or non-unionized, are also important for economic production and development. Jamaica earned a relatively favourable estimate of its labour market from the GCI report in 2008, with the weakest areas identified as low cooperation in labour-employer relations, firing costs, pay and productivity, and migration of skilled labour.

According to the Jamaica Productivity Centre, “the Jamaican economy has been in a low-growth, low-productivity trap since the 1970s.” Labour productivity has declined at an annual average rate of 1.5 per cent over the period 1973 – 2007.<sup>149</sup> While limited systematic research on the factors affecting productivity in Jamaica has been undertaken to date, the main contributors to low productivity have been identified as including the following:<sup>150</sup>

- Relatively low levels of worker education and skill
- Relatively low levels of technology and capacity utilization of machinery
- Constraints resulting from inadequate physical infrastructure including roads and public transport systems
- Absence of a productivity culture
- Firm-level factors including inferior production practices, plant organization, management systems and employee incentive programmes
- Low levels of social capital, particularly trust, leading to increased transaction costs and unproductive use of resources in resolution of adversarial labour relations
- Levels of uncertainty in the macroeconomic environment including high public debt
- Impact of crime and violence
- High proportion of workforce employed in micro and small enterprises (MSEs) and the informal sector which exhibit relatively low levels of productivity

Employment in the goods-producing sector fell from 44.7 per cent of the total employed labour force in 1991 to 35.4 per cent in 2007. The share of the services sector rose from 54.6 per cent to 64.4 per cent of the total employed labour force during the same period. Total employment has grown from 907,900 persons in 1991 to 1,136,900 in 2007, while the unemployment rate has fallen from 15.4 per cent of the labour

<sup>149</sup> Jamaica Productivity Centre, Jamaica: Productivity Summary Report 1972 – 2007 (Draft) (2008), v.

<sup>150</sup> See for example the review carried out in Downes (2002).

force in 1991 to 9.9 per cent in 2007. In 2007, the youth unemployment rate of 23.6 per cent was more than three times the adult unemployment rate of 7.0 per cent; the female unemployment rate, at 14.5 per cent, was more than twice that of the male rate of 6.2 per cent.

In 2008, Jamaica's inactivity rate (which refers to the proportion of persons of working age who are outside of the labour force) was 34.6 per cent. This is comparable to the average for the Latin America and Caribbean region, which recorded a rate of 34.4 per cent in 2006.

## Issues and Challenges

### *Labour Market Rigidities*

There are a number of factors that reduce the efficiency and flexibility of Jamaica's labour market, which must be addressed in planning for a more competitive economy. These include: lack of flexible work times; high levels of redundancy payments in the case of staff reductions; outdated laws governing various aspects of the local labour market (e.g. opening hours); weak linkages between labour supply and demand; and inadequate labour dispute settlement mechanisms.

### *Gender Equity*

To extend equal rights to all Jamaicans and take advantage of the talents of the entire population it will be important to

address the existing inequalities between genders in the levels of remuneration, employment and conditions of labour.

### *Harmonization of Labour Laws and Standards with CARICOM*

As part of the implementation of the CSME, Jamaica will be required to harmonize its labour laws and standards with other CARICOM states. The CSME will increase mobility of and competition for skilled labour and jobs among member states.

### *Labour Migration*

As with many other developing countries, Jamaica continues to suffer from net outward migration of many of its most skilled and educated workers and professionals.<sup>151</sup>

### *High Levels of Unemployed Youth*

The high youth unemployment rate contributes to the high numbers of unattached youth in our society. This group is critical to our long-term development, as they are disproportionately represented as victims and perpetrators of violent crimes, and as youth-at-risk for reproductive health, as discussed under National Outcomes # 1, 2 and 5. They also represent the cohort at the beginning of their productive lives. Vision 2030 Jamaica must ensure that our labour market provides our youth with every opportunity to fulfil their productive potential.

<sup>151</sup> It has been estimated that Jamaica suffers a "brain drain" of 34 - 59% of its tertiary educational graduates (Knight Pauline, Easton Williams and Steven Kerr; PIOJ 2006) (unpublished).

## Micro, Small and Medium-Sized Enterprises

Micro, Small and Medium-Sized Enterprises (MSMEs) play an important role in the economic development of many countries, and represent the main source of new business start-ups, with the potential to contribute to economic growth and innovation.<sup>152</sup> They represent a particularly important sector of the Jamaican economy, and include the subset of Micro and Small Enterprises (MSEs).<sup>153</sup> Labour force data indicate that the “Own Account” category (representing sole traders) accounted for 399,675 persons or 34.5 per cent of the total employed labour force in 2008. In addition, MSEs make an important contribution to gender equity in the local economy, with women representing 56 per cent of the labour force in MSEs.<sup>154</sup>

There is also a strong linkage between MSEs and the informal sector, as many MSEs operate informally. A recent study suggests that if the contribution of the informal sector were taken into account, it would increase the size of our registered GDP by a range of 40 per cent - 44 per cent for the period 2000-

2001.<sup>155</sup> Almost half of all MSEs and informal enterprises are engaged in the wholesale and retail trade, with education, social work and other personal services accounting for 22 per cent.

## Issues and Challenges

### Capacity Constraints of MSMEs

Despite their importance to the economy 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; inadequate entrepreneurial skills; high levels of informality; and relative lack of economic linkages and market access.

### Limited Data and Information on MSMEs

There is inadequate information on size and characteristics of MSMEs and the informal sector. Financial support and attention will need to be placed on obtaining the necessary data to inform the decisions that must guide the planning and development of MSMEs and the informal sector.

<sup>152</sup> Perhaps the best example of the importance of MSEs is their role in the transformation of Taiwan, where economic planning was based on fostering the growth of small enterprises (firms with 10 employees or less) which accounted for over 90% of all enterprises in the 1950s when the nation began its modern period of growth. Taiwan has employed a range of strategies to foster small and medium enterprises including the “centre-satellite” strategy where a larger manufacturing company is linked to small companies who provide it with supplies and services.

<sup>153</sup> A micro-enterprise in Jamaica is defined as one with less than 10 employees and less than US\$0.125 million in annual sales, while a small business in Jamaica is defined as one with less than 10 employees and between US\$0.125-1.0 million in annual sales.

<sup>154</sup> Robles, Hernandez et al, Informal Sector Study for Jamaica (2004).

<sup>155</sup> This informal economic activity goes unreported in formal estimates of GDP. Robles, Hernandez et al, (2004).

### National Strategies

The National Strategies recognize the broad impact of our business environment on economic development. Vision 2030 Jamaica will enhance our fundamental legal and institutional framework for business investment and

operations, and ensure efficient local and external markets for goods, services, labour and capital.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 22: National Strategies and Responsible Agencies – Enabling Business Environment**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
8-1 Ensure a facilitating policy, regulatory and institutional framework for business development	Ministry of Industry, Investment and Commerce Cabinet Office
8-2 Increase access to capital	Ministry of Finance and the Public Service Ministry of Industry, Investment and Commerce
8-3 Use trade and foreign relations to create an enabling external environment for economic growth	Ministry of Foreign Affairs and Foreign Trade Ministry of Industry, Investment and Commerce
8-4 Strengthen investment promotion and trade facilitation	Jamaica Trade and Invest Ministry of Foreign Affairs and Foreign Trade Ministry of Industry, Investment and Commerce
8-5 Develop an efficient labour market	Ministry of Labour and Social Security Training Institutions Private Sector Companies and Associations Trade Unions
8-6 Improve the labour environment to enhance labour productivity and worker satisfaction	Ministry of Labour and Social Security Training Institutions Private Sector Companies and Associations Trade Unions Jamaica Productivity Centre
8-7 Develop the capabilities of micro, small and medium-sized enterprises	Jamaica Business Development Centre Jamaica Trade and Invest Small Business Association of Jamaica Micro-financing Institutions



## 8-1 Ensure a Facilitating Policy, Regulatory and Institutional Framework for Business Development

Vision 2030 Jamaica will improve our business environment by ensuring a facilitating policy, regulatory and institutional framework for business development through measures such as: improvements in customs; expanding e-Government; modernizing laws and regulations; and streamlining bureaucratic processes. This requires us to address and remedy each aspect of our business environment that represents a constraint to economic development. Each area will require an in-depth review of the existing conditions and the proposals that already have been made to improve them, as well as consideration of new approaches that may not yet have been considered.

This National Strategy is supported by National Strategy 6-5 (Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services) which provides the framework to improve the efficiency of services by the public sector with mechanisms to ensure accountability. This strategy will build on the existing initiatives already engaged in improving the business environment, including the Public Sector Modernization Programme and initiatives to streamline the planning approval process.

### Selected Sector Strategies:

- Improve customs and clearance processes for imports and exports
- Improve and streamline bureaucratic processes for business establishment and operation
- Improve processes related to land ownership, titling and transfer
- Reform and modernize land use planning and development and environmental permit and licence systems
- Improve efficiency and effectiveness of systems for commercial dispute resolution
- Expand e-Government services and access
- Strengthen legal and regulatory framework for e-commerce and protection of intellectual property rights
- Increase consultation with and participation of stakeholders in the development of the policy, legal and institutional framework for business
- Rationalize the public sector agencies and institutions relating to business operations and approvals
- Review and revise policy, legal and regulatory framework to enhance the business environment
- Strengthen mechanisms to protect consumer rights

## 8-2 Increase Access to Capital

Financial resources are the currency of production. As our economy evolves, the financial needs of our productive sectors and enterprises are also evolving, along with the mechanisms for meeting these needs. Vision 2030 Jamaica addresses this evolution through plans that will support the diversification and refinement of the financial sector, as well as through the development of the business environment for all productive sectors. The growth of the productive sectors will be enhanced by improved access to financial capital, mediated through efficient financial markets which bring together suppliers and users of financial resources.

### Selected Sector Strategies:

- Develop and implement measures for expansion of the domestic capital market
- Provide a framework for diversification of the range of financial institutions and products

## 8-3 Use Trade and Foreign Relations to Create an Enabling External Environment for Economic Growth

Trade and foreign relations provide an enabling external environment for economic growth in Jamaica by: providing access to large external markets that compensate for the small size of the domestic market; enhancing exchanges of technical, human and cultural resources; facilitating capital flows; strengthening relationships with sources of key economic resources including energy supplies; and supporting Jamaica's

participation in all levels of global governance mechanisms and institutions. Vision 2030 Jamaica will enhance 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.

### Selected Sector Strategies:

- Promote Jamaica's economic, social and environmental interests within the multilateral system
- Ensure successful creation, implementation and effective use of the Caribbean Single Market and Economy (CSME)
- Maintain and develop strategic coalitions and alliances at the WTO including the Group of 33, Small and Vulnerable Economies Group and African, Caribbean and Pacific (ACP) countries
- Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM including legislation, standards, and development support
- Strengthen strategic bilateral foreign and trade relations
- Maintain and enhance relationship with ACP countries
- Strengthen effectiveness of the Jamaica Trade Adjustment Team (JTAT) and Caribbean Regional Negotiating Mechanism (CRNM)
- Incorporate development issues including gender and environmental sustainability in trade policy
- Strengthen the involvement of the Jamaican Diaspora in national development

- Strengthen key foreign relations capabilities including functional and technical cooperation, participation in multilateral organizations, Diaspora relations and consular functions
- Undertake periodic review and refinement of trade policy

#### 8-4 Strengthen Investment Promotion and Trade Facilitation

To take full advantage of the opportunities in the external environment created by favourable trade and foreign relations as well as by Jamaica's strong Nation Brand, we will place strategic emphasis on strengthening our national capabilities for investment promotion and trade facilitation. This decisive commitment to compete in global markets requires development of strong targeted investment promotion programmes and building the capacity of institutions

involved in promoting investment and trade. A key approach under Vision 2030 Jamaica will be to increase the number and capacity of overseas missions in key markets and to improve the collaboration among agencies involved in the promotion of Jamaica, including the Ministry of Foreign Affairs and Foreign Trade, Jamaica Trade and Invest and the Jamaica Tourist Board.

##### **Selected Sector Strategies:**

- Market and promote Jamaica as a premier destination for investment
- Strengthen the capacity of investment and trade institutions

#### 8-5 Develop an Efficient Labour Market

The National Strategy to develop an efficient labour market will involve addressing the factors that reduce the efficiency with which the supply and demand for labour are matched. This strategy is fundamental to improving the contribution of Jamaica's human capital



Photograph contributed by C. Miller



Photograph contributed by JTI

to national prosperity. Steps will be taken to: ensure that education and training programmes equip workers with the skills demanded by a rapidly evolving economy; strengthen application of labour market signalling; improve the mechanisms to bring together the providers and buyers of labour services; revise legislation and regulations to improve labour market flexibility; reduce youth unemployment; and ensure equitable participation in the labour market of all eligible Jamaicans. This National Strategy is complemented by National Strategy 2-11 to strengthen mechanisms to align training with the demands of the labour market.

#### **Selected Sector Strategies:**

- Promote industry involvement in the output of the education and training systems
- Promote work experience programmes at the secondary and post-secondary levels
- Broaden the geographical and occupational scope of Government Employment Services (GES)
- Encourage more private sector-led employment services
- Enforce regulation of the employment services industry to ensure its effectiveness and to minimize the exploitation of job seekers
- Strengthen and improve access to the Labour Market Information System (LMIS)
- Institute more circular and temporary planned migration programmes
- Introduce programmes to increase employment among youth and women
- Promote equity in the labour market
- Develop and promote flexible labour market arrangements, policies and legislation

### 8-6 Improve the Labour Environment to Enhance Labour Productivity and Worker Satisfaction

Jamaica's new economic model is based on increasing the productivity of its human capital. The National Strategy to improve the labour environment to support labour productivity and worker satisfaction is aimed directly at accomplishing this requirement. The relationships between employers, managers, trade unions and the work force will be improved, the conditions at the workplace will be enhanced to increase worker satisfaction and productivity, core labour standards will be respected, and payment systems will reinforce worker performance. At the national level, we will create an environment and culture in which the importance and sources of productivity are better understood and applied to create economic prosperity.

#### Selected Sector Strategies:

- Advance and enforce mechanisms for adequate social protection for workers
- Boost labour-management cooperation and good work practices
- Improve industrial relations mechanisms
- Promote performance-based pay and incentives systems
- Legislate and enforce the “decent work” agenda
- Develop and implement a national programme of productivity management
- Promote the use of improved technology for greater productivity

- Promote alternative working arrangements, through viable strategies that can reduce travel time for workers (e.g. telecommuting)
- Promote a national programme of re-socialization to improve work ethics, values, attitudes and behaviour among workers

### 8-7 Develop the Capabilities of Micro, Small and Medium-Sized Enterprises

Jamaica will enhance the role played by Micro, Small and Medium-Sized Enterprises (MSMEs) in building the economy by developing their capacities and improving the channels through which they participate in economic activities. MSMEs are found in all productive sectors and benefit from the broad measures taken to develop these sectors. However, these enterprises have certain characteristics that require specific measures to meet their particular needs, which will be addressed under the Vision 2030 Jamaica - National Development Plan. These measures include steps to: widen the channels through which MSMEs can obtain financing; develop the technical and organizational capacity of MSMEs; strengthen the capacity of the industry organizations that represent MSMEs including the Small Business Association of Jamaica (SBAJ); provide ongoing training programmes to build human capital in MSMEs; develop economic linkages to other MSMEs and to the formal sector; and implement programmes that will encourage more MSMEs to enter the formal sector over time.

**Selected Sector Strategies:**

- Provide training and capacity development for MSMEs
- Expand credit facilities for MSMEs
- Increase awareness and information on business opportunities and programmes for MSMEs
- Promote and develop entrepreneurship
- Increase and strengthen acquisition, analysis and application of data and information on MSMEs and the informal sector
- Enhance and streamline processes for formalization of informal enterprises and individuals
- Strengthen the capacity of industry organizations that represent MSMEs

**Table 23: Proposed Indicators and Targets for National Outcome #8**

National Outcome #8 – An Enabling Business Environment					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
		2012	2015	2030	
	2007 or Most current	2012	2015	2030	
Employment rate	89.8%	90%	92.50%	95 - 96%	Set by the Task Force on Labour Market
Ease of Doing Business Index (Country Rank)	63	58	53	34	Target is for Jamaica to improve by at least 5 places by 2012 and another 5 places by 2015, and to achieve levels of highest ranked Caribbean countries by 2030.
Labour Market Efficiency Index	4.34	4.50	4.60	≥4.75	Target is to achieve a score that will place Jamaica among the top 30 performers by 2030.

## NATIONAL OUTCOME # 9 STRONG ECONOMIC INFRASTRUCTURE

### Overview

High-quality infrastructure is important to economic prosperity for many reasons. Transport, water supply and telecommunications infrastructure help to integrate economic activities across regions and markets by enhancing the efficient movement of persons, goods, services and information. Infrastructure

goods, services and labour; increases the productivity of economic processes; and improves decision-making by entrepreneurs and other economic actors. Vision 2030 Jamaica will ensure the development of world-class transport, telecommunications, water supply and sanitation infrastructure that contribute to the competitiveness of our producers and improved quality of life for our people.

### T21 MODEL SIMULATION

A model simulation was conducted to quantify the effect of shifting public resources toward infrastructure. The exercise suggests that a ten percent proportional transfer of Government's discretionary budget in favour of infrastructure raises GDP per capita in 2030 by 20.6 per cent, while drawing from General Services to effect the transfer yields a 24.7 per cent gain.

influences the spatial location of economic activities and contributes to balanced and sustainable regional development within a country. Extensive and high-quality infrastructure is considered a pillar of international competitiveness that: enables the efficient functioning of markets for

Investment in infrastructure has been shown to have a significant effect on economic growth. The results of the Threshold 21 Jamaica (T21) model indicate that improvement in physical economic infrastructure (such as roads, energy and water supplies, air and sea ports, and telecommunications networks) usually has higher payoffs in the form of higher rates of economic growth than equivalent investment in health and education over the time horizon to 2030. This is because such improvements have a faster impact on total factor productivity.

The returns to investment in physical infrastructure tend to be high in countries at Jamaica's income level, especially considering the relative underinvestment in physical infrastructure in recent decades. These higher growth rates eventually increase the size of the economy and the levels of

funding available for other services such as health and education over the medium and long term. High-quality infrastructure contributes to social and environmental goals, by improving access to public services, reducing negative environmental impacts and supporting the sustainable use of natural resources.

While the provision of infrastructure traditionally has been the responsibility of the State, the private sector has been playing an increasing role through a number of mechanisms including direct investments and build-own-operate-transfer arrangements, particularly in telecommunications and road infrastructure.<sup>156</sup>

## Transport

Transport – land, air and maritime – provides economic and social gains to a country through indirect and direct

employment, as well as induced development which ultimately leads to wealth creation and growth.<sup>157</sup> Jamaica's two international airports and 14 seaports are particularly important, as they provide the main means of physical connection between the island and the rest of the world. Our domestic transport infrastructure includes one of the most dense road networks in the world, four active domestic aerodromes and a rail network used specifically in the bauxite industry.

### Land Transport

With a dense road network and limited alternatives for internal transport, Jamaica is highly dependent on road transport for personal and freight movement. The road network has suffered over the years from underinvestment in periodic maintenance. The density and topography



Photograph by Howard Mico-Young

<sup>156</sup> E.g. Highway 2000 (Jamaica's first modern toll road).

<sup>157</sup> Studies have revealed that for every US\$1.0 billion investment in highways through the Federal-Aid Programme in the United States of America, approximately 41,000 full time jobs are created and for every one million passengers passing through an airport in Europe, 4,000 jobs are created through direct, indirect and catalytic impact on employment in the surrounding community (Rodrigue, Comtois and Slack 2006).



create significant challenges for road construction and maintenance. Traffic volumes have increased, fed by rapid growth in the number of motor vehicles. This has contributed to congestion in major towns and cities across the island.<sup>158</sup> Road safety and access to land transport are important issues to be addressed. These problems are further compounded by the frequency with which overloaded trucks use the roadways. The importance of the public transport system to road transport in Jamaica is highlighted by the finding of a recent survey that nearly 75 per cent of households do not own a motor vehicle.<sup>159</sup> The student population is dependent on public transport for access to schools.

Railway transport forms the second tier of land transport, a mode of transportation that was introduced in Jamaica as early as the 1840s. Since the closure of the public passenger and

freight transport services of the Jamaica Railway Corporation (JRC) in 1992, railway operations in Jamaica are limited to the activities of bauxite companies. Interest has been expressed in revitalizing the railway but, to date, public or commercial passenger and freight services have not been restored.

### Air Transport

Jamaica's air transport comprises an international and a domestic system. The air transport system consists of: the aviation service providers such as airports, air traffic services, aircraft maintenance organizations, airlines (including the national airline, Air Jamaica) and Aeronautical Telecommunications Limited (AEROTEL); users of air transport, such as passengers and shippers; the regulator, the Jamaica Civil Aviation Authority (JCAA); and the administrator of the island's airports and aerodromes, the Airports Authority of Jamaica (AAJ).



Photograph by the Gleaner Co., Ltd.

<sup>158</sup> The negative effects of traffic congestion include the loss of productive time of motorists and passengers, increased air pollution and vehicular wear and tear, and interference with passage of emergency vehicles.

<sup>159</sup> PIOJ and STATIN, Residential Consumer End Use Survey: Volume I – Household Energy & Transport Final Report (2007).

The system includes two international airports – Norman Manley International Airport (NMIA) in Kingston and the Sangster International Airport (SIA) in Montego Bay – and four active domestic aerodromes – Boscobel, Ken Jones, Negril and Tinson Pen. Both international airports have undergone major expansion and upgrading in the past decade. While total passenger movements have been increasing in recent years, air cargo and aircraft movements have declined, due in part to restructuring of Air Jamaica in 2005 after the Government reassumed full ownership of the national airline.

### **Maritime Transport**

As an island, Jamaica will continue to have an important role for maritime transport in its long-term development.

Jamaica's water-based transport is almost entirely represented by deep-sea maritime transport, as inland waterways and short-sea coastal shipping currently play minor roles in the island's transport system. Jamaica is a maritime state by virtue of its dominant regional trans-shipment hub, cruise ship terminals and other well-developed maritime transportation infrastructure. Maritime transport has made a major commitment to establishing Jamaica as a global trans-shipment hub, including substantial investment in expansion of the Port of Kingston, which was rated 55<sup>th</sup> among the world's ports in 2007 on the basis of container traffic.<sup>160</sup> It will be essential to maximize the return on this investment by supporting port development through expansion of support services and facilities.

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Photograph contributed by JTI

<sup>160</sup> Institute of Shipping Economics and Logistics, Shipping Statistics Yearbook 2008 (2008).

## Issues and Challenges

### **Cost and Timeliness of Maintaining Road Network**

Funding for road construction and maintenance presents a major challenge to the public sector, particularly given the budget constraints imposed by the requirements for debt service payments. The lack of adequate funding for periodic maintenance in particular leads to early failure of roads even when standard maintenance activities are carried out. The present approach to road repairs where regular and planned maintenance is replaced by patching of failed areas that have been previously patched is not sustainable and does not address the fundamental causes of road failure.

### **Fragmented Responsibility for Maintaining Road Network**

The responsibility for road construction and maintenance is divided between the National Works Agency (NWA) with responsibility for main roads, and local authorities for parochial roads. Road maintenance also must be combined with maintenance of associated infrastructure such as drains and culverts.

### **Road Safety**

Road safety represents an important aspect of a sustainable land transport system. While the number of road fatalities has declined over the past decade, the number of admissions to accident and emergency units of public hospitals resulting from motor vehicle accidents has increased over the same period.<sup>161</sup> This has been attributed primarily to poor driving habits, as well

as to defective vehicles and bad road conditions.

### **Public Transport System**

The existing public transport system presents access problems for a number of social groups, including the elderly and the disabled. The long-term development of Jamaica's public transport system will require design and integration of the most efficient transport modes, establishment of sustainable funding mechanisms, and coordination with national spatial planning and environmental management frameworks.

### **National Air Carrier**

The main challenge for international air transport in the near term will be to resolve the fate of Air Jamaica, which began operations in 1969. The national carrier has passed through phases of private and public ownership without achieving financial viability. The strategic issues include the limited economies of scale of small national carriers and the need to provide adequate airlift for Jamaica's travel and tourism industry and passenger and cargo movements. The Government is pursuing options for privatization of Air Jamaica based on rationalization of its operations.

### **Domestic Air Transport**

The main challenges for the domestic air transport system include maintenance and expansion of aircraft fleet and land-based infrastructure including aerodromes, and difficulties in generation of economic levels of revenue from internal personal, business, tourism and freight traffic.

<sup>161</sup> Road traffic fatalities declined by 2.6% from 391 in 2003 to 381 in 2006 (Road Safety Unit), while cases seen at accident and emergency units of public hospitals from motor vehicle accidents (January-September) rose by 46.4% from 9,005 in 2003 to 13,182 in 2006 (ESSJ 2003-2006).

**Maintenance of Standards**

Both the international and domestic air transport systems must maintain required standards of aviation legislation and regulation, civil aviation obligations, air navigation and traffic control, air freight and cargo handling, customs and immigration, customer service and security management.

**Air Transport Infrastructure**

Infrastructure issues include insufficient air cargo facilities, limited domestic aerodrome infrastructure, inadequate infrastructure to accommodate peak hour passenger flows and the fact that the existing international airports do not have the capacity to extend runways to support long stage lengths.

**Constraints in the Enabling Environment for Maritime Transport**

The expansion of maritime transport faces a number of constraints in the supporting domestic environment, including lack of adequate and modernized maritime legislation, delays in approval process for construction of maritime infrastructure and inefficient customs procedures.

**Security Threats**

Security is a major concern for maritime and air transport, including the need to address the transnational threats of the drugs and arms trades, illegal migration and international terrorism.

**Environmental Issues**

The main environmental issues relating to land transport include: air pollution, noise, and dust from motor vehicle traffic; modifying land use to accommodate new or expanded roadways; and increased surface water runoff from paved roadways. The road network is vulnerable to damage caused by natural hazards, particularly hurricanes, tropical storms and flooding, including sediment floods. The environmental impacts of marine transport include: ship-borne waste; dumping; oil and exhaust pollution; potential introduction of aquatic invasive species through ship ballast water; and impact on coastal eco-systems from port facilities and shipping activities. The transport sector is one of the largest consumers of imported petroleum in the Jamaican economy and must address its contribution to climate change due to burning of fossil fuels.



Photograph contributed by JTI

## Logistics Hub

A major transport and logistics hub or junction represents a particularly high level of evolution for the transport sector in any country. Logistics refers to the process of managing the flow of goods, services, people, information, energy, and other resources through the entire supply chain from source to end use. A

number of countries and cities, including Singapore, Dubai, Hong Kong, Miami, the Netherlands and Germany have achieved the status and benefits that come from having established a major logistics hub. Jamaica has the opportunity to establish itself as a premier logistics hub in the Caribbean based on a number of factors, including:

- Its strategic geographic location in proximity to the main East-West shipping lanes between the Far East, Europe and Eastern North America, and trade and air routes to the Americas, Europe and the Caribbean
- The opportunity to capitalize on increased trade flows from the expansion of the Panama Canal that will double its capacity by the year 2015
- A well-developed transport and telecommunications infrastructure, services and institutions with a foundation for the main elements of a major logistics hub



Figure 19: Map of Jamaica's Geographic Location

- A large pool of trainable labour
- Some existing elements of required policy and regulatory framework
- Potential for development and expansion of supporting services

The benefits to Jamaica of becoming a major transport and logistics hub will include:

- Increased generation of primary revenue streams from transport and related facilities and services
- Increased contribution of transport services to Gross Domestic Product (GDP) and employment
- Opportunities for development of related economic activities throughout the logistics value chain
- Enhanced integration of intermodal linkages between land, air and maritime transport systems
- Integration of administration for strategic planning for land, air and maritime transport
- Provision of an ideal platform for global competitiveness for domestic producers and exporters

## Issues and Challenges

### Competition

Jamaica will have to implement a number of steps over the short, medium and long term to ensure its ability to establish a transport and logistics hub successfully. The importance of timely implementation is highlighted by the consideration that the Caribbean region will not be able to support more than one major logistics hub (in addition to Miami). The country that acts decisively to take advantage of the existing window of opportunity and establish first mover advantage over competing locations will benefit by capturing the lion's share of primary revenue streams from such a position, while other countries will either fail to establish a major hub or will be restricted to secondary status and limited revenue streams. In order to preempt other regional competitors such as the Dominican Republic, Puerto Rico, Cuba and Trinidad and Tobago, we will

have to take a number of priority actions in the short term to secure the opportunity to establish a major logistics hub successfully and fulfil the long-term potential of our transport sector.

### Low Existing Level of Logistics Capacity

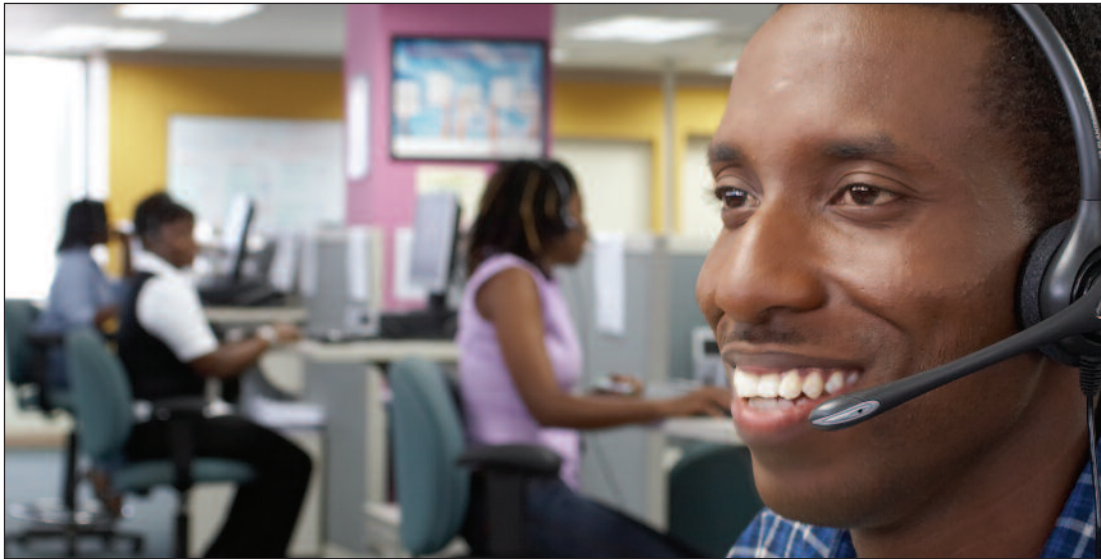
We will have to upgrade our logistics capacity, which currently compares unfavourably with international competitors. The Logistics Performance Index for 2007 ranked Jamaica 118<sup>th</sup> out of 150 countries for its overall logistics performance across a range of dimensions.<sup>162</sup> This compares with rankings of 1<sup>st</sup> for Singapore, 54<sup>th</sup> for Panama, and 96<sup>th</sup> for the Dominican Republic. The most problematic aspects of our logistics performance included infrastructure, handling of international shipments, logistics competence, tracking and tracing, and timeliness. However, Jamaica ranked 5<sup>th</sup> in the world on domestic logistics costs.



### Telecommunications Network

Information and Communications Technology (ICT) has emerged as one of the more visible representations of modern development, profoundly influencing production processes and social life. Information and communications technologies (ICTs) form the basis for the transition to the information society that represents the model for developed economies in the 21<sup>st</sup> century. The speed and depth of the changes resulting from ICTs have been termed the second Industrial Revolution. The development of the ICT industry has transformed life in Jamaica in many ways. We have seen the introduction and spread in the use of mobile phones,

<sup>162</sup> Arvis, Jean-François, Monica Alina Mustra, John Panzer, Lauri Ojala and Tapio Naula. 2007. Connecting to Compete: Trade Logistics in the Global Economy - The Logistics Performance Index and Its Indicators. (Washington, D.C.: The World Bank).



Photograph contributed by JTI

personal computers and the Internet, dramatic expansion in the number and range of telecommunications and broadcast media providers, and growth of applications of ICTs in businesses, schools and households.

The telecommunications industry has experienced among the highest levels of expansion and investment in our economy, particularly since the year 1999 which saw the lifting of the monopoly on telephone services. Since the liberalization of the industry in 1999, there has been an explosion in the number of telecommunications licences granted in Jamaica, increasing from a total of 2 licences in 2000 to 441 licences by 2008.

Jamaica has three main mobile providers: Cable & Wireless Jamaica Limited (trading as LIME), Mossel Jamaica Limited (trading as Digicel) and Oceanic Digital Jamaica Limited (trading as Claro). The Government has awarded spectrum licences to Digicel and Cable & Wireless to offer broadband services in the 3.5 GHz band. Jamaica's advanced

telecommunications infrastructure includes a 100 per cent digital telecommunications network, a submarine fibre optic transmission ring around the island, international submarine cable links through the Cayman-Jamaica fibre system and the recently installed Columbus Communications' Fibralink system to the Dominican Republic.

We have achieved relatively high uptake of some ICTs, in particular mobile telephony. In 2008, the phone penetration rate reached 114 per cent of the population based on subscribers for fixed and mobile phones. A range of international indices show that Jamaica has generally achieved a position midway among the nations of the world in the development of its ICT sector, and has the potential to increase the contribution of its ICT infrastructure to national development. The World Economic Forum Networked Readiness Index for 2007-2008 ranked Jamaica 46<sup>th</sup> of 127 countries in terms of ICT environment, network readiness and usage of ICT.

## Issues and Challenges

### **Spectrum Management**

There has been an exponential growth in the demand for radiofrequency spectrum, which represents a fundamental resource for Jamaica's telecommunications network. In some areas, such as broadcasting and mobile broadband, this increased demand has resulted in the limited availability of FM frequencies for analog broadcast and the need to review current allocations to ensure that the spectrum is being utilized for its best purpose. Challenges in spectrum management include being able to anticipate the needs of users, to manage the various demands for spectrum to avoid conflict among potential users and to provide the appropriate regulatory framework for the development of wireless communication systems. Jamaica also requires a transition plan to convert its broadcasting systems to digital audio and television (which will include conversion of existing radio and television sets), and to accommodate the expansion of mobile broadband using 3<sup>rd</sup> and 4<sup>th</sup> generation technologies.

### **Regulatory and Legislative Framework**

There are three main regulatory agencies, the Office of Utilities Regulation (OUR), Spectrum Management Authority and Broadcasting Commission, with different roles. The resulting fragmentation and overlapping jurisdictions in telecommunications caused by the existence of the multiple regulators may be resolved by creating a single telecommunications regulator.

“ Vision 2030 Jamaica plans to ensure the development of world-class transport, telecommunications, water supply and sanitation infrastructure that can contribute to the competitiveness of Jamaican producers and improved quality of life for the Jamaican people. ”

### **Human Resource Development**

The rapid pace of change and technological advance will require ongoing human resource development to ensure that adequate trained personnel are available to companies and organizations in the industry, including regulatory agencies. This will require a number of modalities, including formal academic programmes, vocational and skills training, in-house training by companies and access to international skills as required.

### **Access to Infrastructure**

The long-term development of the telecommunications infrastructure must address: the need to extend affordable universal access to marginalized communities, remote areas, and vulnerable groups; and the competitive market requirement to ensure that all service providers have equitable access to telecommunications infrastructure systems.

### **Risk Resilience**

Our telecommunications infrastructure needs to be adapted on an ongoing basis to address vulnerabilities to hazards and build increasing levels of resilience.



## Water Supply and Sanitation Services

Water is the fundamental requirement for all human settlements, as expressed by the slogan of the National Water Commission (NWC) - "Water is Life!" It is estimated that 17 per cent of freshwater consumption in Jamaica is for domestic usage. Our water is mainly consumed by the productive industries including agriculture (which accounts for 75 per cent of total water consumption), food processing, and tourism.<sup>163</sup> Faced with the likelihood of growing imbalances between the demand and supply of freshwater at a global level over the next 25 years,<sup>164</sup> Jamaica must consider water as a fundamental strategic resource that is not only necessary for improved quality of life for our population but also one which can provide us with a competitive advantage in those industries, such as tourism, where water represents an important input.

Since April 1996, the Water Resources Authority (WRA) has had responsibility for regulation, control and management of the nation's water resources. The NWC on the other hand has responsibility for the public supply of drinking water and sewage treatment, and operates within the policy context of the Government's goal of universal access to potable water by the year 2010 and the establishment of sewerage systems in all major towns by 2020. The National Irrigation Commission (NIC) has responsibility for the supply of water for agricultural and irrigation uses, while the Rural Water Supply Company has

the responsibility for the execution of small rural projects.

## Issues and Challenges

### High Levels of System Losses

The levels of non-revenue water<sup>165</sup> are high due to aging infrastructure and the under-metering for 15 per cent of the population. Non-revenue water is estimated at 60 per cent of the total amount of water distributed by the NWC.<sup>166</sup> System losses are also high in the agricultural sector where water used for irrigation is lost to leaky canals and evaporation.

### Inadequate Water Distribution Infrastructure

There is inadequate storage capacity in many parishes to increase the reliable yield and to ensure that there are sufficient supplies of water during the dry season. While sufficient water exists on the island to meet all water demands, the water resources are not necessarily located close to the major centres of water demand. The infrastructure to



**Rainfall is the sole source of freshwater across Jamaica, yielding three basic water resource types, namely:**

- Surface water – rivers and streams;
- Groundwater – wells and springs; and,
- Direct rainwater – evapotranspiration and harvested rainwater

<sup>163</sup> Source: Water Resources Authority (WRA).

<sup>164</sup> United Nations Environment Programme. 2000. Global Environment Outlook 2000. (New York: United Nations).

<sup>165</sup> Non-revenue water is water that has been produced but lost before reaching the customer, through physical losses or leaks, or apparent losses, e.g. theft or under-metering inaccuracies.

<sup>166</sup> Ministry of Water and Housing [online], <http://www.mwh.gov.jm>.

move the water to the areas where it is needed is absent or inadequate in some parts of the country.

**Inadequate Sanitation Services**

While sanitation services have increased in recent years,<sup>167</sup> they are less extensive than the coverage of water services, and sewage disposal practices are also often inadequate. Sewerage is not generally provided in rural areas, except in housing developments, with only 4.3 per cent of rural households connected to a sewer

system, compared to 51.4 per cent of households in the KMA and 12.2 per cent in other towns. The commonest form of rural sanitation is the pit latrine, used by 57.9 per cent of rural households. Septic tanks, pit latrines and other types of onsite sanitation systems can be effective and safe. However, if not constructed, used and maintained properly, they can pose a threat to health and the quality of ground and surface waters.

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Photograph contributed by PIOJ

Soapberry Sewerage Plant, Kingston

<sup>167</sup> The percentage of households island-wide with water closets linked to sewer rose from 18.3% in 2001 to 21.9% in 2007 (Jamaica Survey of Living Conditions 2001 and 2007, PIOJ/STATIN).

## National Strategies

Under Vision 2030 Jamaica, each of the components of our transport system will be expanded and adapted to meet the evolving needs of our economy and society. The development of a modernized public transport system and a multimodal regional logistics hub will be priorities. We will ensure that broadband infrastructure and access is expanded island-wide, and provide

adequate and safe water supply and sanitation services for economic and social uses. Public private partnerships will be a key approach in developing strong economic infrastructure for our future.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 24: National Strategies and Responsible Agencies – Strong Economic Infrastructure**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
9-1 Expand and rationalize land transport infrastructure and services	Ministry of Transport and Works National Works Agency National Road Operating and Construction Company Local Authorities
9-2 Develop a modernized public transport system	Ministry of Transport and Works Jamaica Urban Transport Company Montego Bay Metro Limited Transport Authority Local Authorities
9-3 Expand domestic and international air transport infrastructure and services	Ministry of Transport and Works Airports Authority of Jamaica Civil Aviation Authority Air Jamaica
9-4 Expand and diversify maritime infrastructure and services	Ministry of Transport and Works Port Authority of Jamaica Maritime Authority of Jamaica Caribbean Maritime Institute
9-5 Develop Jamaica as a regional logistics hub with multimodal transport linkages	Ministry of Transport and Works Ministry of Industry Investment and Commerce Port Authority of Jamaica Maritime Authority of Jamaica Caribbean Maritime Institute Civil Aviation Authority Airports Authority of Jamaica
9-6 Expand the broadband network island-wide	Ministry of Mining and Telecommunications Central Information Technology Office Private Telecommunications Companies
9-7 Ensure adequate and safe water supply and sanitation services	Ministry of Water and Housing Water Resources Authority National Water Commission National Irrigation Commission



Photograph contributed by JTI

## 9-1 Expand and Rationalize Land Transport Infrastructure and Services

Jamaica already has an extensive built road network. Over the long term, our existing road network will be rationalized as it will not be possible to maintain the entire network at the same standards. Road maintenance will be prioritized based on economic and social criteria, including consideration of the relative costs and benefits of primary, secondary and tertiary road networks. The role of effective periodic and routine maintenance is particularly important given the cost-effectiveness of road maintenance and rehabilitation compared to new road construction. The impact and importance of drainage structures on the road network must be adequately addressed, particularly as the majority of road failures is due to poor drainage of the pavement. Proper road maintenance will result in reduced vehicle operating costs. It will be necessary to rationalize responsibility for construction and maintenance for main and parochial roads as well as major drains and gullies between the National Works Agency (NWA) and local authorities, for example, through the creation of a single Road Authority.

Vision 2030 Jamaica will develop further opportunities for private sector participation in the construction of new roads and cost recovery through user fees. The development of the road

network will concentrate on completion of the island's highway network. The expansion of land transport will involve development of rail transport on critical corridors for passenger and cargo traffic.

### Selected Sector Strategies:

- Strengthen the institutional capacities and capabilities of the roads authorities to develop and maintain the road network
- Improve and rationalize the road transport infrastructure
- Encourage and facilitate greater private sector participation in the construction, management and maintenance of the road network, including key arterial roads
- Secure a sustainable means of funding for road maintenance expenditures
- Produce and implement a formal hazard mitigation strategy and a disaster management contingency plan for road transport
- Ensure that road networks are developed within guidelines of national environmental agencies
- Ensure the completion of the island-wide highway network
- Improve flow of traffic in urban centres
- Develop intermodal traffic options
- Plan and develop modern railway linkages along key routes
- Develop road systems and infrastructure to facilitate safe non-motorized transport
- Develop driver feedback/intelligent roads

## 9-2 Develop a Modernized Public Transport System

The development of a modernized public transport system is a key national strategy for Jamaica's economic infrastructure. Public transport represents the most efficient use of the road network, as well as the most efficient use of energy resources for land transport. Public transport reduces the negative impact of land transport on the environment by reducing fuel emissions. The majority of our population is dependent on public transport. Public transport will continue to represent their main land transport option for the foreseeable future, as provision of individual vehicles for the entire population would represent an unsupportable burden on the island's economy, road network, and the environment.

While the existing public transport system is entirely based on buses and taxis, the long-term development of a modernized public transport system also must consider other transport modes, including passenger rail on critical corridors and short-sea transport e.g. ferries, as well as introduction of alternative fuels such as ethanol and natural gas. Under Vision 2030 Jamaica, the development of the public transport system will require: construction and installation of supporting facilities; establishment of an appropriate regulatory and fee structure; ensuring physical and economic access for all social groups, including students, the elderly and the disabled; and integration of transport planning with the overall spatial and land use planning for our country.

### Selected Sector Strategies:

- Develop and implement a long-term plan for the public transport system including for schools, taking into consideration integrated, multimodal options for bus, rail, taxi, ferry and air transport
- Develop and expand public bus system to meet sustainable transport needs
- Ensure access to public bus system for all vulnerable groups
- Extend taxi routes and licensing to meet demand of travelling public
- Ensure provision of proper facilities for buses and taxis
- Ensure that adequate policies and regulations for public transport are implemented
- Promote use of public transport over private car travel

## 9-3 Expand Domestic and International Air Transport Infrastructure and Services

We must expand our domestic and international air transport services to meet the increasing demand for air travel by domestic and international passengers. Domestic air transport will benefit over the long term from increased numbers of aerodromes that can accommodate regular and private passenger flights and support the growth of general aviation services island-wide. Under Vision 2030 Jamaica, infrastructure development will include: completion of current upgrading projects at the two existing international airports and domestic aerodromes; consideration of further expansion of the existing international airports; and the long-term consideration of the potential construction of a third international airport on the south coast at Vernamfield, to meet the long-term

requirements for the growth of air transport, particularly for freight. The expansion of air transport infrastructure will require careful consideration of land requirements and the reservation of required lands as part of the long-term spatial planning for Jamaica. Resolution of the long-term future of Air Jamaica will have to be based on an economically viable model, as the Government cannot continue to cover operating losses of a national carrier indefinitely.

#### **Selected Sector Strategies:**

- Facilitate the increase and upgrading of domestic aerodromes and air strips in the country
- Promote intra-island air service
- Promote growth of domestic air services including scheduled, unscheduled, airwork and general aviation in Jamaica
- Reserve suitable land areas for airport expansion and future development
- Ensure strategic alliances for airport development and operation
- Establish policy and business framework to facilitate expansion of international air service
- Resolve long-term future of Air Jamaica
- Develop new international airport at Vernamfield integrated into proposed multimodal transportation system

#### **9-4 Expand and Diversify Maritime Infrastructure and Services**

The demand for Jamaica's maritime facilities is derived from the island's strategic location at the centre of an 800 million person market in the Western Hemisphere including the largest market in the world, the USA. Vision 2030 Jamaica will capitalize on our strategic

location and the major investments already made in maritime transport with a national strategy to expand and diversify maritime infrastructure and services, by: supporting port development with adequate training and ancillary services; diversification into dry and liquid bulk cargoes; and developing linkages that can leverage the investment in port facilities through initiatives such as duty-free shopping and manufacturing and industrial zones.

We will take advantage of the opportunities to establish an integrated maritime centre, for example, as a ship registry location and a crewing nation supplying trained maritime officers for the world shipping industry.

#### **Selected Sector Strategies:**

- Promote development of short-sea shipping
- Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers
- Encourage development of multi-use port facilities
- Reserve suitable land areas for port expansion and future development
- Exploit opportunities to become a crewing nation due to the worldwide shortage of ship's officers
- Provide technical capacity ashore for maritime industries
- Nurture ancillary and supporting services to develop a maritime centre
- Facilitate home-porting of cruise ships
- Facilitate growth of ship registry
- Encourage shipping and ship management companies to base their operations in Jamaica
- Encourage the entrepreneurial potential of trained maritime personnel

### 9-5 Develop Jamaica as a Regional Logistics Hub with Multimodal Transport Linkages

Vision 2030 Jamaica will leverage our strategic geographic location and competitive advantages in existing transport infrastructure to develop a regional logistics hub. This process has the potential to transform Jamaica's economy in the same way that the development of logistics hubs in Singapore and Dubai has transformed the economies of those countries. To accomplish this major national strategy, Jamaica must overcome competition from rival locations in the Caribbean, coordinate its policy and institutional framework, and mobilize public and private sector investment to develop the infrastructure and services required to create a modernized and efficient logistics hub. We must overcome the inadequate level of our existing logistics capacity through human resource development and adherence to world-class standards of service delivery.

The logistics hub will generate increased primary revenue streams from transport and related facilities and services, and will provide the ideal platform for domestic producers to trade goods and services into regional and global markets. The expansion of the Port of Kingston and Kingston Container Terminal, in conjunction with the development of multimodal transport linkages and

logistics facilities in proximate locations such as Caymanas, offers the foundation for our country's logistics hub. Over the long term, the development of a major integrated logistics hub on the South Coast, centred on Port Esquivel and Vernamfield, could: integrate the creation of import infrastructure for liquefied natural gas as part of the development of the energy sector; provide multi-use port facilities for the export of industrial minerals; facilitate expansion of tourism on the South Coast; and provide the potential for industrial parks for the manufacturing sector.

#### **Selected Sector Strategies:**

- Develop a national mechanism and framework to spearhead development of logistics hub
- Establish a comprehensive policy and institutional framework for development of logistics hub
- Develop and link major and supporting logistics centres and facilities island-wide
- Develop safe and efficient multimodal transport and communication linkages for logistics hub
- Promote Jamaica as a major logistics hub to local and international private sector investors and a globally diverse customer base
- Develop skilled labour force for logistics hub
- Develop international cargo facilities

## 9-6 Expand the Broadband Network Island-Wide

The main information and communications infrastructure for our future economic and social development is represented by the broadband network. To expand the broadband network island-wide, Vision 2030 Jamaica will create the infrastructure required to provide affordable universal access to information and communications technologies for industrial, commercial and residential users. Broadband network development is driven by private sector investment, and will be supported by a transparent, efficient and responsive policy and regulatory framework, including a licensing and rate-setting regime.

We will ensure that the development of the broadband network addresses the need for equitable access to telecommunications infrastructure systems by all service providers, as well as domestic and international connectivity (including to the existing fixed-line telecommunications operators) and reductions in cost of internet outbound connectivity. The broadband network will accommodate multiple technological platforms, including wireless, fixed land-line and fibre optic cable networks offering combined cable, internet and telephone services, as well as future technologies that may be developed. The expansion of the broadband network will be complemented by e-inclusion initiatives

to increase access to computers and other devices for internet connectivity on an affordable basis to help bridge Jamaica's internal 'digital divide'.

### Selected Sector Strategies:

- Expand ICT infrastructure and broadband penetration to cover the entire island
- Expand the deployment of Community Access Points (CAPs) within publicly accessible spaces
- Encourage public and private sector partnerships to establish Internet connectivity in publicly accessible spaces
- Facilitate greater computing device ownership and improved penetration of computing devices throughout homes and businesses
- Create an appropriate policy and regulatory environment conducive to investments in ICT and network development, governed by an independent regulatory institution
- Enhance the ICT infrastructure to ensure the support and security of the nation's information assets and minimize vulnerabilities of ICT networks
- Promote multiple modes of information delivery systems and networks including new wireless and wired technologies
- Ensure equitable access for all educational and training institutions to low-cost, reliable high-speed internet and computer facilities



### 9-7 Ensure Adequate and Safe Water Supply and Sanitation Services

To ensure the provision of adequate and safe water supply and sanitation services, Vision 2030 Jamaica will strengthen the nation's infrastructure for storage, treatment, distribution and disposal of water. This will be achieved through a range of strategies including: strengthening national capacities to make decisions among competing demands for the allocation of limited water resources; increasing financing for infrastructural development; and the creation of an institutional framework to allow for efficient and effective water resources management.

Strengthening the country's infrastructure is particularly important as new water required by the country by the year 2015 has been estimated at 790 million cubic metres per year by the Water Resources Authority (WRA), with 172 million cubic metres for non-agricultural purposes and 618 million cubic metres for agricultural purposes.

Based on these estimates, Jamaica will be using more than 41 per cent of its reliable safe yield of freshwater by 2015, and the water supply system would have to almost double its delivery between 2003 and 2015.

Currently, reliable and safe yields<sup>168</sup> of freshwater in Jamaica are estimated at 4,085 million cubic metres per year, with groundwater accounting for 84 per cent and surface water 16 per cent. Present production from both ground and surface water resources totals 920 million cubic metres per year – 22.5 per cent of the current reliable safe yield. This leaves a balance of 3,165 million cubic metres per year (over 77% of the total) available for development.

Under Vision 2030 Jamaica, water, sanitation and hygiene will be linked to support human health, protect ecosystems and reduce poverty. We will provide stronger coordination between the planning and development of water supply, sanitation services and human settlements.

<sup>168</sup> The reliable yield or exploitable surface water is the daily water flow that is exceeded 90 percent of the time. The safe yield or exploitable groundwater is the quantity of groundwater that can be withdrawn over a long period without impairing the aquifer as a water source. WRA, [online], Glossary, <http://www.wra-ja.org>.

**Selected Sector Strategies:**

- Implement Integrated Water Resources Management (IWRM) in an established institutional framework anchored in the Dublin and other related principles and informed by regional and national research findings
- Improve institutional arrangements for water management by making the ten hydrological basins the management units to address water problems
- Ensure equitable sharing of water resources in each hydrological basin
- Allow for increased public-private partnerships preferably in denser population areas and leave low density areas for Government systems
- Ensure that Millennium Development Goals for safe and adequate water and sanitation are met and surpassed
- Provide sufficient water for achieving food security
- Introduce acceptable water pricing and cost recovery mechanisms
- Develop wastewater systems that are economical, sustainable and environmentally friendly
- Use participatory approaches to design, manage, maintain and protect watershed areas, catchments and networks and promote effective programmes for water conservation and prevention of contamination
- Ensure water and sanitation are costed and financed to promote equity, efficiency and sustainability
- Implement appropriate compliance measures
- Introduce mechanisms towards equitable water allocation and to encourage recycling of industrial effluent and domestic wastewater

**Table 25: Proposed Indicators and Targets for National Outcome #9**

National Outcome #9 – Strong Economic Infrastructure					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Infrastructure Index (adapted from the GCI)	3.54	3.69	3.84	≥4.59	Targets set to achieve score equivalent to lower range of the top 30 countries by 2030.
Connectivity and Technology Infrastructure Index (E-Readiness Index-scored from 10)	3.8	4.35	4.9	≥7.5	Target for 2030 is set at the minimum score for the top 20 countries, which is 7.5 in 2008.
% of total renewable fresh water resources that is produced	22.5%	30%	41%	54%	Targets are set to meet Jamaica's projected demand for water by 2015, and to meet the global average by 2030.

## NATIONAL OUTCOME # 10 ENERGY SECURITY AND EFFICIENCY

### Overview

Energy represents a fundamental input for modern economies and social life. Jamaica has been almost entirely dependent on imported petroleum as its primary source of energy throughout its modern history. Transport is the largest consumer of petroleum in our economy, accounting for 37 per cent of total petroleum consumption in 2008. The bauxite and alumina industry follows close behind, at 34 per cent, while electricity generation accounts for 23 per cent. The long-term planning for the energy sector must focus on these main areas in order to achieve meaningful improvements. Vision 2030 Jamaica will

create a modern, efficient, diversified and environmentally sustainable energy sector providing affordable and accessible energy supplies with long-term energy security that contributes to international competitiveness throughout all the productive sectors of the Jamaican economy. By 2030, no less than 20 per cent of our energy supply will come from renewable sources.

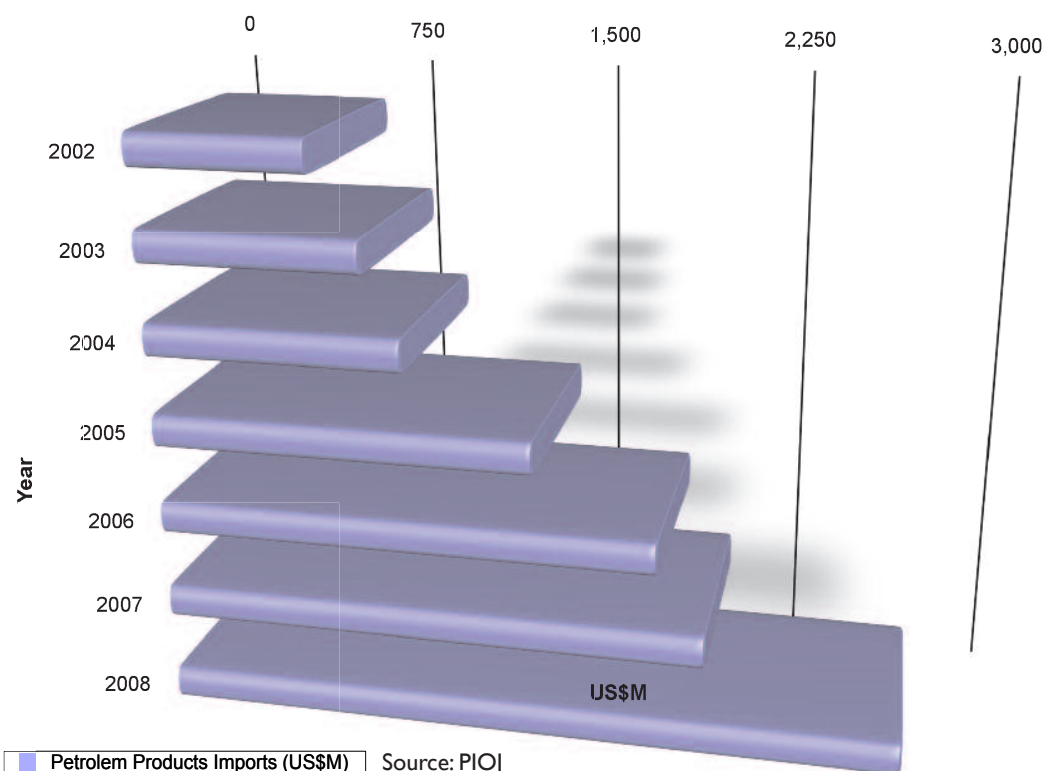
In an uncertain global environment, our dependence on imported petroleum renders the country vulnerable to disruptions in energy supply as well as to increases in the price of oil, as occurred in 1973 and more recently in the years since 2002, when the annual average spot peak price of crude oil on the international market increased by 288 per cent from US\$25 per barrel in 2002 to US\$97 in 2008.<sup>169</sup> Our total imports of petroleum products (oil bill) were valued at US\$2.71 billion in 2008, up from US\$0.64 billion in 2002, and imports of mineral fuels represented 30 per cent of total merchandise imports in 2007.

The International Energy Agency (IEA) projects that global energy demand will increase by over 50 per cent by 2030 based on current energy policies and growth trends, and fossil fuels will continue to dominate the fuel mix.<sup>170</sup> These trends imply continued growth in energy-related emissions of carbon

“ Vision 2030 Jamaica will create a modern, efficient, diversified and environmentally sustainable energy sector providing affordable and accessible energy supplies with long-term energy security that contributes to international competitiveness throughout all the productive sectors of the Jamaican economy. ”

<sup>169</sup> Economic and Social Survey of Jamaica (2002 and 2008).

<sup>170</sup> United Nations Environment Programme and International Energy Agency, *Analysing Our Energy Future – Some Pointers for Policy-Makers* (2007).

**Figure 20: Jamaica - Total Value of Petroleum Imports 2002 - 2008**

dioxide (CO<sub>2</sub>). The world today faces two main threats related to energy – inadequate and insecure supplies at affordable prices and global warming due to over-consumption of fossil fuels. The prospects for global energy markets heighten concerns about energy security and the impact of climate change on energy-dependent small island states such as Jamaica. As stated by the IEA, “The challenge for all countries is to put in motion a transition to a more secure, lower-carbon energy system, without undermining economic and social development.”<sup>171</sup>

### Energy Security

Energy security may be broadly defined as ensuring adequate and affordable energy supplies in order to sustain economic performance and national development.<sup>172</sup> Traditionally, Jamaica has depended on petroleum supplies from Venezuela, Mexico, Trinidad and Tobago and Ecuador, supplemented by purchases on the spot market. However, our long-term energy security is threatened by diminishing global oil reserves, increasing demand in developing countries (particularly China and India), political uncertainties in key oil-producing regions, and the potential impact of

<sup>171</sup> International Energy Agency, World Energy Outlook 2007 - Executive Summary (2007).

<sup>172</sup> See for example, World Economic Forum, The New Energy Security Paradigm (2006).

natural and man-made disasters on energy production and transport infrastructure. The range of diversification options for our energy sector includes natural gas, coal, petcoke and renewable energy resources such as solar energy, biofuels and wind. Another recent development has been the advancement of activities related to the exploration for potential oil and gas deposits in onshore and offshore areas of Jamaica.<sup>173</sup>

### **Energy Efficiency and Conservation**

Energy efficiency is increased by using less energy per unit output, and contributes to increased competitiveness of economic production as well as environmental sustainability and energy security. Jamaica is very inefficient in the use of energy with an energy intensity index that is more than four times the global average.<sup>174</sup> Energy conservation is a broader measure that encompasses energy efficiency as well as behavioural changes that reduce energy consumption.

The Least Cost Expansion Plan for the public electricity system assumes an average annual growth rate of 4.2 per

cent in energy generation, with net system peak demand projected to more than double from 606.9 MW in 2006 to 1,439.3 MW by 2027.<sup>175</sup> The expansion of electricity generation capacity for public supply and for the bauxite and alumina industry will require long-term choices for the fuel mix.

### **Issues and Challenges**

#### **Dependence on Imported Petroleum**

Imported petroleum accounts for 94 per cent of Jamaica's energy consumption.<sup>176</sup> Our dependence on imported petroleum makes our island highly vulnerable to disruptions to the supply and price of our main energy source. This dependence reduces the island's energy security. Dependence on petroleum also limits the country's ability to improve energy efficiency and reduce energy costs. Our renewable energy sub-sector is not as well established as in some developing countries, such as Brazil, the Dominican Republic and India. Diversification of energy sources, therefore, must represent a priority for meeting Jamaica's energy needs.

<sup>173</sup> Exploration activities in Jamaica have occurred in two phases. The earlier phase spanned 1955 - 1973, done by private companies, and more recently 1978 - 1982 by the PCJ. A new exploration phase began with the opening of new licensing rounds in 2005-2007(PCJ). [http://www.pcj.com/oil-gas\\_energy\\_main.htm](http://www.pcj.com/oil-gas_energy_main.htm).

<sup>174</sup> The Jamaica Energy Policy Analysis 2005, Cabinet Office (2005), indicates that the economy requires up to 20,000 British thermal units (BTU) to produce US\$1.00 of output, compared to a global average of 4,600 BTU.

<sup>175</sup> OUR (2007). The projections for peak demand are being revised and updated by the OUR to take into account the relatively flat demand since 2006, due in part to the rising price of oil and electricity.

<sup>176</sup> PCJ.

**Inefficient Electricity System**

Jamaica requires an efficient and reliable electricity supply for its long-term development. However, 50 per cent of the island's electricity-generating plant is over three decades old, has exceeded its intended useful economic life, and is considered relatively inefficient.<sup>177</sup> System losses in transmission and distribution represent 23 per cent of total output.<sup>178</sup> The average price of electricity in Jamaica rose from US\$0.24 per kilowatt hour in 2006 to US\$0.31 in 2008.<sup>179</sup> Available studies indicate that the price of electricity in Jamaica is in the mid-range of electricity prices in the Caribbean,<sup>180</sup> but higher than electricity prices in many developed and developing countries,<sup>181</sup> and reduces the competitiveness of Jamaican firms in international markets. Jamaica's electricity supply is still subject to periodic power fluctuations and outages that disrupt the operation of productive enterprises. The Global Competitiveness Report identifies the quality of electricity supply as an important contributor to economic growth and one in which Jamaica is at a competitive disadvantage.<sup>182</sup>

**Inefficient Use of Energy**

As a country we are very inefficient in our use of energy. This is due to a range of factors, including: the high energy use of the bauxite and alumina industry; an inefficient public electricity system; inefficient energy technologies in manufacturing and other productive sectors; inefficient energy use in the

public sector; low public awareness of the importance of energy conservation; and an inadequate policy framework to promote energy conservation and efficiency.

**Environmental Sustainability**

The use of energy has important environmental consequences. There are significant impacts on human health and the natural environment from oil exploration, production, transport and use. Combustion of fossil fuels is the single largest contribution to climate change because of the volume of carbon dioxide (CO<sub>2</sub>) and other greenhouse gases released. While Jamaica's emissions of greenhouse gases represent a minor fraction of the global total, as a small island state, we will be particularly vulnerable to the effects of climate change. Other air pollutants caused by combustion lead to health problems such as respiratory diseases and cause damage to physical infrastructure. The other environmental impacts of the energy sector include potential oil spills, potential contamination of ground water by methyl tertiary-butyl ether (MTBE), a gasoline additive, and the effects of deforestation resulting from the production and use of fuel wood and charcoal. The environmental impacts of the energy sector also have gender implications, including the relatively higher use of charcoal and fuel wood by female-headed households.<sup>183</sup>

<sup>177</sup> OUR (2007).

<sup>178</sup> As estimated by the OUR.

<sup>179</sup> The increase is almost entirely due to increase in the fuel charge over the period (OUR).

<sup>180</sup> Jha, Abhas Kumar (ed.), Institutions, Performance, and the Financing of Infrastructure Services in the Caribbean: World Bank Working Paper No. 58 (2005).

<sup>181</sup> See for example IEA (2007).

<sup>182</sup> Porter and Schwab, The Global Competitiveness Report 2008-2009 (2008).

<sup>183</sup> PIOJ and STATIN, Residential Consumer End Use Survey: Volume I – Household Energy & Transport Final Report (2007).



Photograph contributed by the Ministry of Energy

### National Strategies

Vision 2030 Jamaica will provide a secure and sustainable energy supply for our country. We will diversify our energy supply, increase use of renewable energy, and explore our options for developing all our indigenous energy sources. At the same time, we will become more efficient in our use of energy in all sectors of our economy and society.

Over the long term, we will develop our capacity to take advantage of emerging technologies that will reduce our dependence on fossil fuels and contribute to the development of a green economy.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 26: National Strategies and Responsible Agencies – Energy Security and Efficiency**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
10-1 Diversify the energy supply	Ministry of Energy Ministry of Mining and Telecommunications Petroleum Corporation of Jamaica (PCJ) Jamaica Public Service Company Limited (JPSCo) Bauxite companies Ministry of Transport and Works Private Companies and Associations
10-2 Promote energy efficiency and conservation	Ministry of Energy Ministry of Mining and Telecommunications Petroleum Corporation of Jamaica (PCJ) Jamaica Public Service Company Limited (JPSCo) Bauxite companies Ministry of Transport and Works National Water Commission (NWC) Private Companies and Associations

### 10-1 Diversify the Energy Supply

Under Vision 2030 Jamaica, we will diversify our energy supply to increase energy security and to contribute to cost efficiency in the country’s energy sector. Diversification will employ two components: diversification of energy sources, and diversification of energy suppliers. The precise trajectory for the diversification of the energy supply will be based on the completion of studies on our country’s energy sector and on the evolution of international market conditions and technologies. The decisions on energy supply will depend

on a range of factors, including relative fuel cost and efficiency, security of supply, infrastructure costs, environmental considerations and availability of appropriate technologies. It will be necessary, as a priority, to coordinate decision-making between the bauxite and alumina industry and the public electricity supply to resolve the fundamental medium-term fuel choice between coal and natural gas to replace dependence on petroleum.

In order to meet the projected growth in demand for energy, four broad diversification options are proposed, as shown in Table 27.

**Table 27: Proposed Energy Source and Diversification Options to meet Projected Growth in Demand for Energy**

ENERGY SOURCE	DIVERSIFICATION OPTION
Petcoke	Introduce 100MW cogeneration plant at Hunts Bay by 2012 based on expansion of Petrojam refinery
Natural Gas	Introduce natural gas as a fuel choice for expansion of the public electricity supply and in the bauxite and alumina industry
Coal	Introduce coal as a fuel diversification option, including cogeneration, for alumina plants and public electricity supply based on clean coal technology <sup>184</sup>
Renewable Energy	Commission new renewable energy projects with total capacity of up to 70 MW by 2012 and increase renewable energy to 15 per cent of energy mix by 2020

<sup>184</sup> Clean coal technology in the full sense involves reduction or removal of sulphur dioxide, nitrogen oxides and particulate emissions generated by coal-fired power plants, as well as carbon capture and storage (CCS) of the carbon dioxide generated by such plants. While a range of approaches for CCS have been developed they have not yet been made available on a large-scale commercial basis.



We must emphasize that the planning horizon to 2030 represents a transitional period in the evolution of the world's energy supply. During this period, the world will be developing alternative energy sources that will represent long-term solutions to the economic and environmental problems caused by fossil fuels.<sup>185</sup> However, these alternative solutions are not yet ready for adoption for large-scale commercial use. Consequently it is likely that fossil fuels will remain the main source of energy for Jamaica until 2030, and the emphasis during this transition period is to switch from inefficient use of fossil fuels to a far more efficient use of fossil fuels through fuel choice and energy conservation in order to reduce the economic and environmental costs.

Use of locally-produced ethanol as an oxygenate and octane enhancer and increased use of solar energy, biogas, photovoltaic devices, wind, hydropower and other renewable energy sources will be explored to help reduce our dependency on imported petroleum over time. Over the long term, our energy sector will have the flexibility and capacity to adopt and adapt to the emerging technologies that will reduce the country's dependence on fossil fuels permanently. Mechanisms to reduce carbon emissions, including carbon trading, will be developed.

Energy diversification in the transport sector will include use of ethanol and

other renewable energy fuels for motor vehicles, potential conversion of fleet operators (e.g. buses and taxis) to compressed natural gas (CNG) and other alternative fuels, and promotion of hybrid vehicles.

To diversify our energy sources, we must maintain strategic foreign relations with our main existing energy suppliers and with potential suppliers for new diversified fuel types. These sources include the main oil, gas and coal suppliers in the Caribbean region, as well as other international sources.

#### **Selected Sector Strategies:**

- Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector
- Secure long-term contracts for energy raw material and energy products from regional and extra-regional suppliers
- Align foreign policy with energy policy to ensure energy security
- Develop energy diversification priorities in a timely way based on cost, efficiency, environmental considerations and appropriate technologies
- Develop and implement programmes to achieve set obligatory and non-obligatory targets for percentage of renewables in the energy mix
- Create a fiscal environment that encourages development and use of alternate energy

<sup>185</sup> Emerging technologies which could become relevant to the development of the energy sector in Jamaica over the planning timeframe to 2030 include fuel cells, second generation biofuels, and efficient solid state thermoelectric converters for solar energy. Unforeseen advances also could come from so-called "disruptive" technologies, which have the potential for significantly altering energy production, distribution and use. Jamaica's future energy options also may include nuclear energy in the form of small pebble-bed nuclear reactors (small tennis ball sized helium-cooled reactors consisting of only 9 grams of uranium per pebble to provide a low power density reactor in the size range of 70-200 MW) which are expected to become commercially available in the time window 2020 - 2025 (Wright 2007).

- Promote strategic partnerships between the public and private sectors to finance and develop energy diversification projects
- Accelerate comprehensive oil and gas exploration programme
- Encourage research, development and timely and efficient implementation of qualified renewable energy projects
- Undertake performance review of new and emerging energy technologies on an ongoing basis

## 10-2 Promote Energy Efficiency and Conservation

Energy efficiency and conservation are our best immediate hope to reduce the nation's use of oil and the attendant negative environmental impacts. Under Vision 2030 Jamaica, we will increase the efficiency of the energy sector in the generation, transmission and distribution of electricity, in the use of energy in the transport sector, and in the consumption of electricity by industrial, commercial and residential consumers. This calls for renewed national efforts to conserve energy and use it as efficiently as possible.

On a micro-level, energy consumption cost is a significant component of firms' operations and can influence profitability. Investment in proven energy conservation measures (such as use of cleaner technologies in manufacturing) can reap financial and environmental benefits, and contribute to enhanced economic competitiveness of firms.

Vision 2030 Jamaica will increase the efficiency of the electricity system by replacing old, oil-fired steam units with more cost- and fuel-efficient generating

plants (such as new, combined-cycle natural gas plants) and by reducing system losses in transmission and distribution. Greater energy efficiency and lower energy costs in the bauxite and alumina industry are necessary to maintain international competitiveness as well as to reduce national energy intensity, and will be addressed primarily by adopting more cost-efficient fuel sources for alumina plants.

The energy efficiency of the transport sector will be increased by: promoting imports of more efficient vehicles; levying

Worldwide, energy efficiency has improved considerably since the 1970s in response to energy price increases, supply uncertainties, government policies and independent technological improvements. Technological advances have allowed for increases in energy efficiency, reducing energy demand while increasing economic activity. Studies have indicated that energy savings of 20 – 30% could be obtained globally over the next three decades through improvements in energy-using technologies and energy supply systems.

taxes on petrol at levels to encourage conservation; provision of adequate infrastructure for transition to alternative energy vehicles; promoting car-pooling opportunities; and increasing mass transit opportunities and utilization. Energy efficiency and conservation by consumers will be enhanced by demand side management programmes that: promote public awareness of the importance of responsible energy use; facilitate the introduction of energy-saving devices; employ energy-saving approaches in building design and construction; and



Photograph contributed by the Ministry of Energy

promote energy conservation in the public sector, particularly in the water supply and sanitation systems.

We will promote energy efficiency and conservation by the use of market mechanisms to increase competition and provide economic benefits. We will increase the role of independent power providers (IPPs) and consideration will be given to net metering or net billing by households and enterprises that provide electricity to the national grid.

#### **Selected Sector Strategies:**

- Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector
- Liberalize energy industry and markets to promote competition
- Unbundle existing vertically integrated industry structures and establish and implement common carrier and common access principles, where demonstrated to be technically and economically feasible

- Establish a framework for timely development, decision-making and implementation of the least economic cost expansion plan (LCEP) for generation, transmission and distribution of electricity
- Encourage integrated energy/industrial parks
- Develop institutional capacity to implement demand-side energy management programmes
- Develop and implement programmes to influence market behaviour toward and to promote efficient use of energy
- Update, apply and promulgate building codes to support efficient use of energy
- Promote use of appropriate technology to reduce emissions, effluents and leaks from the energy sector
- Increase awareness of energy-related issues and best practices among large and small consumers
- Develop and implement environmental stewardship programmes in GOJ agencies
- Apply emerging appropriate energy technologies to increase efficiency
- Encourage greater energy efficiency and lower energy costs in the bauxite and alumina industry
- Encourage greater energy efficiency in the transport sector
- Promote use of clean technologies in the productive sectors

**Table 28: Proposed Indicators and Targets for National Outcome #10**

National Outcome #10 – Energy Security and Efficiency					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
		2012	2015	2030	
	2007 or Most current				
Percentage of renewables in energy mix	4.8%	11%	12.5%	20%	Local targets based on the Draft Energy Policy for 10% by 2010 and 15% by 2020. The 2030 target is set using the same annual average incremental increase.
Energy intensity index (EII) BTU/US\$1 Unit of output (Constant Year 2000 \$US)	15392	14000	12700	6000	Target set to approach average EII for the top 5 non-oil producing nations by 2030.
Fuel reserve Barrels/1000 population	592 21 days	846 30 days	2537 3 months	5074 6 months	Jamaica presently has approximately 21 days reserve. The targets are set to allow for 1 month supply by 2012, and 6 months supply by 2030, estimated at current (2008) use.

## NATIONAL OUTCOME # 11 A TECHNOLOGY- ENABLED SOCIETY

### Overview

Science, Technology and Innovation (STI) combined, are widely seen as important underlying factors behind rapid economic and industrial growth, leading to the development of competitive nations. STI play a fundamental role in the creation of wealth, economic development and in the improvement of the quality of life for all citizens. They generate employment and well-being through design and commercialization of new products and services; they help reduce poverty; they improve education, health, nutrition and trade; and they build new capacities that are essential in the 21<sup>st</sup> century. The National Commission

development and unleash the full creative potential of our people. By 2030, we will be among the top twenty countries in the world in e-readiness.

Vision 2030 Jamaica beckons us 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 our country.

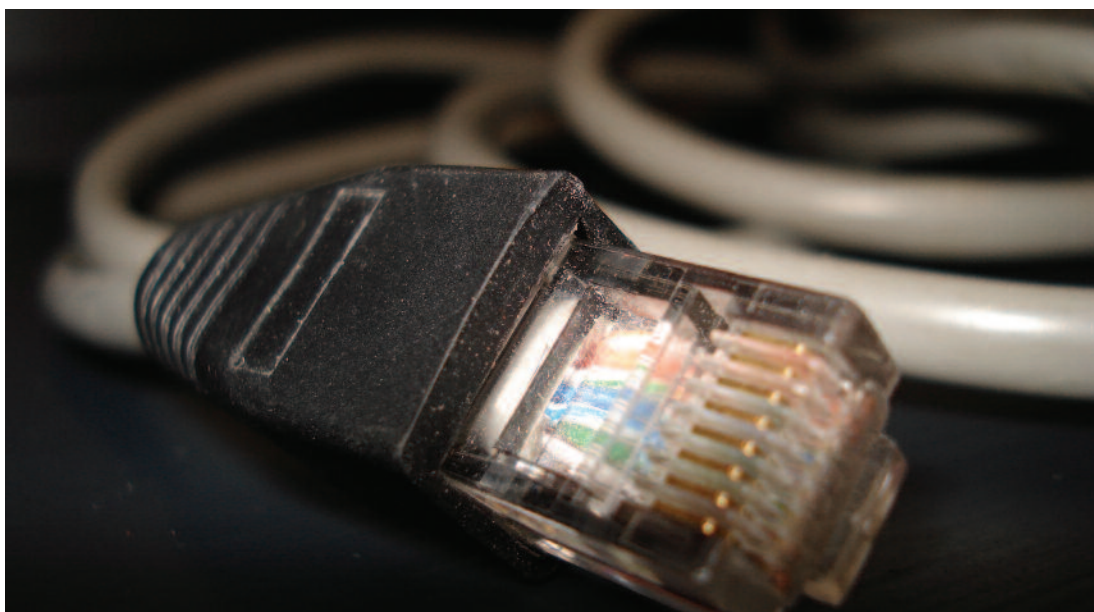
Building the capacity for STI in Jamaica will enable us to:

- 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
- 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.

“ Vision 2030 Jamaica will deepen the application of science and technology to benefit all aspects of national development and unleash the full creative potential of our people.

on Science and Technology (NCST) is the main coordinating agency for STI in Jamaica. A draft National Science and Technology Policy is being finalized to strengthen the framework governing STI. Vision 2030 Jamaica will deepen the application of science and technology to benefit all aspects of national

Innovation represents the highest rung in the ladder of national productivity. As



nations improve the quality of all factors of production and the efficiency with which they are used, they approach the maximum combination of goods and services they can produce with their given resources. Countries can achieve significant progress by improving their use of natural, man-made, financial, and institutional capital. However, these factors eventually confront diminishing returns, as nations approach the limits of productivity based on existing technology. Ultimately, long-term increases in productivity and prosperity can only be achieved by innovation.

Innovation depends on complex interaction between the highest forms of capital – the knowledge, human and cultural assets of a nation. An innovative culture fosters: collaboration between the public sector, private sector and universities; high-quality research and development; protection of intellectual property; and promotion of entrepreneurship.

With respect to technology, its

contributions to national competitiveness have increased in recent years. Within the broad application of technology, the dissemination of knowledge and use of information and communications technologies (ICTs) in particular have become more widespread. ICT is important as an industry in its own right, and it is also an enabler of all other sectors and industries, including the economic, social, environmental and governance sectors. This enabling role encompasses the concept of ICT for development (ICT4D), reflecting the contribution that the application of ICTs can make to national development in all sectors as the “general purpose technology” of the current era.<sup>186</sup>

The application of ICTs has led to reduction in transaction costs between businesses and consumers, and is credited with contributing to increased productivity in recent years.<sup>187</sup> Research suggests a strong linkage between the levels of ICT advancement of a country and growth in per capita GDP for both

<sup>186</sup> See Porter and Schwab, The Global Competitiveness Report 2008-2009 (2008), 5.

<sup>187</sup> One study estimates that almost one-third of the growth in labour productivity in the USA from 1959-2006 may be attributed to the growth in information technology (Jorgenson, Ho and Stiroh 2008).

developed and developing countries.<sup>188</sup> Studies also indicate that firms that use ICTs grow faster, invest more, and are more productive and profitable than those that do not.<sup>189</sup> ICTs also have profound implications for poverty reduction and social well-being.<sup>190</sup>

ICTs foster the development of business and social networks which enhance competitiveness and individual freedoms. E-inclusion becomes an important aspect of the information revolution as “harnessing the full potential of the benefits of the global information society is possible only if all nations and the peoples of the world share this opportunity equally.”<sup>191</sup> Access to information technologies is one of the targets included in the Millennium Development Goals (MDGs) and is considered important by itself as well as for the achievement of all the MDGs.

Development of the ICT sector in Jamaica has been influenced by the World Summit on the Information Society (WSIS) Declaration of Principles (2003), in which countries involved in the WSIS, including Jamaica, affirmed a commitment to building a “people-centred, inclusive and development-oriented Information Society.”<sup>192</sup> Under the e-Readiness ranking produced by the

Economist Intelligence Unit (EIU), which provides an assessment of a country’s status in terms of connectivity and its ICT environment in relation to other countries, Jamaica’s 2007 rank is 46<sup>th</sup> out of 69 countries. Jamaica has been ranked the #1 e-government nation in the Caribbean for the last 3 years by the UN Global E-Government Rankings and has introduced electronic portals for accessing a range of Government services and for payment of taxes.

A comparison of the relative standing of our ICT sector on indicators with the Latin American and Caribbean region for 2006<sup>193</sup> shows that we compared favourably on a number of indicators relating to access, including numbers of mobile subscribers and internet users per 100 persons, but were behind the region in telephone main lines and personal computers per 100 persons. We also compared favourably on indicators relating to affordability, institutional efficiency and sustainability, and ICT applications, but trailed in the level of broadband subscribers at 1.70 per 100 persons compared to 2.95 per 100 persons for the region. Recent surveys show that only 7.6 per cent of Jamaican households have a computer with internet connection.<sup>194</sup>

<sup>188</sup> UNCTAD (2006).

<sup>189</sup> World Bank (2006a).

<sup>190</sup> For example, research from a ‘Village Pay Phone’ project in Bangladesh indicated that the introduction of telephones to the village allowed the villagers to eat well all year round compared to only 9.9 months when there were no phones (UNDESA 2005).

<sup>191</sup> UNDESA (2005).

<sup>192</sup> <http://www.itu.int/wsis/index>

<sup>193</sup> ICT at a Glance (World Bank), [http://devdata.worldbank.org/ict/jam\\_ict.pdf](http://devdata.worldbank.org/ict/jam_ict.pdf).

<sup>194</sup> PIOJ/STATIN, Jamaica Survey of Living Conditions 2007 (2008).

## Issues and Challenges

### **Low Levels of Investment in R&D**

Our capacity for research and innovation is limited by the relatively low levels of overall expenditure on research and development.<sup>195</sup> Despite path-breaking work in agricultural research and recent expansion of the science infrastructure, we spend less than 1 per cent of GDP on scientific research and development.

### **Lack of a National Innovation System**

A National Innovation System (NIS) can contribute to delivery of economic and social prosperity. There are many real challenges in our STI development processes, which are still relatively underdeveloped. Linkages between key players in the innovation process are weak or, in some cases, nonexistent when compared to innovation processes in the developed world and rapidly developing economies that are deliberately poised to leapfrog into developed country status. Without effective linkages among key stakeholders, diffusion of STI into our economy will remain a challenge.

### **Protection of Intellectual Property**

Intellectual property is the fundamental resource of innovation. We already possess the basic legal framework for protection of intellectual property. However, the framework has a number of weaknesses, including limited capacity of collecting agencies and other institutions, existing high levels of piracy, and relatively low public appreciation of the importance of intellectual property rights. Jamaica is not a signatory to a number of intellectual property treaties

and conventions, including the Madrid Protocol. The long-term development of innovative potential will require planning to address these weaknesses.

### **Limited Role of Government**

In addition to its role in providing the regulatory and legislative framework, the Government can play a greater catalytic role through the demonstration effect of its adoption of information technology<sup>196</sup> and the impetus it can provide through promotion of e-government for online access and provision of Government services. However, there has been no specific vision or agenda for STI development, nor specific approaches on how STI can advance a broader national vision.

### **Human Resource Development**

There is still inadequate science and technology education at the primary, secondary and tertiary levels. Secondary school examination pass rates are particularly low in subjects that are critical for technological progress, including mathematics and sciences. We have a low capacity for enquiry-based approaches to learning, and scientific enquiry is not a core component of teacher training. Technology deployment and usage is still curtailed by a combination of human resource factors including high illiteracy rates, loss of ICT skills due to migration, and low skill levels and high technology anxiety among the elderly.

### **Inadequate Data on the ICT industry**

The ICT industry suffers from the absence of quantitative data at both the micro and macro levels. There is also

<sup>195</sup> Jamaica spends approximately 0.3% of GDP in R&D which is well below the levels of the rest of the world with an average of 1.7% and Latin America and the Caribbean with an average of 0.6% of GDP (see Kelly 2005).

<sup>196</sup> An example of this role has been provided by the implementation of effective ICT systems in the process of clearing goods at customs.



inadequate information on the status of ICT4D and the application of ICT in other industries and sectors. Financial support and attention will be placed on obtaining the necessary data to better inform the decisions that must guide the creation of the technology-enabled society.

### National Strategies

STI is fundamental to fostering economic growth and global competitiveness and is a *sine qua non* for advancing national development. Under Vision 2030 Jamaica,

we will maximize the contribution of science and technology to all areas of national development. We will undertake strategies to build our capacity for research and development, and for applying and adapting science and technology to practical and productive uses. These strategies will lay the foundation for our long-term transition to a knowledge-based society and innovation-based economy.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 29: National Strategies and Responsible Agencies – A Technology-Enabled Society**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
11-1 Integrate science and technology into all areas of development	National Commission on Science and Technology Scientific Research Council Ministry of Mining and Telecommunications Ministry of Education University of the West Indies University of Technology Northern Caribbean University College of Agriculture, Science and Education Office of the Prime Minister
11-2 Establish a dynamic and responsive National Innovation System	National Commission on Science and Technology Scientific Research Council Ministry of Mining and Telecommunications Ministry of Education University of the West Indies University of Technology Northern Caribbean University College of Agriculture, Science and Education Jamaica Library Service Office of the Prime Minister

## II-1 Integrate Science and Technology into All Areas of Development

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. Vision 2030 Jamaica will enable our country to take a leap forward to become an acknowledged leader in this field through: increasing 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.

### Selected Sector Strategies:

- Build capacity for effective science and technology education in primary and secondary schools
- Use ICT to enhance learning in the formal education system
- Build strong links and create a two-way transfer of knowledge between research in tertiary institutions and the market place
- Create and improve strategic public private sector partnerships in building science and technology skills and competencies and improving infrastructure
- Review and define roles of R&D institutions to gain maximum output of STI investments
- Make available and accessible geospatial data, products and services to all users, to facilitate planning, sustainable use, management and development of the island's resources
- Create and maintain a coordinated and creative funding mechanism for

R&D and innovation such as venture capital, foreign direct investment, revolving loan scheme for MSMEs, tax concessions on R&D equipment, and a national R&D fund

- Create an effective policy and legislative framework to support and advance STI including strengthening the Intellectual Property Rights (IPR) System
- Develop a viable and robust STI policy, which is aligned with other policies (including biotechnology, energy, agriculture, environment, industrial, science education, health, mining and ICT)
- Align STI investments to solve national problems in industry, environment and society
- Commercialize research and innovation
- Encourage innovative use and application of ICT by Jamaican private enterprise and Government
- Promote lifelong learning in ICTs
- Strengthen and modify the policy, legislative and regulatory framework governing the ICT sector in a transparent, effective and efficient way
- Integrate ICT in the administration of justice and law enforcement
- Promote greater use of Free and Open Source Software (FOSS)
- Entrench a dynamic national and local decision-making process based on reliable scientific and other relevant information

## II-2 Establish a Dynamic and Responsive National Innovation System

Vision 2030 Jamaica will develop an effective world-class National Innovation System (NIS) to contribute to the

delivery of economic and social prosperity. We will create effective linkages among key NIS stakeholders to diffuse STI in the economy. We will also build STI capacity (laboratories, processes and organizations) and the critical mass necessary for transforming Jamaica's economy and society. This NIS will enable 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.

### Selected Sector Strategies:

- Align investment in STI infrastructure with national development goals
- Create financing and incentive mechanisms aimed at attracting more research intensive activity in Jamaica
- Promote formation of and nurture STI professional organizations as vehicles for STI capacity formation
- and conduits for the flow of STI knowledge and skills into the country's innovation system
- Create knowledge parks and centres of excellence to facilitate R&D and innovation, with emphasis on indigenous technology
- Identify priorities for STI infrastructure development consistent with state development objectives and the STI vision to deliver joint investment by industry, research institutions and Government
- Develop and organize world-class research teams across all disciplines
- Create a national research and development agenda and establish appropriate mechanisms to encourage the private sector to become a dominant player in STI and R&D activities
- Increase commercial funding and grants for ICT research and innovation

**Table 30: Proposed Indicators and Targets for National Outcome #11**

National Outcome #11 – A Technology-Enabled Society					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
# of scientific publications/million population	48	≥55	≥62	≥105	Target for 2015 is to meet CARICOM average of 71 scientific publications per million population (reported in 2000 World Science Report) and global average by 2030.
Resident patent filing per million population	4	≥12	≥18	≥53	Target set to reach leading Caribbean benchmark by 2015.
E-readiness Index	5.05	≥ 5.50	≥ 6	≥8	Targets set to meet the global average by 2015 and the average score for the top twenty countries by 2030.

# NATIONAL OUTCOMES



Photograph by Howard Moo-Young

## NATIONAL OUTCOME # 12 INTERNATIONALLY COMPETITIVE INDUSTRY STRUCTURES

### Overview

The new paradigm for Jamaica’s economic prosperity recognizes that wealth is created by the efficient production of valuable goods and services. The National Outcomes of A Stable Macroeconomy, An Enabling Business Environment, Strong Economic Infrastructure and Energy Security and Efficiency are important in creating the foundations for wealth creation – they are necessary conditions for economic prosperity, but they are not sufficient.

level, productivity is enhanced by the availability of inputs and support services that build enterprise capabilities and by conditions that compel competitiveness through highly demanding customers and intense inter-firm rivalry.<sup>197</sup> These microeconomic conditions are addressed in this national outcome of Internationally Competitive Industry Structures.

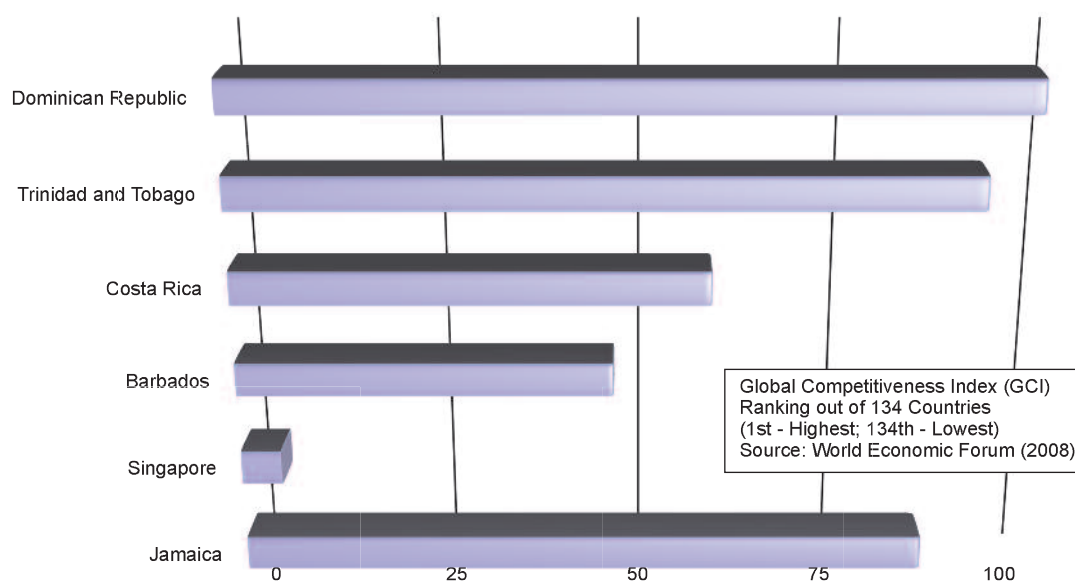
The development of enterprise capabilities and business sophistication of companies in our country (domestic firms as well as subsidiaries of foreign companies) involves improvement of the operational effectiveness of their activities throughout the value chain, and pursuit of increasingly differentiated strategies that can capture greater premiums from customers in domestic and export markets. The microeconomic business environment includes the quality of input conditions, inter-firm strategy and rivalry, local demand conditions, and the presence of related and supporting industries.<sup>198</sup> Empirically, many high-performing enterprises have been observed to be located in clusters of companies and supporting institutions in a particular industry, often concentrated in a

“The development of internationally competitive industry structures will provide the microeconomic conditions for increased productivity throughout the Jamaican economy...”

A nation’s productivity ultimately depends on the performance of its economic enterprises of all sizes and across sectors. At the microeconomic

<sup>197</sup> Porter and Schwab, The Global Competitiveness Report 2008-2009 (2008).

<sup>198</sup> These four areas have become known as the national diamond of competitiveness (Porter 1990).

**Figure 21: Jamaica - GCI Ranking 2008-2009**

particular geographic region or urban centre. Clusters provide a range of benefits to firms including economies of agglomeration, labour market pooling (particularly for skilled workers), access to specialized goods and services and technological spill-over effects. These benefits enable companies located within a cluster to increase their levels of productivity and innovation.

Another aspect of international competitiveness that has become increasingly important is the relationship between economic production by industries and firms and the natural environment. Many of today's industry leaders base their business operations on the principle of 'eco-efficiency'.<sup>199</sup> By integrating environmental and economic approaches, modern industries and firms can enhance their international competitiveness.

Eco-efficiency embraces other concepts, such as 'pollution prevention,' 'source reduction,' 'waste reduction,' 'waste minimization,' 'clean (or cleaner) production' and 'lean manufacturing.' Through eco-efficiency our local firms will be able to reduce their negative environmental impacts while strengthening their basis for sustained profitability. Compliance with environmental and production standards including ISO 14000 and 22000 and HACCP<sup>200</sup> has become a requirement, in many cases, for entry to valuable export markets. Under Vision 2030 Jamaica, our enterprises will benefit from increased compliance with environmental standards in building a more prosperous Jamaican economy. We will progress toward the creation of a 'green economy' that is based on long-term sustainable use of environmental resources.

<sup>199</sup> The term eco-efficiency was coined by the World Business Council for Sustainable Development in 1992 and is defined as "...delivery of competitively priced goods and services that satisfy human needs and bring quality of life, while progressively reducing ecological impacts and resource intensity throughout the life cycle, to at least a level in line with the Earth's estimated carrying capacity."

<sup>200</sup> ISO - International Standards Organization; HACCP - Hazard Analysis and Critical Control Points.

The development of internationally competitive industry structures will provide the microeconomic conditions for increased productivity throughout the Jamaican economy, including the main goods- and services-producing sectors and industries. These include:

- Agriculture
- Manufacturing
- Mining and Quarrying
- Construction
- Creative Industries
- Sport
- Information and Communications Technology (ICT)
- Services (Financial, Business and Distribution)
- Tourism

## Issues and Challenges

### Capacity Constraints of Jamaican Companies

Companies in Jamaica are affected by a range of capacity constraints that reduce their business sophistication. These include: limited application of modern technology and management techniques; lack of focus on customer service; limited access to capital for upgrading and retooling; low levels of energy-efficiency; and limited implementation of environmental management systems (EMS). The GCI report identifies local supplier quality and production process sophistication as areas of competitive disadvantage for Jamaica.<sup>201</sup> Relatively few Jamaican companies engage directly in export of goods or services, and even fewer participate in or control their channels of international distribution.

These capacities must be developed systematically to make Jamaican firms and industries more competitive over time.

### Limited Inter-Sectoral Linkages

Jamaica does not have strong linkages among different sectors of its economy. Linkages broaden the value chain of enterprises and industries, create higher economic multipliers and retain greater value-added within the domestic economy. We have limited development of economic clusters that represent specialized centres of excellence.<sup>202</sup> Rising trade deficits as well as the limited impact of foreign direct investment in generating growth have been attributed in part to the low levels of inter-sectoral linkages and high import content of our economy.

### Limited Application of Environmentally Friendly Processes

Despite advances in some sectors and industries including tourism, the Jamaican private sector has made limited progress in implementation of EMS. Many Jamaican manufacturers, for example, tend to procure 'appropriate technologies',<sup>203</sup> rather than cleaner technologies. Functionality and price, as opposed to resource efficiency, are the more important criteria influencing procurement. In order to become competitive, these producers will have to upgrade their facilities, retro-fitting and replacing obsolete equipment with cleaner, state-of-the-art technologies to minimize operating costs and ensure sustainability.<sup>204</sup> Without improved environmental performance, future

<sup>201</sup> Porter and Schwab, The Global Competitiveness Report 2008-2009 (2008).

<sup>202</sup> Ibid.

<sup>203</sup> Appropriate technologies are intermediate technology, simple or small-scale machinery and tools that tend to be used in developing countries because they are cheap and easy to produce and maintain.

<sup>204</sup> ENACT Programme and Jamaica Manufacturers Association Limited, Exploring Issues and Opportunities for Enhancing the Competitiveness of Jamaica's Manufacturing Sector through Energy Management (2004).

business operations will be exposed to risks of rising prices for water, energy, materials, and waste disposal. The private sector has an interest – and an economic opportunity – in managing the natural capital portfolio wisely, as many of the goods and services supplied by ecosystems cannot be replaced at any reasonable cost.

**National Strategies**

We recognize that our prosperity ultimately depends on the productivity and performance of our economic enterprises at the microeconomic level. Vision 2030 Jamaica will increase international competitiveness at the enterprise and industry levels by: enhancing company sophistication;

developing economic linkages and clusters; promoting economies of scale and scope through regional collaboration; strengthening the framework for competition among enterprises; and promoting eco-efficiency and investment in the emerging green economy. The development of internationally competitive industry structures will provide the microeconomic conditions for increased productivity throughout the Jamaican economy, including our main goods- and services-producing sectors and industries.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 31: National Strategies and Responsible Agencies – Internationally Competitive Industry Structures**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
12-1 Develop company sophistication and productivity	Ministry of Industry, Investment and Commerce Jamaica Trade and Invest Private Sector Companies and Associations
12-2 Develop economic linkages and clusters	Ministry of Industry, Investment and Commerce Jamaica Trade and Invest Private Sector Companies and Associations
12-3 Develop economies of scale and scope through collaboration among enterprises in the region	Ministry of Foreign Affairs and Foreign Trade Ministry of Industry, Investment and Commerce Private Sector Companies and Associations
12-4 Enhance the framework for competition among enterprises	Ministry of Finance and the Public Service Ministry of Industry, Investment and Commerce Fair Trading Commission Private Sector Companies and Associations
12-5 Promote eco-efficiency and the green economy	Ministry of Industry, Investment and Commerce National Environment and Planning Agency Jamaica Institute of Environmental Professionals Jamaica Bureau of Standards Private Sector Companies and Associations



## 12-1 Develop Company Sophistication and Productivity

In the early stages of the implementation of Vision 2030 Jamaica, economic progress will require us to address the weaknesses in the basic pillars of competitiveness, including macroeconomic conditions, and to improve the efficiency-enhancing pillars to approach world-class levels.<sup>205</sup>

However, our long-term transition to an innovation-based economy will require companies to transform their levels of sophistication by employing global best practices of management, technology and production, and by creating complex products and services that meet the unique needs of demanding and sophisticated customers. We will address the capacity constraints of our companies over time, through mechanisms such as training programmes, technology transfers, and partnerships between domestic and international firms.

### Selected Sector Strategies:

- Enhance physical, human, institutional, technical and financial capacity of productive enterprises and individuals, including materials and energy efficiency, supply chain management and product costing and pricing
- Develop and promote high-quality standards for globally competitive products and services
- Promote application of ICT to production, distribution and marketing of products and services

- Develop world-class capacity in measurement and promotion of productivity
- Identify and strengthen export capacity in targeted areas
- Strengthen relevant industry and professional associations, including their capacity for strategic planning
- Enhance public private sector partnerships for furthering STI development

## 12-2 Develop Economic Linkages and Clusters

Vision 2030 Jamaica will develop economic linkages and clusters to strengthen the capacity of firms and industries to collaborate in building more complex value chains and retain more added value within the domestic economy. We will build on the experience already gained in fostering competitive clusters in sectors such as tourism, entertainment and agriculture, by assisting companies to cooperate in production and marketing processes, facilitating inter-sectoral linkages, and strengthening the institutional support for the development of economic linkages and clusters among Jamaican companies.

### Selected Sector Strategies:

- Analyse the value chain for Jamaica's main productive sectors and industries
- Support and foster the development of new and innovative process and product ideas through business incubation and innovation centres

<sup>205</sup> Based on the GCI: a factor-driven economy competes on the basis of factor endowments, unskilled labour, natural resources and price; an efficiency-driven economy competes on the basis of higher education and training, efficient markets for goods, labour and capital, and application of existing technologies; while at the highest level, innovation-driven economies compete through innovation and value-added production. See Porter and Schwab, The Global Competitiveness Report 2008-2009 (2008).

- Build horizontal and vertical clusters and networks within the main productive sectors and industries
- Develop appropriate research and measurement methodologies for the main productive sectors and industries
- Strengthen partnerships between national associations, Government and other public and private sector partners
- Encourage collaboration and pseudo-group buying of inputs to obtain lower unit cost of supplies
- Identify, create awareness of and facilitate opportunities for linkages among industries and sectors
- Establish appropriate marketing and information systems to bring together purchasers and producers in linkage sectors and industries
- Encourage strengthening of the capacity of producers to meet demands of purchasers in linkage sectors and industries
- Leverage relationships with the Jamaican Diaspora to improve access to foreign markets
- Promote collaboration among productive enterprises to develop economies of scale in production and marketing

### 12-3 Develop Economies of Scale and Scope through Collaboration among Enterprises in the Region

Under Vision 2030 Jamaica, economic linkages will be strengthened not only within the domestic economy but also between Jamaica and other countries

within the Caribbean region. Economic cooperation and coordination among neighbouring countries is an important mechanism for expanding trade and investment. This National Strategy will build on the process of regional integration under the CSME and EPA to enhance collaboration between economic enterprises in different countries to benefit from economies of scale and scope,<sup>206</sup> specialization and sharing of technology and best practices, particularly in fostering joint approaches for accessing international and global markets. For Jamaican and Caribbean producers, the potential benefits from economies of scale and scope include reduced production and shipping costs, increased volumes of exports to regional and global markets, and more effective use of complementary resources.

#### Selected Sector Strategies:

- Strengthen strategic regional and global partnerships to support local producers including exchanges and co-production agreements
- Promote joint-ventures with regional and international industry players
- Promote regional cross-training, secondments and staff exchanges

### 12-4 Enhance the Framework for Competition among Enterprises

Competitive enterprises can only be created through actual competition. Long-term economic development requires a strategic focus on maintaining an effective framework for competition among enterprises. This will include: strengthening legislation and institutions

<sup>206</sup> Economies of scale are reflected in lower unit cost of production as the volume of output increases, while economies of scope result from production of a range of products and/or services using shared or common inputs.

to promote fair 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.

**Selected Sector Strategies:**

- Strengthen policy, legislative and institutional framework for fair market competition

**12-5 Promote Eco-Efficiency and the Green Economy**

Promoting eco-efficiency includes adopting the principles of ‘natural capitalism’, and will enable our companies to increase profitability and efficiency while becoming more environmentally and socially responsible. Our companies will be encouraged to adopt an integrated ‘triple bottom line’<sup>207</sup> approach to foster greater levels of operational efficiency, ethical behaviour and environmental sustainability within organizations.

Through greater adoption of eco-efficiency, our companies will be able to: increase their profits; gain competitive advantage; secure increased market share from customers who are themselves pursuing environmental improvement; and make better products. Under Vision 2030 Jamaica, companies will be encouraged to integrate environmental considerations into all functional management areas (e.g. R&D, strategic planning, and marketing). Jamaican

industries and enterprises will create the potential for reduction in materials and energy costs and for improved competitive advantages (e.g. ‘green products’).<sup>208</sup>

Vision 2030 Jamaica will take our productive enterprises beyond simply minimizing their negative impacts on the natural environment. By basing new jobs and industries on sustainable use of natural resources and unique environmental assets (for example by developing renewable energy sources, promoting organic agriculture or exploring the genetic potential of our endemic species), Vision 2030 Jamaica will help to build a green economy and lay the foundation for long term competitiveness and sustainability of our productive enterprises in the 21<sup>st</sup> century.

**Processes which have earned the label “environmentally-friendly” come close to the following characteristics:**

- Zero pollution
- Zero waste production
- Zero health hazards to workers
- Low energy consumption
- Efficient use of resources

<sup>207</sup> A term that refers to the business goals of profitability, environmental awareness, and social responsibility.

<sup>208</sup> GOJ/CIDA Environmental Action (ENACT) Programme, Handbook on Natural Capital and Eco-Efficiency (2005).

**Selected Sector Strategies:**

- Employ high levels of capital to increase use of cleaner technologies
- Develop the capacity of local companies in process, materials and energy efficiencies
- Develop the capacity of local companies to meet international environmental standards
- Support integration of environmental considerations into all functional management areas
- Address waste, emissions, water and energy in integrated sustainable planning for the productive sectors
- Promote green jobs and industries
- Encourage adoption of environmental management systems by productive enterprises

**Table 32: Proposed Indicators and Targets for National Outcome #12**

National Outcome #12 – Internationally Competitive Industry Structures					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
		2012	2015	2030	
	2007 or Most current				
Country's share in global production (% share of global GDP based on PPP)	0.033	0.035	0.037	0.047	Target is to regain Jamaica's 2000 share of world production by 2015 (0.004 percentage points in 6 years) and add 0.010 percentage points in the next 15 years.

## MAIN GOODS- AND SERVICES-PRODUCING SECTORS AND INDUSTRIES

Vision 2030 Jamaica recognizes that the main goods- and services-producing sectors and industries represent the basis of our national economy. These productive sectors and industries all will benefit from the favourable macroeconomic conditions, development of human and institutional capital and environmental sustainability that the National Development Plan will create.

In addition to these general conditions for economic growth, each sector has particular issues and needs which are analysed and addressed in detail below. Vision 2030 Jamaica will build the international competitiveness of our goods- and services-producing sectors at the enterprise and industry levels by: increasing the productivity of our companies; promoting inter-sectoral linkages; using our competitive advantages to exploit local, regional and global market opportunities; and supporting the transition to higher levels of innovation and value-added production.

**Table 33: Sector Contribution to GDP 1982 - 2007**

SECTOR	1982	2007
<b>Goods</b>		
Agriculture, Forestry and Fishing	7.3%	5.0%
Mining and Quarrying	5.9%	5.2%
Manufacturing	15.4%	11.8%
Construction and Installation	5.8%	10.0%
<b>Sub-Total: Goods</b>	<b>34.4%</b>	<b>31.9%</b>
<b>Services</b>		
Electricity and Water	1.2%	3.8%
Transport, Storage and Communication	6.4%	13.3%
Distributive Trade	15.8%	20.4%
Financing & Insurance Services	5.9%	7.8%
Real Estate & Business Services	11.6%	4.9%
Producers of Government Services	18.6%	8.9%
Miscellaneous Services including Hotels, Restaurants and Clubs	6.0%	9.0%
<b>Sub-Total: Services</b>	<b>65.6%</b>	<b>68.1%</b>
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>

**Note to Table 33:**

STATIN conducted a comprehensive revision of Jamaica's System of National Accounts in October 2008, including: compilation of the national accounts based on the United Nations 1993 System of National Accounts (1993 SNA); modification of the national accounts classification of industries; inclusion of new and revised data; and rebasing of constant price estimates with 2003 replacing 1996 as the base year. This has had the effects of increasing the nominal measure of GDP and changing the relative contribution of industries to GDP. In particular, the contribution of services has increased to 75.8% of GDP in 2008, based on contribution to total goods and services production (excluding financial intermediation services indirectly measured).

Source: PIOJ time series data; ESSJ 2007

Based on contribution to total goods and services production at constant (1996) prices i.e. GDP share excluding imputed bank service charges.

**Table 34: Main Goods- and Services-Producing Sectors and Industries and Responsible Agencies**

MAIN GOODS AND SERVICES PRODUCING SECTORS AND INDUSTRIES	RESPONSIBLE AGENCIES
Agriculture	Ministry of Agriculture Rural Agricultural Development Authority Jamaica Agricultural Society Commodity Boards Private Sector Companies and Associations
Manufacturing	Ministry of Industry, Investment and Commerce Jamaica Manufacturers' Association Limited Trade Unions Private Sector Companies and Associations
Mining and Quarrying	Ministry of Mining and Telecommunications Ministry of Energy Jamaica Bauxite Institute Mining and Quarrying Association of Jamaica Private Sector Companies and Associations Trade Unions
Construction	Ministry of Transport and Works Incorporated Masterbuilders Association of Jamaica Trade Unions Professional Associations Private Sector Companies and Associations
Creative Industries	Ministry of Information, Culture, Youth and Sports Private Sector Companies and Associations
Sport	Ministry of Information, Culture, Youth and Sports Institute of Sport (INSPORT) Private Sector Companies and Associations
Information and Communications Technology (ICT)	Ministry of Mining and Telecommunications Ministry of Industry, Investment and Commerce Central Information Technology Office Private Sector Companies and Associations
Services (Financial, Business and Distribution)	Ministry of Industry, Investment and Commerce Jamaica Bankers' Association Jamaica Chamber of Commerce Private Sector Companies and Associations
Tourism	Ministry of Tourism Jamaica Tourist Board Tourism Product Development Company Limited Jamaica Hotel and Tourist Association Private Sector Companies and Associations

NATIONAL OUTCOMES



Photograph by Howard Moo-Young

## Agriculture

### Overview

The agricultural sector remains an important contributor to GDP, employment, foreign exchange earnings and rural life in Jamaica. It is comprised mainly of small farmers with 2 hectares or less who account for 77 per cent of the total number of agricultural holdings. The sector has experienced numerous challenges that have resulted in an overall decline in output and direct contribution to GDP over the years.<sup>209</sup>

Our agricultural sector has exhibited persistently low productivity and has been vulnerable to increased competition resulting from progressive rounds of trade liberalization over the past two decades. Other problems include: heavy reliance on imports; use of inappropriate technologies; praedial larceny; an aging work force; difficulties in titling and transfer of lands; high cost of and limited access to capital; and inadequate research and development. The sector is extremely vulnerable to

shocks including weather conditions, pest infestations, impact of natural disasters, and changes in export market prices and trading regimes. Revitalization of the sector and its increased contribution to the national economy is contingent on its reorganization on the basis of modern technology and management in order to achieve greater efficiency and competitiveness. The role of the sector in providing food supplies for the nation has been highlighted by the impact of fluctuations in global economic and commodity markets on our domestic economy in the recent period from 2007 – 2009. Food security has important implications for achieving health outcomes related to nutrition and healthy lifestyles.

The value of production and export of traditional agricultural crops, including sugar and bananas, has been declining in recent years, due in part to the impact of natural disasters and the erosion of

<sup>209</sup> The Agriculture, Forestry and Fishing sector has fallen from 7.3% of GDP in 1982 to 5.0% in 2007 based on contribution to total goods and services production (i.e. GDP share excluding imputed bank service charges). PIOJ time series data, ESSJ 2007. However, see note to Table 33.

market preferences. The Government has undertaken adaptation strategies to address these challenges including plans to privatize Government-owned sugar estates and promote rural diversification in affected parishes. The value of non-traditional exports including root crops, orchard crops, vegetables, ornamental horticultural crops and products from aquaculture and marine fisheries has increased from 11.7 per cent of total agricultural exports (including the value of sugar exports) in 1984 to 40.8 per cent of total agricultural exports by 2006. Despite an overall decline in agricultural output, the livestock and fishing sub-sectors have shown some growth over the past six years, with the agriculture production index for livestock and fishing rising from 123.7 and 66.6 respectively in 2001 to 129.0 and 102.6 in 2007.<sup>210</sup>

Given the potential contribution of agriculture to GDP, employment, the enhancement of rural livelihoods, environmental sustainability and food security, the sector occupies an important position in the planning for Vision 2030 Jamaica. Our long-term vision is for the dynamic transformation of the Jamaican agricultural sector through a sustained, research-oriented, technological, market-driven and private sector-led revolution, which revitalises 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.



Photograph by Richard Khouri

<sup>210</sup> ESSJ (2007). For the Agriculture Production Index, production in the base year 1996 = 100.





Photograph by Howard Moo-Young

### Issues and Challenges

1. Declining competitiveness of agricultural production, as manifested in declining exports and rising imports, due to: the small size of landholdings; high cost of inputs; praedial larceny; and limited application of modern technology
2. Limited staffing and resources for extension services
3. Gaps in key infrastructure, including: inadequate maintenance of feeder roads; inadequate irrigation works; and lack of sorting, grading, packaging and storage facilities
4. Weaknesses in marketing, including: high levels of informality in marketing and distribution channels; limited market information services; and relatively weak linkages to other economic sectors, industries and non-traditional export markets
5. Aging work force
6. Loss of agricultural lands to urban settlement and housing development<sup>211</sup>
7. Limited capacity for research and development (R&D)
8. Threats to the sustainable use of the island's forestry resources, including natural and man-made hazards, soil erosion and illegal logging
9. 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 including Colombia and Honduras
10. Environmental issues including: soil erosion from over-cultivation and inadequate soil conservation techniques in hillside farming; use of chemical fertilizers; impact of natural hazards; and deforestation resulting from clearing of hillsides, illegal settlements, monoculture farming and uncontrolled harvesting of trees

<sup>211</sup> Agricultural lands now cover less than 40% of total land area, down from 62% in 1968.

**Selected Sector Strategies:**

Competitive Diversified Value-Added Agricultural Production

- Strengthen agricultural research institutions
- Develop a diversified range of agricultural production including higher value-added production
- Develop modern, efficient farming systems through research and application of local and international best practices
- Implement development plans for key agricultural sub-sectors

- Strengthen the capacity of Government to play a supporting role in development of the agricultural sector
- Increase the number and capacity of extension officers
- Strengthen efforts to reduce praedial larceny
- Improve and rationalize road network including farm roads network
- Provide adequate water supply, irrigation and drainage to meet the needs of the sector
- Strengthen farmer organizations

Marketing for Domestic and Export Markets

- Strengthen agricultural marketing structures
- Strengthen linkages with other economic sectors and industries including manufacturing and tourism

Long-Term Rural Development

- Apply land use policy and legislation to halt the change of use and degradation of agricultural lands

Human Resources

- Establish model demonstration farms in strategic locations
- Strengthen existing educational institutions for agricultural training
- Encourage participation of youth in agriculture

Environmental Sustainability

- Increase application of environmental best practices throughout the agricultural sector
- Promote zero waste in agriculture production and processing
- Develop organic farming as a major mode of production
- Develop a comprehensive agricultural insurance system
- Strengthen hazard mitigation for the agricultural sector

Enabling Framework, Infrastructure and Support Services

- Develop a new agricultural sector policy
- Promote micro-financing through producer associations

National Food Security

- Promote national food security

**Table 35: Proposed Indicators and Targets for the Agricultural Sector**

Outcome #12 – Internationally Competitive Industry Structures – Agriculture					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
		2012	2015	2030	
	2007 or Most current				
Agriculture Production Index (2003=100)	95.9	105.9	112.4	≥ 150	The FAO projects that global demand for and growth in agriculture products will average 2% annually for the next 30 years. Targets for Jamaica are set using this projection.



Photograph contributed by Caribbean Cement Co. Ltd.

## Manufacturing

### Overview

The manufacturing sector represents an important component of the economies of many developing countries, including Jamaica. During the period 2002-2006, manufacturing represented, on average, 12.5 per cent of Jamaica's GDP.<sup>212</sup> Despite a relative decline since 1990, manufacturing remains the largest contributor to GDP among the goods-producing sectors in the Jamaican economy.

The manufacturing sub-sectors which have shown growth in recent years include the non-metallic mineral products, food, alcoholic and non-alcoholic beverage sub-sectors, paper and paper products, printing and publishing, petroleum refining, chemicals, chemical products, rubber and plastic products. Data from the Jamaica

Productivity Centre indicate that unit labour productivity in the sector fell by 18.6 per cent between 1972 and 2006, reflecting the overall decline in labour productivity in the Jamaican economy.<sup>213</sup> The fundamental requirement for the sector is to achieve levels of productivity that will enable it to compete successfully in domestic and export markets.

Vision 2030 Jamaica will enable the manufacturing sector to make the transition to higher levels of productivity and value-added production using efficient and clean technologies and environmentally sustainable processes, with motivated, productive employees, within an enabling business and regulatory environment.

<sup>212</sup> Contribution to Total Goods and Services Production at constant 1996 prices, (ESSJ 2002 – 2006). However, see note to Table 33.

<sup>213</sup> Data provided by the Jamaica Productivity Centre (constant prices with 2000 as base year).

## Issues and Challenges

1. Constraints in the macroeconomic and business environment affecting competitiveness in which Jamaican manufacturers operate, including complex regulatory processes
2. Limited economies of scale resulting from relatively small plants geared for the domestic market
3. High costs associated with crime and security issues
4. Limited access and the high cost of credit to the manufacturing sector
5. High costs of some productive inputs including energy
6. Low levels of investment in modern technology and business practices
7. Constraints in transport and other infrastructure
8. Trade-related issues including: implications of regional and global trade liberalization; monitoring of rules of origin requirements and re-export of extra-regional goods to Jamaica; and enforcement of anti-dumping provisions to ensure compliance with international agreements
9. Requirements of international product and process standards including Hazard Analysis and Critical Control Points (HACCP) and ISO 9000 and 14000
10. Environmental pressures generated by the manufacturing sector, including: contribution to solid and hazardous waste; limited recycling facilities; production of liquid and sludge waste; and air emissions from manufacturing processes

## Selected Sector Strategies:

### Competitiveness

- Improve quality and relevance of training and accreditation at educational and training institutions by strengthening linkages to the manufacturing sector
- Increase exposure of manufacturers to relevant and innovative production technologies
- Encourage greater capacity utilization, for example through partnering between manufacturers
- Establish a centre of excellence for manufacturers

### Enabling Environment for Manufacturing Enterprises

- Strengthen relevant industry associations including the JMA, JEA and SBAJ
- Ensure availability and access to competitive factory space

### Inter-Sectoral Linkages

- Identify, create awareness of and facilitate opportunities for linkages between the manufacturing sector and purchasers in linkage sectors and industries

### Environmental Sustainability

- Encourage development and use of environmentally friendly products and processes
- Promote clean technology and use of alternative energy
- Promote and encourage compliance with relevant environmental regulations and standards

**Marketing and Customer Service**

- Improve customer service within the sector
- Strengthen relationships with wholesalers and retailers in domestic and export markets
- Promote the adoption of quality management and production systems and standards
- Develop mechanisms to manage effectively shipping and distribution costs
- Use creative aspects of Brand Jamaica in marketing Jamaican manufactured products
- Expand collaboration in regional and international marketing

**Table 36: Proposed Indicators and Targets for the Manufacturing Sector**

Outcome #12 – Internationally Competitive Industry Structures – Manufacturing					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
% change in exports of manufactures (value not volume) (Average growth for the period)	7.3%	10%	13%	≥ 14%	Target is to achieve current annual growth rates for world exports of manufactures.



Photograph contributed by the Ministry of Mining and Telecommunications

## Mining and Quarrying

### Overview

The mining and quarrying sector is important to the national development of those countries, such as Jamaica, that are endowed with exploitable mineral resources. According to conventional national accounting classifications, minerals are metallic and non-metallic. The most important metallic mineral for our mining and quarrying sector is bauxite, the ore from which alumina and aluminium are derived. Total production of bauxite in 2006 was 14.9 million tonnes, the highest level achieved since 1974.

Bauxite and alumina are major sources of export earnings (US\$1.3 billion in 2007) and the percentage of total bauxite production consisting of alumina has increased over the past three decades, indicating a progression up the value chain.<sup>214</sup> The sector also has the highest labour productivity in the Jamaican economy, due to its capital intensity and efficiency, advanced

technology and the high quality of its human capital. Jamaica's bauxite industry is at a mature stage, and is vulnerable to international competition and to fluctuations in the global economy and commodity markets. Jamaica's main global competitors in terms of metal grade alumina are China, Australia, USA and Brazil; and, for bauxite, Guinea, Australia and Brazil. Energy is the main cost element at most alumina plants in the world including in Jamaica, where energy costs accounted for 35 per cent of production cost in 2006, placing pressure on the competitiveness of our industry. The downturn in the global economy since 2007 has reduced demand for alumina, leading to contraction in production and employment in the domestic bauxite and alumina industry. These circumstances have increased the importance of strategic planning for the future of this industry.

<sup>214</sup> The percentage of bauxite processed into alumina has increased from 45.7% in 1973 to 69.7% in 2007 (ESSJ 1973 and 2007).

Jamaica's limestone resources are by far the largest mineral resources possessed by the country. Limestone and its derivative lime are among the most important basic materials used by mankind with the most diverse end-use structure of any industrial material. While Jamaica possesses large resources of high-quality limestone, the levels of economic reserves of chemical, industrial, metallurgical and whiting grade limestone have not been quantified. Production of most non-metallic minerals has been increasing since 2002, including limestone, gypsum, and sand and gravel. In 2006, export earnings from limestone and gypsum were US\$1.8 million and US\$1.5 million, respectively.

Vision 2030 Jamaica provides a path for Jamaica to regain its competitiveness in the bauxite and alumina industry, while taking greater advantage of its other mineral resources, particularly through development of value-added products based on limestone.

### Issues and Challenges

1. Inadequate long-term planning to ensure availability of mineral resources within the context of competing land uses
2. High energy costs that reduce global competitiveness of our minerals industry
3. Major environmental impacts, including: dust and noise pollution; leaching of red mud lakes; loss of biodiversity; reduction of forest cover; scarification of landscapes; watershed degradation; sediment loads to surface and coastal waters; loss of habitats; and relocation of communities
4. Declining ratio of trihydrate bauxite to monohydrate bauxite reserves, leading to increased cost and lower yields in alumina processing
5. Predominance of micro- to medium-sized local companies in the non-metallic minerals industry, with limited technical and financial capacity
6. Limited transport infrastructure for the sector including inadequate bulk-handling port and loading facilities to accommodate non-metallic minerals exports
7. Weak supporting framework for research and development

### Selected Sector Strategies:

#### Competitive Value-Added Production

- Ensure appropriate policy and regulatory framework for long-term development of the minerals industry
- Develop cost efficient energy solutions for metallic and non-metallic minerals sub-sectors
- Increase use of appropriate research and technology in minerals industry operations
- Revise and improve mechanisms for encouraging investment in the non-metallic minerals sub-sector
- Strengthen enforcement of mineral licenses and regulations
- Integrate development of mineral resources with overall land use planning and zoning
- Prevent the sterilization of mineral reserves hypothecated for future production
- Implement sequential land-use planning for lands containing valuable mineral deposits

- Allocate sufficient mineral reserves to sustain production at targeted levels
- Establish a national entity to lead the development of the non-metallic minerals sub-sector, particularly limestone
- Promote development of diversified value-added non-metallic minerals products
- Ensure access to and development of port facilities for shipping of non-metallic minerals
- Intensify research and reconfigure technical capabilities to mitigate a declining trihydrate-to-monohydrate bauxite reserve balance
- Encourage exploration for and exploitation of other metallic mineral resources including gold and copper
- Enhance labour relations and productivity in the minerals industry

Social Responsibility

- Assist in building viable mining communities
- Participate in development and enforcement of occupational safety and health legislation and regulations for the mining and quarrying sector
- Encourage partnerships with communities which includes sharing of value created by mining

Minimum Negative Environmental Consequences

- Mine mineral resources with appropriate planning for the end use of land
- Improve monitoring of rehabilitation of mined-out mineral bearing lands
- Promote compliance with environmental standards and legislation relevant to the mining and quarrying sector

**Table 37: Proposed Indicators and Targets for the Mining and Quarrying Sector**

Outcome #12 – Internationally Competitive Industry Structures – Mining & Quarrying Sector					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
% change in export earnings from the bauxite industry	14.2%	2-4%			JBI notes that it is not able at this time to set a target for this indicator beyond 2012.
Average % change in value added outputs of selected non-metallic minerals (lime, cement, whiting)	290 tonnes	50%			Locally set by Ministry of Mining and Telecommunications





Photograph by Howard Moo-Young

## Construction

### Overview

Construction has been a fundamental part of the Jamaican economy for centuries. The buildings, roads, bridges and other infrastructure constructed by past generations trace the history of the island in physical form and represent a vital part of our heritage. The modern construction sector provides the means by which the new Jamaica is being built.

The construction and installation sector has many linkages with other sectors in the domestic economy. The low average growth in the macroeconomy in recent years has been reflected in the performance of the sector, which has shown only marginal growth over the past decade and a half.<sup>215</sup> The main components of the sector include residential construction, non-residential construction including schools, hotels, offices and other facilities, construction

of infrastructure and electrical and water installations.

Government is the largest single client in our construction sector. The local construction sector shows a dichotomy in ownership – the majority of construction firms are locally owned, while there are a small number of large foreign construction companies that typically undertake major construction projects including large infrastructure and tourism projects.

Vision 2030 Jamaica will develop 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 that may emerge over the long term.

<sup>215</sup> The construction and installation sector (also referred to as the construction sector in the Plan) has grown by a total of only 1% cumulatively in real terms over the sixteen year period from 1990-2006 (PIO).

## Issues and Challenges

1. Shortages of skilled construction workers and technical personnel, leading to importation of skilled personnel from other countries to fill gaps
2. Low labour productivity
3. Weaknesses in the land development approval process, including delays in the processing of land development approvals and environmental permits
4. Competition facing local private sector construction firms from overseas construction companies
5. Inadequate levels of compliance with building standards and low levels of research and development
6. The high cost and collateral requirements for mobilization and performance bonds
7. Security concerns which lead to increased costs and delays in completion of construction projects<sup>216</sup>
8. High levels of informal activity
9. Inadequate collaboration between local firms, particularly on major construction projects
10. The highest gender disparity of any economic activity in Jamaica<sup>217</sup>

11. Limited use of green architectural design for energy efficiency and waste reduction

## Selected Sector Strategies

### Human Resources

- Expand and accelerate certification and accreditation programmes relevant to the sector
- Encourage participation of women in the sector
- Establish a licensing system and an improved registration and classification system for contractors, professionals and operatives in the sector

### Enabling Framework and Business Environment

- Coordinate and align the construction policy with other policies that affect the sector
- Support and participate in strengthening and improving the planning and land development system
- Strengthen relevant construction industry associations
- Establish special security measures for construction projects in crime-prone areas

<sup>216</sup> See for example the report of the Joint Consultative Committee for the Building and Construction Industry (2001), p.14.

<sup>217</sup> In October 2006, 97.2% of the construction labour force were male (The Labour Force 2006, STATIN).

Environmental Sustainability

- Encourage reduction and elimination of waste in construction through improved design and procurement
- Develop greater reuse and recycling of construction materials
- Reduce the carbon footprint of the construction sector through energy efficiency and other measures

- Strengthen and improve the Government contracting system for construction projects

Competitive Construction Sector Value Chain

- Encourage application of life-cycle costing and value engineering in design and implementation of construction projects
- Encourage partnering and integrated teams in the construction value chain

Committed Leadership by Government, Private Sector and Labour Leaders

- Undertake demonstration projects that embody best practices in construction
- Establish the Construction Industry Development Board
- Develop Public Private Partnerships (PPPs) in the construction sector
- Rationalize the procurement process across ministries and agencies
- Disseminate timely and accessible information on public sector projects

Participation in Domestic, Regional and International Markets

- Promote joint-ventures with regional and international construction industry players
- Develop collaboration between local construction enterprises
- Foster capacity and opportunities for local construction enterprises and professionals to undertake major construction projects in Jamaica

**Table 38: Proposed Indicators and Targets for the Construction Sector**

Outcome #12 – Internationally Competitive Industry Structures – Construction					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Unit labour productivity (ULP) Index - Construction (1974=100)	28	33	36	58	Proposed annual improvement of 3% in ULP Index for each period



Photograph by Colin Hamilton

## Creative Industries

### Overview

Jamaica is distinguished by the worldwide reach of its culture, particularly music. The National Culture Policy of 2003 identifies the important role of culture in national development through promotion of positive national self-identity, development of cultural industries and institutions, and cultural linkages to education, science and technology and other economic industries and sectors. Cultural industries involve the creation, production and commercialization of contents which are intangible and cultural in nature, which are typically protected by copyright, and which may take the form of goods or services.

The range of cultural industries (also known as “creative industries”) include printing, publishing and multimedia, audio-visual, phonographic and cinematographic productions, crafts and design, and may be extended to include

architecture, visual and performing arts, sports, manufacturing of musical instruments, advertising and cultural tourism.<sup>218</sup> Cultural and creative industries are among the fastest growing aspects of the global economy; they represent up to 7 per cent of the world’s GDP, with growth forecast at 10 per cent per annum, driven in part by the convergence of media and the digital economy.<sup>219</sup>

By far the most successful creative industry in Jamaica has been its popular music, whose leading exponent, Bob Marley, has become the single most famous Jamaican at a global level, while the presence of Jamaican music is reflected in international music awards events, music festivals and sales charts. While there are limited data on the size of the creative industries in Jamaica, there is evidence of their economic importance. A recent study indicated that the copyright industries

<sup>218</sup> This extended definition based on UNESCO is appropriate for Jamaica.

<sup>219</sup> Nurse, Keith et al., The Cultural Industries in CARICOM: Trade and Development Challenges (Draft) (2006).

contribute about 4.8 per cent to the GDP of Jamaica, and account for 3.0 per cent of all employment.<sup>220</sup>

We possess the potential to develop our cultural and creative industries into a major contributor to economic growth based on our demonstrated competitive advantages and the projected long-term expansion of the global creative economy. Vision 2030 Jamaica will realize this potential, and recognizes the importance of the export market for our creative industries, which far exceeds the size of our domestic market.

### Issues and Challenges

1. Inadequate coordination among Government institutions related to the creative industries and between Government and the private sector
2. Inadequate numbers of properly equipped indoor and outdoor venues to support music festivals, shows and other creative performances
3. Weaknesses in the legal and institutional framework for protection of intellectual property, and high levels of piracy
4. Limited presence or ownership in the marketing and distribution channels for creative industries
5. High numbers of micro and small enterprises and individual entrepreneurs, many of whom function in the informal economy
6. Limited capacity in modern levels of business methods and inconsistent standards of quality and delivery
7. Relatively limited access to capital for the creative industries
8. Lack of adequate statistics and information on creative industries
9. Inadequate levels of business skills and technology application in creative industries
10. Inadequate opportunities for education and training in creative skills to meet the standards of domestic and international markets



Photograph by Jahseen Levy

<sup>220</sup> Inclusive of the Core Copyright Industries, Interdependent Copyright Industries, Partial Copyright Industries and Non-dedicated Copyright Support Industries (James 2007).

**Selected Sector Strategies:**

- Build horizontal and vertical clusters and networks within the creative industries
- Promote and preserve community and public service broadcasting
- Increase opportunities and financing for products and services in the creative industries
- Establish processes to encourage formalization of creative enterprises
- Enhance physical, human, institutional and financial capacity of creative enterprises, associations and individuals
- Ensure representation of cultural and creative industries in relevant trade and investment negotiations at regional and global levels
- Promote application of ICT to production, distribution and marketing of creative products and services
- Develop policy, legal and institutional framework to facilitate and encourage the development of the creative industries
- Promote media literacy and positive use of media as change agent and a source of empowerment
- Expand and improve the infrastructure for the creative industries and performing arts

**Table 39: Proposed Indicators and Targets for the Creative Industries**

Outcome #12 – Internationally Competitive Industry Structures – Creative Industries					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Contribution of copyright industry to GDP	4.8% (2005) Primary Study	≥5.3%	≥6.8%	≥ 8.3%	Target set to achieve the level of the top four developed countries by 2015, and to exceed proposed economic growth rates for Jamaica for 2030 by the margin by which growth in copyright industries globally has consistently outpaced overall economic growth (i.e. by between approximately 1.3 and 2.3 percentage points).



Photograph by the Gleaner Co. Ltd.



Photograph contributed by Jamaica Netball Association

## Sport

### Overview

Our sportsmen and sportswomen have demonstrated the ability to compete successfully at the highest international levels for almost a century. Athletes such as George Headley, Herb McKenley, Donald Quarrie, Merlene Ottey, Michael McCallum, Courtney Walsh, Veronica Campbell, Usain Bolt and Asafa Powell have become national icons who have contributed to the fame of Jamaica in ways that are comparable to the contributions made by the island's most famous creative artistes.

The successes of national sporting teams such as the Reggae Boys (in football) and Sunshine Girls (in netball) in international competitions, and the performance of the Jamaican track and field team at the Beijing Olympics, have provided occasions for unprecedented demonstrations of national pride and unity. While the greatest successes have come in track and field events, the range of sports in which Jamaicans have recorded significant international achievements includes cricket, football,

netball, boxing, tennis, cycling, swimming, bobsledding and table tennis.

The National Sports Policy of 1994 aimed to use Jamaica's comparative advantage in sports to support economic and social development and included the establishment of the National Council on Sport. The National Industrial Policy (NIP) of 1996 also targeted sport as a strategic priority for Jamaica's economic development. However, while Jamaican individuals and teams have enjoyed remarkable successes in international competitions, the economic potential of sport in Jamaica has not been developed.

There are no fully professional sport leagues and relatively limited linkages with other sectors such as tourism, entertainment, health and wellness, printing and manufacturing. There is a lack of focus on business opportunities in sport in Jamaica, while the development of the economic potential of sport is limited by inadequate levels of business skills and technology application

in sport and limited financing for sporting ventures.

Through its strategies and actions, Vision 2030 Jamaica plans to increase the growth of sport as a business and commercial activity with potential to contribute to Jamaica’s economic development, and to maximize the role of sport as a source of wealth for a wide range of professions, including athletes, coaches, trainers, managers, promoters and entrepreneurs. The development of the economic contribution of sport will involve the full participation of our private sector, and will build on the regional dimensions of sport competition and training in the Caribbean.

### Issues and Challenges

1. Relatively limited access to capital for sports-related enterprises
2. Lack of adequate statistics and information on sports to provide a basis for planning and monitoring or to evaluate their economic impact
3. Inadequate levels of business skills and technology application in sport enterprises

### Selected Sector Strategies:

#### Economic Growth and Development

- Develop MSMEs geared at meeting the needs of the ‘Business of Sport’
- Develop a sport museum as a resource centre and attraction for local and foreign visitors
- Promote Jamaica as a sports tourism destination
- Mobilize enterprises within the creative industries, manufacturing, gaming, tourism, agriculture, commerce and other sectors and industries to expand the value chain and linkages with sport

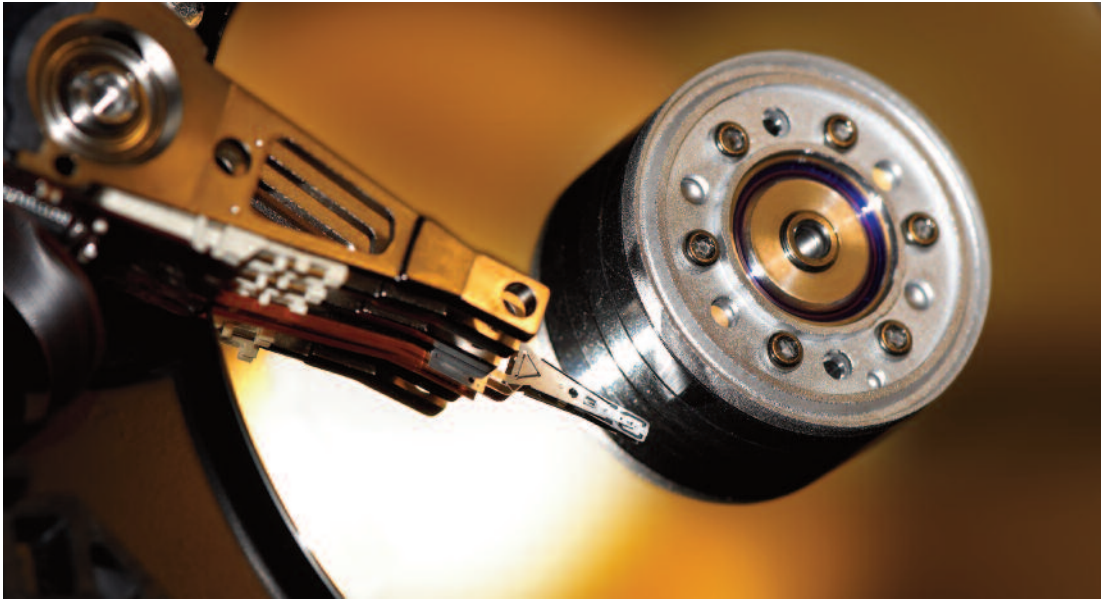
#### Consistent Production of Elite Athletes

- Establish strong research capabilities in sport
- Develop advanced sport programmes at Sport Academies
- Develop financial support systems to create and sustain elite athletes
- Develop supporting facilities and services to facilitate the holistic development of the professional athlete

**Table 40: Proposed Indicators and Targets for Internationally Competitive Industry Structures - Sport**

Outcome #12 – Internationally Competitive Industry Structures – Sport					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Contribution of sports to GDP					There are no datasets for collecting data to measure the economic contribution of sport.





## Information and Communications Technology

### Overview

The information and communications technology (ICT) industry in Jamaica may be considered to include the information technology industries (computer hardware and software, systems and training), telecommunications industries (telephone, cable and internet) and the broadcast media (television and radio).<sup>221</sup> While the telecommunications network is included in the expansion of strong economic infrastructure (see National Outcome # 9), and the role of ICT as an enabler of other sectors is considered under a technology-enabled society (see National Outcome # 11), the development of ICT as an industry in its own right is also an important part of our National Development Plan. Under Vision 2030 Jamaica, we will develop an advanced ICT industry that achieves sustained global competitiveness, driven by private sector investment, and enhances the productivity of our goods- and services-producing sectors.

As a service industry, ICT provides a wide range of hardware, software, networking and other services to the private and public sectors. The banking, telecommunications, insurance and financial services industries lead the way in the use and integration of information technology in business. Within the public sector, the Ministry of Finance and the Public Service and its related agencies are leading users of ICT.

The provision of hardware and software products and services in Jamaica started approximately forty five years ago in the 1960s. The early developers of the local Information Technology (IT) industry included such multinational companies as Burroughs, IBM, ICL (now Fujitsu ICL) and NCR who had established branch offices in Jamaica. Since that time, the local industry has evolved rapidly with the global acceleration of developments in hardware, software, communications technology and services. Just about all the major international information technology brands are represented or

<sup>221</sup> In 1998, OECD member countries agreed to define the ICT sector as a combination of manufacturing and services industries that capture, transmit and display data and information electronically (OECD 2002).

are present in our country.

Organizations provide a truly diverse set of products and services and operate in a highly competitive environment.

Foreign direct investment inflows to the ICT sector averaged 11 per cent of total foreign direct investment inflows to Jamaica over the period 2001-2005.<sup>222</sup> Jamaica has developed as an outsourcing destination for service providers looking to the Caribbean for a near shore outsourcing location, largely due to the large English-speaking, trainable labour pool, proximity to the largest outsourcing market in the world, the USA, and competitive cost.<sup>223</sup>

The sophistication of the industry has increased in recent years, including: establishment of wide area networks by multi-location entities; replacement of old telephony infrastructure by voice-over-internet protocols (VoIP); installation of the latest technology in storage, blade technology, virtualization and databases by the larger and more advanced entities; and customization and adaptation of software solutions. While there exists a software developers' association, software development is still a small part of the industry. Local trends in the use of ICT include an increased interest in outsourced operations and hosted or managed services; application of ICT to e-learning and e-government; a progression to third or fourth generation industry applications in banking, telecommunications, insurance and distribution; and innovation in music and digital media for entertainment.

In building a strong and competitive ICT industry, Vision 2030 Jamaica will: create a favourable business environment and supporting framework for ICT investments and operations; develop ICT-focused business parks and funding mechanisms; encourage greater use and application of ICT by Government and private enterprise, including 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.

### Issues and Challenges

1. Limited ability to measure the benefits of ICT investments and the impact on productivity
2. Gaps in the levels of required skills and capabilities for ICT among the work force
3. Existing focus of local ICT companies on low value-added services for export
4. Limited access to capital for new ventures in the ICT industry
5. Constraints to the continued development of the outsourcing industry, including inadequate office space, poor English standards of students leaving the various levels of the education system and the low take-up by local investors of the opportunities presented by outsourcing
6. Limited existing capacity in the manufacturing of hardware components and the creation of software that has both domestic and international market potential

<sup>222</sup> Bank of Jamaica, Annual Balance of Payments (2003 – 2005).

<sup>223</sup> In a recent survey Jamaica ranked 7th in competitive cost for call centres - the lower cost locations included the Dominican Republic, Romania and Malaysia with India and the Philippines as the lowest cost locations. China was not included in the survey (see Location Consultants 2006).

7. Relatively limited application of e-commerce which is still primarily concentrated in product and service delivery to consumers, with limited attention paid to business-to-business operations, brokerage/intermediary services, online shopping malls, virtual communities, and content and service provision
8. Limited presence of electronic document management systems, knowledge management technologies and processes, groupware, business intelligence through data warehousing and data mining, content management systems, or environmental scanning for emerging ICT technologies

and/or a mentoring nation that has a highly developed ICT services/software industry

- Develop and execute a planned campaign to seek and attract global ICT players and major ICT corporations to invest in Jamaica
- Expand ICT-focused business parks for major service providers
- Undertake studies to develop appropriate financial and non-financial incentives and resource pools for domestic and foreign investment in the ICT industry

**Selected Sector Strategies:**

Conducive Business Environment

- Improve the efficiency and responsiveness of bureaucratic processes for ICT businesses
- Create an appropriate policy and regulatory environment conducive to investments in ICT and network development
- Develop investment and support framework for development of ICT industry

Regional ICT Centre

- Create a national partnership with a high services demand nation

Economic Growth and Development

- Encourage innovative use and application of ICT by Jamaican private enterprise and Government
- Encourage Government to become an exemplar user of ICT applications
- Support Micro, Small and Medium Enterprises (MSMEs) and NGOs in taking greater advantage of ICTs for strategic and operational effectiveness
- Establish mechanisms for funding ICT ventures
- Build an effective indigenous ICT industry
- Measure the contribution of the use of ICTs and the ICT industry to the national economy
- Encourage the increased use of e-commerce operations

**Table 41: Proposed Indicators and Targets for ICT**

Outcome #12 – Internationally Competitive Industry Structures – ICT					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Average growth rate of communication sub-sector	2.1%	2.9%	3.9%	≥ 4.7%	The target for 2015 is to return to the average annual growth rate of 3.9% achieved by the sub-sector during the period 2005-2007, and to increase to no less than 4.7% by 2030.



## Services (Financial, Business and Distribution)

### Overview

Services have emerged as the driving force in modern economies, and global trade in services has grown faster than merchandise trade over the past two decades.<sup>224</sup> The most fundamental change in the structure of our economy since Independence has been the overall growth of services, which represented 53.9 per cent of GDP in 1962 but increased to 68.1 per cent of GDP by 2007;<sup>225</sup> financial services, business services and distribution showed the highest relative growth.<sup>226</sup> Under Vision 2030 Jamaica, we will have high quality, knowledge-based financial, business, and distribution services that are able to evolve and expand to achieve and maintain global competitiveness through 2030.

The financial services sector has had a complex history in Jamaica over the past two decades. After a period of rapid

expansion, the sector experienced a traumatic adjustment during 1995-1997. There was a reduction in the number of financial institutions and a decline in the contribution of the sector to GDP.

The Government's response included: intervention to protect depositors and restructure insolvent institutions; improvements in the regulatory framework, including establishment of the Financial Services Commission (FSC); amendments to legislation; and incorporation of the Jamaica Deposit Insurance Corporation (JDIC). Following this restructuring, the financial services sector regained some buoyancy, in part fuelled by the growth of domestic debt. We have seen the increased growth of the Jamaican money market as an intermediary between individual holders of capital and the Government securities market. Financing and insurance services

<sup>224</sup> According to the World Trade Organization (WTO) GATS – Fact and Fiction from [www.wto.org](http://www.wto.org).

<sup>225</sup> All calculations of GDP % contribution by sector in this Plan are based on contribution to total goods and services production (i.e. GDP share excluding imputed bank service charges). However, see note to Table 33.

<sup>226</sup> In the system of national accounts, the financial services sector is called financing and insurance services, and business services is called real estate and business services.

accounted for 7.8 per cent of GDP in 2007.

Under Vision 2030 Jamaica, the long-term development of the financial services sector will involve a range of diversification options including: expansion of the role of the stock exchange in mobilizing equity financing; development of additional financial instruments such as municipal and corporate bonds; provision of virtual banking and venture capital funding; and development of an offshore banking industry. The development of the sector will be affected by the downturn in global financial markets from 2007 – 2009. In particular, the range of possible policy responses to this downturn by governments in developed countries may lead to potential modifications in Jamaica's plans to create an international financial centre.

Business services include real estate, consulting and professional services, and accounted for 4.9 per cent of GDP in 2007.<sup>227</sup> The main developments affecting these services in recent years have included the liberalization of global and regional markets and the rapid expansion of the telecommunications infrastructure in Jamaica that has supported the growth of business services firms.

The creation of the Caribbean Single Market and Economy (CSME) will enable free movement of skilled labour between English-speaking Caribbean countries, including business service providers. A recently completed study of the services industries in Jamaica<sup>228</sup> reviewed the use of the four main modes of trading services<sup>229</sup> and confirmed that service providers in Jamaica primarily use the first two modes – providers either a) export services abroad by using Jamaica's advanced telecommunications system or b) deliver services to foreign clients who travel to Jamaica. The modes that require Jamaican service providers to leave the country are used the least.

Distribution, including the wholesale and retail trade, is the single largest sector in the Jamaican economy, accounting for 20.4 per cent of GDP and 14.6 per cent of the total employed labour force in 2007. The sector represents a key component in the efficient operation of the local market for goods. The distribution sector has a highly concentrated structure<sup>230</sup> but remains open to competitive forces through the entry of new companies and by growth of small enterprises. The sector has seen a number of trends that have been evident internationally, including mergers and consolidation among distribution chains, backward integration into own-

<sup>227</sup> Business services include accounting and business consulting firms, real estate brokers and managers, lawyers, architects, engineers, information technology consultants and other service providers.

<sup>228</sup> A-Z Information Jamaica Limited, Services Sector Study - Final Report (2006).

<sup>229</sup> The four (4) main modes of trading services as identified under the General Agreement on Trade in Services (GATS) are: Mode 1: Cross border supply – exporting using email, courier, fax, mail, video, telephone, internet; Mode 2: Consumption abroad - consumer comes to Jamaica or foreign company/person operating in Jamaica consumes service; Mode 3: Commercial presence – set up a branch or subsidiary overseas; Mode 4: Presence/movement of natural persons – temporary entry into another country to provide services.

<sup>230</sup> Large and medium enterprises (with average annual sales in excess of US\$1 million) represented 11.9% of the total number of enterprises in the distribution sector and accounted for 86.1% of total sales by the sector in 2007 (ESSJ).

label production and expansion of marketing channels. Real sales in the distribution sector have increased by an annual average of 1.4 per cent over the past six years from 2002 to 2007.<sup>231</sup> Due to its high import content, the distribution sector is affected by Jamaica's international and regional trade policies, which can affect the supply and price of traded goods by restrictions, regulations, tariffs and taxes.

## Issues and Challenges

### Financial Services

1. Small fraction of total annual loan financing in Jamaica allocated to MSMEs
2. Emergence of a number of unregulated financial operations in recent years
3. Aspects of the supervisory and regulatory framework that require attention, including need for increasing reporting requirements and inter-agency cooperation, rationalizing roles of regulatory institutions, strengthening the regulatory framework and prudential standards for credit unions, and strengthening the supervisory independence of the Bank of Jamaica (the Central Bank)
4. Challenges relating to the creation of an integrated regional capital market for CARICOM member states under the CSME, including relatively high transaction costs in regional capital markets, low liquidity in some markets including Jamaica, a relatively small number of listed companies with a few securities dominating trading, and varying legislation and rules across member states

5. Environmental issues including generation of increasing levels of e-waste associated with increased use of information and communications technology, and the need to apply environmental assessment requirements in loan financing processes

### Business Services

1. Inadequate capacity of monitoring institutions to ensure certification of professionals to meet international trends and the requirements for regional accreditation under the implementation of the CSME
2. Negative impact of the net outward migration of skilled labour
3. Costs of telecommunications services including the cost of internet outbound connectivity to support international competitiveness
4. Constraints in the business environment, including: existing trade procedures; costs and delays in land development approval and transfer processes; high cost of capital and operating inputs; high levels of crime and violence; and inefficient tax payment processes
5. Relatively low levels of awareness of export modes and opportunities among local service providers
6. Capacity constraints of MSMEs and informal enterprises in the business services sector

<sup>231</sup> Estimate based on data from Taxpayer Audit & Assessment Department (ESSJ 2007).

### Distribution

1. Factors in the general business environment that affect distribution including customs and cargo handling, business regulations, and the costs of financing, energy and security
2. Transport constraints, including the limited capacity of highways to accommodate container haulage vehicles, inadequate levels of storage facilities, and lack of an intra-island coastal marine cargo system
3. Lack of comprehensive and reliable sectoral information due to the large number of small, micro and informal enterprises
4. Potential opportunity for e-commerce to increase online purchasing by Jamaican consumers, as well as the potential threat of increased competition in the domestic market from overseas suppliers
5. Environmental issues related to the distribution trade including solid waste generated by the packaging of traded goods (e.g. PET bottles<sup>232</sup>), handling of hazardous materials and contribution to energy consumption and air pollution from road transport vehicles employed in the distributive trades

### Selected Sector Strategies:

#### Financial Services

- Establish a fully-automated financial trading system
- Diversify the range of financial institutions and products
- Develop public awareness on financial literacy
- Strengthen the credit administration capacity of financial institutions
- Develop offshore banking



Photograph by Howard Moo-Young

<sup>232</sup> PET (Polyethylene terephthalate) is one of the most widely used types of plastic bottle.

**Business Services and Distribution**

- Develop capacity of service providers to meet international standards of certification
- Expand use of the full range of modes of delivery of export services
- Improve the transport infrastructure and network for distribution services

- Improve trade relations and facilitation for trade and investment in services
- Collaborate with providers in development of advanced ICT network and applications for services
- Strengthen the capacity of education and research institutions to provide relevant research and innovation for services
- Strengthen the technology and innovation capacity of service providers
- Encourage energy efficiency and conservation by service providers

**Sectoral**

- Improve levels of training by services enterprises for managers and staff

**Table 42: Proposed Indicators and Targets for Services**

Outcome #12 – Internationally Competitive Industry Structures – Services					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Growth rate of services (Financing and Insurance and Real Estate and Business Services)	3.4%	≥2.25%	≥2.25%	≥4.02%	The average growth rate of these two sectors between 2001 and 2007 was 2.25%. The target is to maintain this rate through 2015 while pushing to achieve the highest rate during the period 2001-2007 (4.02%) by 2030.
% change in gross sales of registered firms in distribution sector	2.60%	≥ 3%	≥ 5%	≥6.5%	The average growth rate for the last 5 years was 1.34%. However, the target is set at the projected growth rates for overall GDP, so as to also capture transfer of firms from the informal to the formal economy.





Photograph by Howard Moo-Young

## Tourism

### Overview

Since the 1980s, tourism has been one of the leading growth industries in the global economy, and represents some 35 per cent of the world's export of services. According to the UN World Tourism Organization, international arrivals are expected to grow by 4.1 per cent annually to 2020.<sup>233</sup> Jamaica has been one of the better known resort vacation destinations in the world for more than half a century, and has seen sustained growth of its tourism industry since Independence. In 2006, total arrivals, comprising stopover visitors and cruise passengers, passed the 3 million mark for the first time. Today, tourism is one of our leading industries, contributing an estimated 8 per cent of total GDP, directly employing approximately 80,000 persons and accounting for some 47 per cent of total foreign exchange earnings from

productive sectors in 2006.<sup>234</sup>

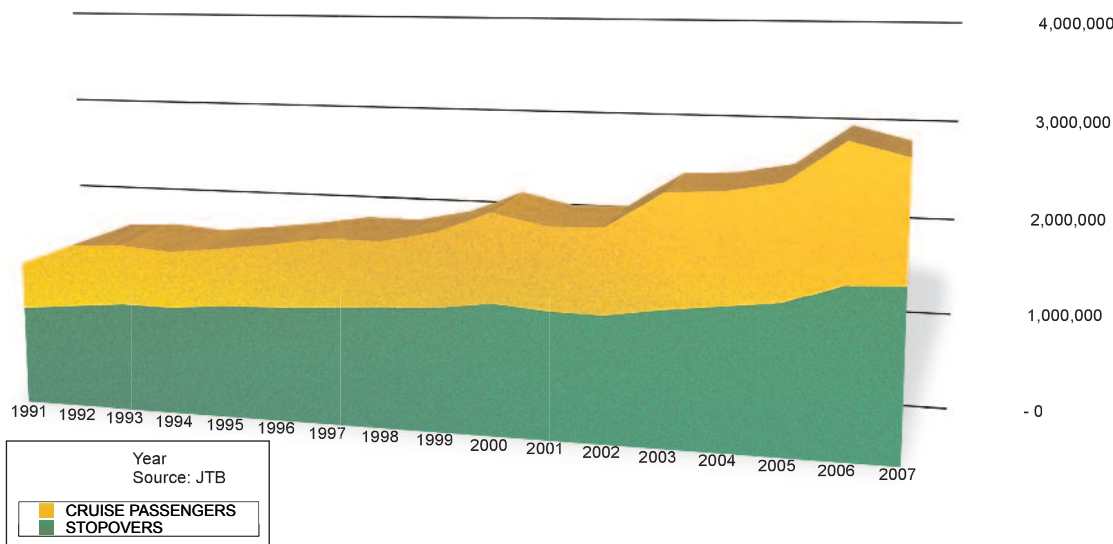
The Jamaican tourism product comprises a complex value chain and network of services catering to visitors and domestic travellers. The country is holding its market share in the Caribbean tourism market<sup>235</sup> but faces strong competition from other regional destinations including the Dominican Republic, Cuba and Cancun, Mexico. Jamaica ranked 60<sup>th</sup> out of a total of 133 countries in the 2009 Travel & Tourism Competitiveness Index. Our more favourable scores were in the areas of policy rules and regulations, prioritization of travel and tourism strategies, and national affinity for travel and tourism; we scored poorly for safety and security, environment and price competitiveness.

<sup>233</sup> UNWTO, Tourism 2020 Vision (2001). While the UNWTO recognizes that the global economic downturn in 2008-2009 has negatively affected travel and tourism, it has not revised its long-term growth projections and has formed a Tourism Resilience Committee to plan responses and policy recommendations for the global industry.

<sup>234</sup> JTB.

<sup>235</sup> Total stopover arrivals to Jamaica increased from 7.2% of total stopover arrivals to the Caribbean in 1985 to 7.6% in 2006 (CTO).

**Figure 22: Jamaica - Tourism Visitor Arrivals 1991-2007**



NATIONAL OUTCOMES

In 2003, Jamaica completed a Master Plan for Sustainable Tourism Development over the 10-year period 2003-2012, which envisaged annual growth rates of 4.0 per cent in visitor accommodation. While there has been progress toward meeting some of the growth targets of the Master Plan, there are areas that have not seen commensurate progress, such as community-based development and environmental sustainability. The downturn in the global economy since 2007 has reduced discretionary incomes in major source markets, and may affect the levels of arrivals and expenditure in our tourism industry in the short to medium term.

Vision 2030 Jamaica will realize the 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. We will: 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.

**Issues and Challenges**

1. The need for ongoing improvement in key aspects of the tourism product, including development and diversification, improving standards, upgrading of infrastructure in resort areas, and human resource development
2. Need to earn and retain higher value for our country from each tourist arrival
3. Inadequate linkages between tourism and the other sectors and industries of the economy, such as agriculture, manufacturing, creative industries and services

4. Reductions in the capacity of Air Jamaica threaten the ability to maintain adequate air access and airlift to Jamaica
5. Negative perceptions of Jamaica as a travel destination due to crime and tourist harassment
6. A high level of dependence on the North American market
7. A wide range of environmental and socio-economic impacts, including loss of wetlands as a result of the construction of resorts and hotels, beach erosion, damage to coral reefs, habitat loss, intensive use of fresh water resources, and increased pollution
8. The need for careful land use and regional planning in the development of tourism, including improvement of the process for planning and building approvals and environmental permits and licenses
9. The need to achieve greater inclusiveness to counter the development of tourism as an enclave industry and to widen the share of benefits derived from the industry by local residents and communities
10. Gaps in information on various aspects of the industry (for example, tourism does not appear as a separate sector within the national accounts of the country despite its importance to the Jamaican economy)



Photograph by Howard Moo-Young

**Selected Sector Strategies:**Participation and Inclusiveness

- Create framework to facilitate awareness, broad participation, business opportunities and access for stakeholders
- Expand and promote entrepreneurial and employment opportunities for communities

Workforce

- Develop a dynamic and flexible demand-driven education and training system for tourism
- Strengthen the social infrastructure of workers and adjoining communities

Economic Integration and Development

- Establish appropriate marketing systems to bring together purchasers in the tourism industry and producers in linkage sectors and industries
- Promote and enhance investment opportunities in the industry for both local and international investors
- Strengthen regional approaches to marketing and trade negotiations
- Increase value-added and -retained per tourist arrival
- Strengthen use of knowledge to increase value of the industry
- Promote efficiency of bureaucracy regarding approvals and facilitation of investments, and operation of the industry

Competitive Jamaican Tourism Product

- Develop new tourism market segments
- Develop diversified geographic source markets
- Develop a variety of accommodations
- Ensure the continued development of existing categories of accommodations
- Establish a supporting environment for the development of various types of attractions
- Develop and implement flagship heritage, cultural, historical and nature-based attractions projects
- Integrate airlift requirements for tourism into transport policy, planning and implementation
- Promote dual-destination markets with other Caribbean countries
- Promote capabilities of tour operators to develop new geographic markets and market segments
- Rationalize the expansion of ports of call within carrying capacity
- Improve partnerships between destination and cruise lines
- Transform the concept, physical ambience and shopping experience of the craft industry
- Ensure that all aspects of the tourism industry meet required standards and customer service
- Increase use of Jamaican inputs in tourism product
- Increase per cent of disembarking cruise passengers and average spend per passenger

**Sustainable Natural, Social and Built Environment**

- Ensure that the activities of the tourism industry support biodiversity conservation objectives
- Promote the application of local sustainable development planning (LSDP) to resort areas
- Ensure that environmental management systems are implemented by tourism entities
- Develop and apply multi-hazard mitigation measures for tourism
- Ensure compliance with health and safety standards
- Ensure that the implementation of the national security strategy addresses the concerns of the tourism industry

**Table 43: Proposed Indicators and Targets for Tourism**

Outcome #12 – Internationally Competitive Industry Structures –Tourism					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
% change in foreign exchange earnings from tourism	3.4%	≥3.98%	≥3.98%	≥4.1%	The World Tourist Organization projects that tourism will grow globally at about 4.1% and for the Americas at about 3.98%, until 2020. The targets for Jamaica are set conservatively using the projected rate for the Americas to 2020 and at the global rate thereafter.
Travel and Tourism Competitiveness Index (Country Rank)	60th	≤54	≤48	≤35	Target is for Jamaica to regain its 2007 position by 2015, and to be in the top quartile and be ranked at or above 35 by 2030.

## Goal 4: Jamaica has a Healthy Natural Environment

NATIONAL OUTCOMES

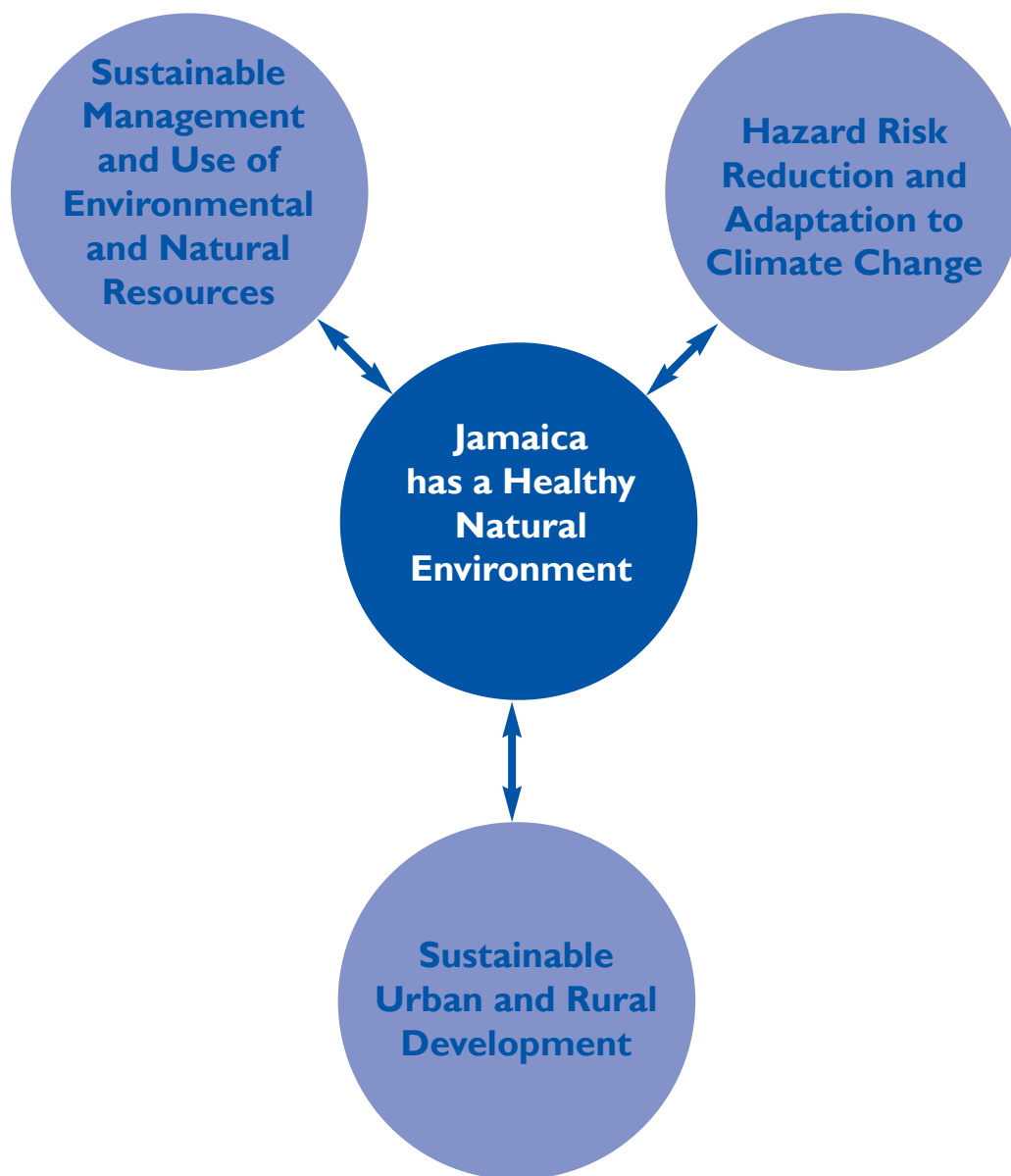


Figure 23: Goal 4 and Related National Outcomes

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

### Overview

Achieving developed country status in Jamaica will require the sustainable management and use of our environmental and natural resources as these are essential to enhancing the quality of life of all Jamaicans.

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

“ 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 economic decision-making.

”

the realm of a green economy. With the particularly high level of interdependence among the environmental, economic and social systems in Small Island Developing States (SIDS) like Jamaica, progress towards attaining sustainability can only be attained if these three systems are viewed in an integrated manner.

To achieve this outcome, Vision 2030 Jamaica will give priority attention to:

- Increasing environmental awareness of the general population and their participation in the management of natural resources
- Providing an effective regulatory framework which binds Government and the people including constitutional and legislative reform which emphasize each person's right to a healthy environment and citizens' right to appeal decisions made with respect to natural resources
- Incorporating environmental considerations into decision-making processes
- Ensuring that development takes place in the context of gender equity and social equity paying full attention to the limits of the natural resource
- Creating informed committed leadership who are champions for environmental protection
- Preserving and renewing ecological capital
- Determining the economic value of our biodiversity and ecosystem services, as well as the long-term economic consequences of the continuing loss of biodiversity

## Profile of Jamaica's Natural Environment

Jamaica has a variety of ecosystems – including coastal and marine, forests, and freshwater. These ecosystems provide a variety of goods and services but are under pressure from human-induced activities. For example:

- 94 per cent of Jamaica's forests is disturbed and more than 20 per cent of land within forest reserves has been impacted by human activity
- Almost all of our watersheds have been impacted by human activity and experience some level of degradation
- All major river courses receive pollutants at some point from industrial waste, sewage, silt, debris and agricultural run-off
- 30 per cent of mangrove forests has been lost due to activities such as infilling for construction of hotel and housing developments
- Land use pressures resulting in environmental degradation including exacerbation of erosion and flooding, degraded and diminishing wetlands, compromised water resources and deteriorating coral reefs. Land use pressures are greatest in the coastal and urban areas. Contributing factors are related to: poor agricultural and forestry practices, human encroachment in forest reserves and protected areas, urbanization, population growth in vulnerable areas
- Direct release of pollutants to the air occur from economic activities

such as bauxite and alumina mining and production

Despite all these problems, our country has environmental institutions and standards geared towards the management, conservation and protection of our natural resources within the context of sustainable development. These have contributed to Jamaica being ranked best in the English-speaking Caribbean, along with the Dominican Republic and Cuba, in the wider Caribbean in environmental performance in the 2008 Environmental Performance Index (EPI). In this EPI, Jamaica ranked 54<sup>th</sup> out of 147 countries.<sup>236,237</sup> Under Vision 2030 Jamaica we will aim to improve this ranking, so that by 2030 we will be in the top 37 countries with an EPI ranking of  $\geq 85$ .

## Issues and Challenges

### *Inadequate Linkages between Economic Activities and the Environment*

Protecting and managing Jamaica's natural resources will contribute to enhancing the quality of life of our citizens. The origin of environmental problems that our country now faces can be attributed to the expansion of overall economic activities, coupled with excessive and inefficient consumption of resources (e.g. deforestation, watershed degradation, overfishing) and the emission of waste beyond the environment's capacity to assimilate. Additionally, unsustainable production and consumption patterns in almost all sectors are increasingly threatening the health of our country's ecosystems and biodiversity (See box on page 237).

<sup>236</sup> 'Greener days' in Jamaica by Tony Best Published on: 1/30/08 in the Trinidad Guardian Newspaper.

<sup>237</sup> The EPI has two overarching objectives: reducing environmental stresses on human health; and promoting ecosystem vitality and sound natural resource management. Twenty-five environmental indicators build the index which centres on countries environmental performance. The EPI tracks actual results related to a core set of environmental issues that countries around the world have prioritized.



## IMPACT OF JAMAICA'S ECONOMIC ACTIVITIES ON THE NATURAL ENVIRONMENT

### Tourism

There are several negative environmental impacts associated with the growth in tourism. These include the concentration of infrastructure along the narrow coastal zone, destruction of wetlands and mangroves to facilitate hotel construction and erection of piers and marinas. There is the destruction of marine habitat due to dredging, sea grass removal, damage to coral reefs and discharge of sewage into off-shore areas. Thus, while the growth of this industry presents many attractive opportunities and can generate great wealth, it also presents a challenge as the country continues to struggle to maintain competitiveness and ensure sustainability of the industry itself and the physical environment. When carefully planned and managed, tourism can promote the conservation of the environment and the preservation of cultural heritage of an area.

### Bauxite Mining

While bauxite mining makes a very important contribution to the economy (approximately 5% of GDP), mining and processing of the ore as well as port operations have had numerous negative environmental impacts. These include dust and noise pollution, relocation of communities, deforestation, loss of biodiversity, land and groundwater pollution from red mud disposal, scarification of the landscape and beach erosion.

### Manufacturing

Manufacturing has negatively affected water quality both in rivers and in places such as the Kingston Harbour. This is primarily due to discharge of sewage and trade effluent. Some activities, for example, cement manufacturing have generated fugitive dust and others have affected air quality by burning fossil fuels.

### Agriculture

The major environmental impacts arising from agricultural practices such as land clearing and uncontrolled use of fire include soil erosion, loss of biodiversity and wildlife habitat. The use of agro-chemicals such as fertilizers, pesticides and weedcides results in run-off that has adversely affected water quality in many locations

Economic losses due to resource degradation are hard to measure and are not yet reflected in our country's national accounts. As a consequence, conservation of our natural resources is not easily viewed as critical to sustainable economic growth and is usually overlooked. As a result, long-term benefits are eclipsed by the focus on short-term returns on investments.<sup>238</sup>

### **Inadequate Policy, Legislative and Institutional Framework**

Although we have initiated various policy responses to address environmental issues – new policies, strategies and action plans, laws and regulations, and have become party to several multilateral and regional environmental agreements, much of the problems hindering progress in the environment and sustainable development arena relate to the inadequate policy, legislative and institutional capacity. Also, relevant institutions involved in environmental management lack the capacity (financial, human, physical) to effectively execute their mandates and are unable to deal with the complex nature of current problems. This ineffectiveness is manifested in the level of post-permit and on-going monitoring and in the country's inability to use market-based incentives or disincentives to improve environmental management.

### **State of the Natural Environment**

Although Jamaica has made substantial improvements in environmental management, many challenges still remain. Recent evaluations of the state of the environment indicate a number of worrying trends. Among these are: deteriorating air and water quality; poor

management of solid, liquid and hazardous wastes; loss of biodiversity; watershed degradation; net loss of forest cover; and the increasing incidence of forest fires.

### **Data Management**

While data and analysis of environmental problems have improved over the last twelve<sup>239</sup> years, data gaps and a lack of time-series data hamper efforts to use quantitative indicators to spot emerging problems, assess policy options and gauge the effectiveness of environmental programmes.

### **Improper Management of Waste**

Deficiencies in the collection, disposal and treatment and overall management of waste include:

- Lack of a comprehensive waste management policy resulting in the haphazard management of waste
- The volume of waste generated especially solid waste is increasing significantly and the waste stream is changing, and now includes a higher proportion of inorganic materials (e.g. plastics and packaging materials)
- Infrastructure for disposal of solid and liquid wastes is inadequate, and is non-existent for hazardous waste, including e-waste
- A network of poorly managed landfills, with very little progress being made towards modernizing the landfill infrastructure to sanitary landfills
- Outdated waste management technology that is not sufficiently responsive to the changing conditions
- Lack of awareness by the general

<sup>238</sup> Jamaica National Assessment Report: A 10 year review of the 1994 Barbados Programme of Action for the Sustainable Development of Small Island Developing States. Ministry of Land and Environment.

<sup>239</sup> The first State of the Environment Report was produced in 1997.

population of the importance of proper waste management practices as well as cultural practices such as illegal and indiscriminate dumping and burning which contribute to human and environmental health problems

resources to ensure the continued provision of essential environmental and natural resources goods and services. The strategies recognize that proactive environmental management is increasingly becoming the basis for the success of economies and social systems.<sup>240</sup>

### National Strategies

The strategies articulated below focus on the effective management of the country’s environmental and natural

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 44: National Strategies and Responsible Agencies – Sustainable Management and Use of Environmental and Natural Resources**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
13-1 Integrate environmental issues in economic and social decision-making policies and processes	Cabinet Office Ministry of Health and Environment National Environment and Planning Agency Planning Institute of Jamaica Office of the Prime Minister
13-2 Develop and implement mechanisms for biodiversity conservation and ecosystems management	Ministry of Health and Environment National Environment and Planning Agency Ministry of Agriculture Forestry Department Fisheries Division National Solid Waste Management Authority NGOs (especially those with responsibility for managing protected areas) Office of the Prime Minister
13-3 Develop efficient and effective governance structures for environmental management	Cabinet Office National Solid Waste Management Authority Ministry of Health and Environment National Environment and Planning Agency Local Authorities Parish Development Committees Office of the Prime Minister
13-4 Manage all forms of waste effectively	Ministry of Health and Environment National Environment and Planning Agency Department of Local Government Local Authorities National Solid Waste Management Authority Office of the Prime Minister

<sup>240</sup> “Building Resilience in SIDS: The Environmental Vulnerability Index”, UNEP, 2004.

### 13-1 Integrate Environmental Issues in Economic and Social Decision-Making Policies and Processes

This first strategy is aligned to Millennium Development Goal #7 which aims at ensuring environmental sustainability, and calls on nations to “Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources”.<sup>241</sup> Currently, our development strategies are focused on fostering economic growth, using the private sector as the primary vehicle for undertaking the necessary economic activities (e.g. tourism, mining and manufacturing). This has resulted in many sectoral policies not effectively taking account of environmental considerations and, consequently, contributing to degradation of the natural environment.

Vision 2030 Jamaica will ensure 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; and effective policy tools such as the use of Strategic Environmental Assessments (SEA) to lead economic actors to better incorporate environmental factors in their decision-making.

#### **Selected Sector Strategies:**

- Create mechanisms at the national level, including political decision-making and investment processes, to ensure the use of impact

assessments (for example, strategic environmental assessment, health impact assessment) in sectoral policy development

- Create frameworks that will enable the integrated management and sustainable use of Jamaica’s natural resources (e.g. guidelines for resource use, phased mining etc.)
- Develop mechanisms that effectively integrate environmental management in land use planning, especially as it relates to urban planning, regional development and sectoral strategies
- Implement best management practices for air, forests, ground and surface water, land, soils and mineral resources consumption
- Promote the use of new, clean technologies for all economic activities (tourism, manufacturing etc.)
- Implement best practices for the management of air, forests, ground and surface water, land, soil and mineral resource use
- Update, strengthen and implement relevant environmental and planning legislation

### 13-2 Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management

Jamaica’s current environmental legislation provides a basic framework for the conservation and sustainable use of biodiversity. This framework focuses biodiversity and ecosystems decision-making largely on mitigating the impact

<sup>241</sup> The Millennium Development Goals Report, 2007. United Nations.

of project activities (e.g. the impact of mining) and on establishing areas to protect wildlife. While important, these initiatives only partially address the conservation of biodiversity and ecosystems. Consequently, we still experience loss of biodiversity and the unsustainable use of ecosystems and their services.

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 involving both national and local level stakeholders. We will therefore consider mitigation and protection within a broader approach that acknowledges that many of our citizens in their daily lives depend on a range of services (e.g. freshwater, fisheries) that ecosystems provide.

#### **Selected Sector Strategies:**<sup>242</sup>

- Adopt an ecosystems management approach which takes into account:
  - access to biological resources for benefit sharing by our population at large
  - sustainable use of biological resources
  - safe transfer, handling and use of living modified organisms
  - implementation of forestry management initiatives
  - establishment of terrestrial and marine protected areas
  - research to enhance scientific understanding of ecosystems, including their economic contributions to national development

- Develop a comprehensive framework to reverse loss of ecosystems and biological resources through restoration initiatives and protection from invasive species
- Implement waste management systems that effectively reduce the impact of waste on ecosystems
- Create an integrated, gendered and sustainable approach to environmental management, planning and conservation

### **I3-3 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.

#### **Selected Sector Strategies:**

- Build capacity (systems, processes, infrastructure, and personnel) of environmental institutions and encourage transformational leadership in such institutions

<sup>242</sup> Some of the selected strategies listed below are extracted from the National Biodiversity Strategy and Action Plan (NEPA, 2003).

- Create a dynamic and responsive regulatory environment including review and strengthening of relevant environmental legislation
- Establish institutional mechanisms to foster coordination and collaboration among resource management agencies on resource protection issues
- Create mechanisms to enhance accountability among all segments of society, i.e. the state, private and public organizations and individual citizens
- Support effective delivery of environmental education at all levels of the Jamaican education system and promote environmental awareness
- Strengthen the capacity of local organizations to facilitate citizen participation in sustainable management of their local natural resources

### 13-4 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 solid waste stream indicates that close to 20 per cent of the waste is inorganic, consisting of plastics, glass and other non-biodegradable materials. The corollary is that the high organic content of the waste produces large quantities of methane which self ignite at the landfills and contribute to air pollution and respiratory illness. There is also a problem with the inadequate management of hazardous waste (e.g. chemicals, e-waste) which has implication for both human and environmental health.



Photograph contributed by E. Emanuel

Vision 2030 Jamaica supports integrated waste management which has the added benefit of enabling resource management, as well as formulating and implementing effective management and disposal strategies and infusing the 6Rs of waste management (Rethink, Reduce, Reuse, Recycle, Retrofit and Recondition).

**Selected Sector Strategies**

- 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
- Harmonize all national and sectoral policies to take into account potential implications for waste generation and management
- Modernize the waste management infrastructure
- Integrate communities and private sector participation in the management of waste
- Create incentives for the development of markets for waste (e.g. waste-to-energy conversion, recycling, zero-waste processing)
- Promote awareness among the general public to influence their waste management practices

**Table 45: Proposed Outcome Indicators and Targets for National Outcome #13**

National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources					
PROPOSED OUTCOME INDICATORS	BASELINE 2007 or Most current	PROPOSED TARGETS			COMMENTS
		2012	2015	2030	
Environmental Performance Index (EPI)	79.1	≥80.1	≥82.2	≥85	Our weak policy area is biodiversity and habitat. In this area our score is 35 while the average for the region is 43.2, and for comparative income group the average is 48.6. The 4 indicators covered in the EPI are: conservation risk, effective conservation, critical habitat and marine protected areas with scores of 66.4%, 28.6%, 40% and 5% respectively. With continued work towards implementing the Protected Areas System Master Plan (PASM), the country should be able to improve its position. In order to be in the top 37 countries (25% of 149 countries) the index should be at least 82.2; and to be in the top 20 countries an improvement to at least 85 is required.

# NATIONAL OUTCOMES



Photograph by Richard Khouri



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

### Overview

Natural hazards which lead to natural disasters<sup>243</sup> have dire consequences for economic activities, infrastructure, human welfare and natural resources management. To a large extent, disasters result from the failures of development policy to mitigate vulnerability to hazard events. In Jamaica, natural disasters have consistently affected community livelihood systems as well as the productive sectors and industries such as agriculture, manufacturing and tourism.

Climate change is likely to increase the incidence of natural disasters by causing extreme weather events to occur more frequently. Sea-level rise as a result of global warming will magnify the impact of storm surge and waves on coastal areas and lead to shoreline erosion and property loss. Climate change is also likely to weaken some protective ecosystems such as coral reefs and mangroves due to increased sea-surface temperatures and changes in salinity. There are also socio-economic effects of climate change. Sea-level rise, for example, is expected to have an impact on the water resources available to our population by increasing the salinity of aquifers. Climate change is also expected to impact on livelihoods (e.g. agriculture and fisheries), lead to increased vulnerability to vector-borne diseases,

and decrease resilience of the agriculture sector, among others. In view of the potential for global climate change to increase natural hazards, Vision 2030 Jamaica will ensure that our country's voice is added to those advocating at international forums for greenhouse gas mitigation.

Over the last decade, meteorological hazards (hurricanes, droughts) have reinforced our vulnerability to disasters. Between 2002 and 2007 Jamaica experienced six storm events (including three major hurricanes) and several flood events. These events combined resulted in damage and losses amounting to approximately \$70.72 billion (in 2007 prices), equivalent to 3.2 per cent of GDP.<sup>244</sup> There is an ever present threat of earthquakes.

Natural hazards cannot be considered in isolation from other hazard types. Our country is also at risk of man-made hazards including oil spills, pollution, chemical contamination and fire. Fires are the major man-made hazards that threaten our country. Bush fires accounted for 55 per cent of all fires in 2006, and hazardous materials spills have been quite commonplace in the industrial and agricultural sectors.

<sup>243</sup> It has been said that a natural hazard will never result in a natural disaster in areas without vulnerability, e.g. strong earthquakes in uninhabited areas.

<sup>244</sup> Data compiled by PIOJ from information received from various MDAs.



Photograph contributed by C. Beckford

There are likely to be more frequent and intense storms, high intensity earthquakes and man-made hazards in the future. Jamaica, like other Caribbean countries, is likely to be confronted with the possibility of diverting scarce resources earmarked for development projects to deal with disaster relief and reconstruction, thus retarding economic growth. Disasters directly impact on public finance by increasing expenditure and reducing domestic revenue which in turn lead to increased domestic and external borrowing. Under Vision 2030 Jamaica, we will aim to reduce the cost of damage caused by disasters to less than 1 per cent of GDP.

If we are to move towards a sustainable future, we must implement measures to mitigate hazard risk. A major area of concern is that Jamaica's capacity to deal with disasters is inadequate. Currently, hazard risk reduction is not integrated into socio-economic decision-making. Vision 2030 Jamaica will place greater emphasis on hazard risk management activities and programmes for reducing existing and future vulnerability. We will incorporate climate change scenarios into future economic and land use planning, as embodied in the United Nations Framework Convention on Climate Change (UNFCCC), to which

Jamaica is a party. A National Communication on Climate Change has been prepared out of which an Adaptation Strategy will emerge. Vision 2030 Jamaica provides a framework to ensure that we reduce the risks associated with natural hazards and climate change by integrating hazard considerations into our country's development planning.

## Issues and Challenges

### **Jamaica's Location, Geology and Geography**

Jamaica's location, geology and geography make the island prone to natural hazards. Major threats include landslides, hurricanes, floods, droughts and earthquakes. For example the mountainous topography of the island coupled with its susceptible geology contributes to the numerous landslide occurrences which block roads and damage infrastructure.

### **Settlement Patterns**

Population growth, uncontrolled urbanization and rural and urban poverty have contributed to the development of unplanned settlements in marginal and environmentally sensitive lands (flood plains and unstable slopes).

Approximately 82 per cent of the population lives along the coastline (and within 5km of the coast) where the major cities and towns are located. Settlement patterns and location of major infrastructure along the coast increase vulnerability to hazard impacts. Many communities throughout the island are located in vulnerable areas such as in flood plains, on steep unstable slopes or along the coastline where they are vulnerable to storm surges. This pervasive situation has continued almost unchecked for the last sixty years or so, due to inadequate planning and environmental management (enforcement of existing legislation) and the lack of appropriate institutional and legislative arrangements. This increased vulnerability to natural hazards disproportionately affects our poor.

#### **Weaknesses in the Physical Planning System and Land Use Practices**

Recent natural disasters, particularly hurricanes, floods, and landslides, have exposed the vulnerability of our country and pointed to weaknesses in physical planning, land use practices, and building practices. Our land use policy and practice do not incorporate current scientific, technical, and local knowledge about the relationship between hazard risk and socio-economic vulnerability. Despite advances made through programmes and projects, not enough hazard mapping has been undertaken to inform land use policy and building practices. Poor land use practices and deforestation render slopes vulnerable to landslides. Expanding urbanization of reclaimed land in the narrow coastal fringe and on steep slopes increases the risk from natural disasters, and requires large scale hazard mapping and improved site selection.

#### **Inadequate Emphasis on Hazard Risk Management Activities**

Greater emphasis needs to be placed on hazard risk management activities and programmes for reducing existing and future vulnerability. Among the more urgent priorities are hazard data collection and mapping, vulnerability assessment, risk assessment, watershed management and the use of risk transfer measures such as insurance.

#### **Environmental Degradation**

Environmental degradation (of watersheds, coral reefs) has increased the country's disaster risk particularly from landslides and hurricanes. Poor environmental practices such as improper disposal of waste, indiscriminate removal of forest cover, poor land use practices, and squatting continue to exacerbate the effects of these natural hazards.

#### **Climate Change**

Climate change is expected to amplify many of the natural hazards to which Jamaica is exposed. On the one hand this is because extreme weather events are likely to become more frequent and more severe. On the other hand, Jamaica as an island state is largely dependent on its coastline, and will become more vulnerable to sea level rise associated with climate change. The fact that key infrastructure related to tourism is concentrated along the coast increases vulnerability. While the likely changes to rainfall are uncertain, minor changes can have major impacts on the island's water resources (particularly groundwater sources). Sea level rise is also expected to have an impact on water resources by increasing salinity in coastal aquifers.

### National Strategies

This section provides a brief description of the national strategies related to reducing hazard risk and adapting to climate change. The intent is to focus our energies and resources on those activities that produce sustained benefits over time. Vision 2030 Jamaica will give special attention to risk identification, mitigation, risk transfer, preparedness, emergency response, rehabilitation, and

reconstruction. This will provide a comprehensive integrated approach to hazard risk management that combines the broader issues of climate change, as well as the urgency to advance the mainstreaming of disaster management and climate change into socio-economic decision-making processes.

The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 46: National Strategies and Responsible Agencies – Hazard Risk Reduction and Adaptation to Climate Change**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
14-1 Improve resilience to all forms of hazards	Office of Disaster Preparedness and Emergency Management Office of the Prime Minister Ministry of Agriculture Ministry of Health and Environment National Environment and Planning Agency (NEPA) Ministry of Education Ministry of Finance and the Public Service Jamaica Information Service Public Broadcasting Commission Local Authorities (Parish Councils) Meteorological Office
14-2 Improve emergency response capability	Ministry of Health and Environment Fire Services Red Cross Jamaica Defence Force, Coast Guard Jamaica Constabulary Force Office of Disaster Preparedness and Emergency Management NEPA
14-3 Develop measures to adapt to climate change	NEPA Local Authorities (Parish Councils) Forestry Department Ministry of Agriculture Ministry of Health and Environment University of the West Indies University of Technology, Jamaica Office of the Prime Minister Meteorological Office
14-4 Contribute to the effort to reduce the global rate of climate change	Petroleum Corporation of Jamaica Ministry of Energy Ministry of Transport and Works Ministry of Health and Environment Ministry of Industry, Investment and Commerce Meteorological Office Ministry of Foreign Affairs and Foreign Trade NEPA

## 14-1 Improve Resilience to all Forms of Hazards <sup>245</sup>

Natural and man-made disasters have affected Jamaica's economic, social, and environmental development and will continue to do so, unless we minimize these impacts by engaging in mitigation, risk transfer, and preparedness measures which are less costly than recovery and rehabilitation. Vision 2030 Jamaica 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".<sup>246</sup> We will build capacity across the country to limit the impact of hazards and incorporate hazard risk considerations into development planning. We also will build a rational framework for hazard mitigation within which our overall development objectives will be pursued. This framework will be further articulated in a multi-sectoral manner using interagency coordination and the cooperation and support of the private sector and civil society.

### Selected Sector Strategies:

- Create and strengthen national platforms and establish the foundation for hazard risk reduction by engaging in multi-stakeholder dialogue
- Use predictive tools for modelling, hazard data mapping and risk assessment
- Modernize the legal framework related to hazard risk reduction
- Create and introduce economic and financial market instruments for risk transfer
- Use knowledge, innovation and education to build a culture of safety and resilience at all levels by integrating hazard risk reduction in the early childhood, pre-primary, primary, secondary and tertiary education syllabuses and research community; and develop hazard risk reduction training for different groups of stakeholders
- Adopt a community-based approach to hazard risk reduction
- Expand early warning systems to reduce the risk of hazards
- Incorporate hazard risk reduction in environmental and natural resources management
- Establish mechanisms for increasing resilience of the poor and most vulnerable
- Establish measures to incorporate hazard risk reduction in land-use practices and human settlements
- Create opportunities for private sector involvement in hazard risk reduction, including business contingency planning
- Design housing settlements that are not vulnerable to hazards based on construction and rehabilitation techniques that enhance the long term usability
- Regulate the importation, storage, distribution, use and disposal (the management cycle) of hazardous materials

<sup>245</sup> This national strategy is consistent with, and draws from the Hyogo Framework

<sup>246</sup> DFID, 2004. "Disaster Risk Reduction: A Development Concern"

## 14-2 Improve Emergency Response Capability

The potential number of casualties and growing economic costs relating to disasters charge us to recognize the importance of our ability to respond to emergencies. Emergency response capability becomes fundamental especially in situations where there are high levels of vulnerability. The Environmental Vulnerability Index (EVI) ranks Jamaica as extremely vulnerable to the effects of hazards. Vision 2030 Jamaica proposes to strengthen emergency response capability as a priority component of disaster preparedness and emergency management. We will build the capacity of key agencies such as the health and fire services to be able to respond to natural and man-made disasters in a timely and effective manner.

### **Selected Sector Strategies:**

- Build adequate emergency response capability and early warning systems
- Develop institutional capacity to respond to potential emergencies such as fires
- Develop a larger core of trained volunteers to effectively manage emergency response a
- Build capacity of state agencies and facilities (e.g. hospitals, fire services) to manage any potential disasters
- Increase capacity for search and rescue
- Develop mass casualty plans
- Develop procedures to cope with potential disasters (e.g. continuous education simulation exercises and drills)
- Strengthen the regional mechanisms for emergency response

## 14-3 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 and reduce vulnerability.

Our climate change adaptation measures will consider development planning for our key economic activities (particularly agriculture and tourism), location and design of social and economic infrastructure, livelihoods, location of settlements, biodiversity, water production, and land use management.

### **Selected Sector Strategies:**

- Create mechanisms to fully consider the impacts of climate change and ‘climate proof’ all national policies and plans
- Identify strategic priorities for adaptation to climate change
- Undertake research to identify sector-specific strategies for adaptation
- Promote education and discussion about climate change through local and community media
- Adopt best practices for climate change adaptation
- Infuse climate change issues into

- the physical planning system
- Create and introduce economic and financial market instruments for risk transfer
- Apply disaster risk reduction framework to build on climate change mitigation measures

earlier in National Outcome #10, energy conservation efforts, use of cleaner technologies, and development of alternate energy will result in reduced expenditure on imported oil, less pollution and reduction in pollution-related illnesses.

#### 14-4 Contribute to the Effort to Reduce Global Rate of Climate Change

Even though Jamaica’s contribution to the global level of greenhouse gases is relatively small, Vision 2030 Jamaica will implement mitigation measures 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. As discussed

We will engage in reforestation to increase the amount of greenhouse gases removed from the atmosphere, provide improved watersheds and waterways and reduce landslides and soil erosion. 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.



Photograph contributed by NEPA

**Selected Sector Strategies:**

- Promote energy conservation and non-carbon-based forms of energy (see National Outcome # 10 on Energy Security and Efficiency)
- Reduce deforestation rate through mechanisms such as reforestation programmes
- Conduct research on Jamaica’s levels and sources of greenhouse gas emissions with a view to further reducing the emissions
- Promote the use of clean technologies in the manufacturing sector (related to National Strategy 12-5)
- Maximize the benefits of the Clean Development Mechanism (CDM) under the Kyoto Protocol
- Lobby at the international level for high greenhouse gas-producing countries to become more energy and resource efficient

**Table 47: Proposed Indicators and Targets for National Outcome #14**

National Outcome #14 – Hazard Risk Reduction and Adaptation to Climate Change					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Cost of damage caused by disasters as % of GDP	3.3%	2.5%	1.5%	≤1%	Reduction in the cost of disasters indicates the preparedness and resilience of the country. The target is to minimize these damages.
Loss of lives due to disasters		≤10	≤10	≤10	A disaster in terms of loss of lives occurs when 10 or more lives are lost. The target is not to have disasters as defined by loss of lives.
Greenhouse Gas Emission (Mt per annum)	5	4.75	4.50	3.5	Target from the EPI is for 2.24 Mt by 2050.



## NATIONAL OUTCOME # 15: SUSTAINABLE URBAN AND RURAL DEVELOPMENT

### Overview

Vision 2030 Jamaica creates a framework for urban and rural development that supports the economic and social development of all parishes to achieve their full potential. It proposes a spatial arrangement of land use that facilitates social and economic development, respects the environment and satisfies the need for safety, efficiency, aesthetics and social justice.

This Plan acknowledges that poor spatial planning in the past has resulted in various problems as is evidenced by run-down town centres, urban sprawl, environmental degradation, unsafe and dilapidated housing, planned and unplanned development in ecologically-sensitive areas, crime and disorder, rural-urban migration, and poverty in many rural areas. Physical planning approaches employed in past decades are inadequate for today's Jamaica.

Jamaicans (developers and residents) are advocating new choices of land use, housing, transport, employment and environmental standards. Vision 2030 Jamaica will encourage the development of new and progressive legislation to reflect the country's changing demands, including clarification of the roles of the various agencies involved in physical planning. It will also address a range of issues including housing affordability, housing finance, land supply and management, water availability, and urban decay.

### Issues and Challenges

#### *Fragmented Nature of the Planning System*

One of the fundamental shortfalls in the system is the fragmented nature of the planning infrastructure. Over 20 institutions are involved in planning (directly or indirectly) and are governed by 103 pieces of planning-related legislation. Much of the legislation and plans are outdated and were drafted when Jamaica was experiencing totally different social and economic circumstances and growth was largely confined to the KMA and a few smaller urban centres. Planning approaches that worked in the 40s, 50s, 60s and 70s are inadequate for today's Jamaica. The development of new legislation is required to reflect these changing demands and clarify the roles of the agencies involved in planning.

#### *Inadequate Capacity at the Institutional Level*

At the institution level, there is a shortage of trained staff (both numerically and in some specialist areas); inadequate financial resources resulting in lack of equipment, vehicles and personnel to effectively carry out post-permit monitoring and enforcement of regulations and other requirements. This inadequate capacity has far reaching implications for the effectiveness of the system as there is insufficient monitoring and little or no sanctioning for breaches.

In addition, there is inadequate communication between regulatory and development agencies resulting in the persistent inability of the agencies to synchronize their plans and planning activities.

### **Lengthy Development Approvals Process**

The majority of development approvals is granted in a 1-2-year and 2-3-year time frame. Research has shown that development approvals have taken over 10 years to be granted in some instances. This slow responsiveness of the system creates opportunities for the system to be bypassed or 'corrupted'. Several reviews of the development approvals system are underway to eliminate the weaknesses in the system and shorten the processing time.

### **Lack of Robustness of the Planning System**

The spatial planning system in the country is characterized by a lack of robustness to respond to the rate of development taking place in the country. One effect of this is the poor management of urban growth and development. This has resulted in spatially unbalanced development. Approximately 25 per cent of Jamaica's population live in Kingston and St Andrew and most development is concentrated in and around the Kingston Metropolitan Region (KMR) which includes Kingston and St. Andrew, parts of St. Thomas to the east and parts of St. Catherine to the west. A wide disparity exists in levels of development between the KMR and other regional centres across the country. These "other"

regional centres, for the most part, are less attractive to investors and residents. Even so, development outside the KMR is concentrated in other urban centres, particularly parish capitals.

Without appropriate planning for the influx of residents to urban centres, there has been uncontrolled expansion of urban areas into surrounding areas (urban sprawl). Examples of this are the towns of Old Harbour, St. Catherine and May Pen in Clarendon, which now appear to be merging into one large urban centre. Another consequence of improper planning is environmental degradation. Jamaica's urban centres, in general, suffer from a combination of poor air quality, high levels of traffic and congestion, high levels of ambient noise, poor-quality built environment, greenhouse gas emissions, urban sprawl, inadequate waste disposal, and erosion of hill-slopes and river and gully banks.

### **Squatting**

Squatting has largely resulted from the shortage of affordable land and housing provisions to keep pace with population growth in the urban centres. In the absence of affordable accommodation, squatting becomes a viable option to new arrivals to urban centres. Squatting is of particular concern in Jamaica because of its rapid growth especially in environmentally sensitive areas such as watersheds, flood plains and lands vulnerable to landslides. Conservative estimates put the incidence of squatting at between 5 and 20 per cent of the housing stock.

Squatters as well as developers who bypass the planning system have also led to uncontrolled and haphazard developments, including illegal and fragmented subdivisions.

**Low Level of Awareness of the Benefits of Spatial Planning**

The low level of public awareness is another pervasive issue contributing to uncontrolled development. This is manifested in a high level of building and subdivision violations and suggests there is a lack of basic understanding as to the benefits of planning.

In summary, weaknesses in the physical planning system, including outdated development orders and the lack of an overarching planning framework, have left the country with:

- fragmented subdivisions;
- unbalanced regional development, including the uncontrolled and disorderly growth of urban areas and the under-development of rural areas;
- squatting;
- inequity and poverty;
- environmental degradation;
- congested towns;
- planned and unplanned development in ecologically-sensitive areas.



Photograph contributed by JTI

### National Strategies

This section provides a brief description of the National Strategies for sustainable urban and rural development, and lists some of the programmes required for

the achievement of this outcome. The National Strategies, an elaboration of each and some selected sector strategies are listed below.

**Table 48: National Strategies and Responsible Agencies - Sustainable Urban and Rural Development**

NATIONAL STRATEGIES	RESPONSIBLE AGENCIES
15-1 Create a comprehensive and efficient planning system	Office of the Prime Minister National Environment and Planning Agency Local Authorities Parish Development Committees Department of Local Government Ministry of Health and Environment Planning Institute of Jamaica
15-2 Create an appropriate framework for sustainability planning	Department of Local Government Parish Development Committees Local Authorities Planning Institute of Jamaica National Environment and Planning Agency Office of the Prime Minister
15-3 Create sustainable urban centres, including urban renewal and upgrading	Urban Development Corporation Local Authorities Parish Development Committees Jamaica Social Investment Fund Ministry of Water and Housing
15-4 Create vibrant and diversified rural areas	Department of Local Government Local Authorities Parish Development Committees Urban Development Corporation
15-5 Ensure safe, sanitary and affordable shelter for all	Ministry of Water and Housing National Housing Trust Jamaica Mortgage Bank National Housing Development Corporation National Works Agency Ministry of Transport and Works Ministry of Energy

## 15-1 Create a Comprehensive and Efficient Planning System

A comprehensive and efficient spatial planning system is necessary to coordinate socioeconomic development and minimize environmental problems. Jamaica's current physical planning system is characterized by a lack of robustness to respond to the rate of development taking place in the country and the impacts of globalization. Vision 2030 Jamaica 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 our citizens. We will realize this by developing the relevant national policies and regional and local sustainable development plans. Our new planning system will play a key role in integrating the overarching sustainable development goals of Vision 2030 Jamaica.

### Selected Sector Strategies:

- Develop and adopt mechanisms for better integration of spatial models and tools in decision-making
- Implement transparency and accountability mechanisms and improve congruence among different levels of planning
- Develop and popularize documented procedures and standards for planning
- Rationalize the roles and responsibilities of agencies and entities involved in planning
- Improve the level of awareness of the benefits of planning
- Strengthen capacity for monitoring and enforcement, including using multiple methods of monitoring for example, using community groups
- Strengthen and deepen the

mechanisms to provide secure land tenure through expansion of land titling programmes

- Improve systems and procedures to enhance efficiency

## 15-2 Create an Appropriate Framework for Sustainability Planning

Vision 2030 Jamaica is designed to facilitate and promote sustainable patterns of urban and rural development – making suitable land available for development in line with economic, social and environmental objectives to improve our citizens' quality of life. This means: 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 our citizens. The success of this National Strategy will be measured by the development and implementation of local sustainable development plans in all parishes, and improved citizen participation at the local level. By 2030, all parishes will have sustainable development plans.

### Selected Sector Strategies:

- Integrate sustainability principles into land use planning and design
- Integrate energy conservation into housing and transportation planning
- Design and develop communities to be in harmony with the natural environment
- Ensure that development decisions are guided by a spatial planning framework (national physical plan)
- Establish inter-agency frameworks for sustainability planning

- Fully implement the Local Sustainable Development Planning Framework
- Improve citizen participation in decision-making through Local Sustainable Development Planning
- Create sustainable communities
- Accelerate development of strategic regional centres to ensure that they play a key role in balancing development
- Link investment with development objectives
- Introduce reforms in land utilization and management
- Review existing land use patterns, zoning regulations, building codes and standards in the context of housing and urban development needs and formulate forward-looking land use and development policies for efficient and optimum utilization of land

### 15-3 Create Sustainable Urban Centres, Including Urban Renewal and Upgrading

Almost 52 per cent (1,417,308 in 2005) of our population resides in urban areas, an increase of 16.75 per cent since 1991. With an estimated annual increase of 1.31 per cent per annum, the urban population of Jamaica is projected to be 1,528,143 in 2020 and 1,869,272 in 2030.<sup>247</sup> This expected increase in urbanization has the potential to result in overcrowding, increases in the number of squatter communities and general deterioration of physical amenities. Vision 2030 Jamaica will create sustainable urban centres underpinned by urban growth management strategies. It will design policies that minimize urban sprawl, create order and strengthen 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.

#### Selected Sector Strategies:

- Develop growth scenarios for main urban centres
- Create green urban centres with ecologically friendly buildings, construction, and transport systems
- Formulate and implement integrated land use and transport policies for urban growth management (e.g. “smart growth”)
- Design policies to minimize sprawl and encourage compact development, infill and redevelopment
- Encourage private reinvestment in older neighbourhoods and private rehabilitation of housing
- Facilitate urban renewal and conservation of historic sites and cultural heritage
- Improve the physical environment to create orderly and beautiful communities
- Formulate urban designs that enhance safety, contribute to a sense of place and encourage social interaction
- Reverse the process of degradation and decay in urban areas
- Increase access to housing and social amenities
- Increase accessibility to inner city communities
- Develop facilities for recreation and social interaction

<sup>247</sup> This projection was done using the T21 Jamaica Model.

### 15-4 Create Vibrant and Diversified Rural Areas

Rural areas are characterized by a high prevalence of poverty (a prevalence of 21.1 % compared with the national prevalence of 14.8% in 2007), high levels of unemployment, poor health conditions, low educational achievements, limited access to infrastructure and basic services, and increasing environmental degradation, particularly in watershed areas (a situation not unrelated to poverty). Research has shown a strong link between rural poverty and a high dependence on agriculture. More than two-thirds of the poor reside in the rural areas, compared with only 48 per cent of the total population.

Rural underemployment, growth of urban centres in rural areas and income differences, create the impetus for us to accelerate rural development in Jamaica. Rural areas will be conceptualized in Vision 2030 Jamaica as drivers of plans for growth in the national economy. 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 environment.

#### Selected Sector Strategies:

- Promote growth in rural areas while protecting the environment
- Promote investment in services and infrastructure
- Build effective, integrated and participatory approaches for rural development

- Support development of human and social capital in rural areas
- Foster attention on eradicating poverty and promoting social inclusion in rural areas
- Strengthen the role of local authorities to accelerate social development and poverty reduction of rural populations
- Support the development of rural communities as growth centres for non-farm activities

### 15-5 Ensure Safe, Sanitary and Affordable Shelter for All

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. Housing provisions will be guided by: affordability criteria; criteria for allocation and access which will

involve the definition of target groups; and mechanisms for security of tenure. The changes to be brought about by the implementation of this National Strategy will ensure that our Housing Quality Index (HQI) reaches to 86 by 2030.

**Selected Sector Strategies:**

- Integrate national housing and urban development planning to enable access to adequate shelter and services to all
- Create mechanisms for all income groups and persons with specialized needs to access shelter
- Locate housing settlements in areas that minimize vulnerability to natural hazards
- Ensure access by all communities to

a minimum standard of support services and amenities, including potable water, sewerage and waste disposal services

- Strengthen housing and infrastructure financing through partnership arrangements from public, private and individual sources
- Encourage a mix of residential development types
- Develop the land and housing market including the rentals market
- Develop alternative housing types and construction techniques that enhance the long-term usability and affordability of housing
- Develop housing opportunities for those with specialized needs

**Table 49: Proposed Indicators and Targets for National Outcome #15**

National Outcome #15 – Sustainable Urban and Rural Development					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
# of parishes with sustainable development plans not older than 5 years.	0	8	10	15	Local target- NEPA: Integrated Planning and Ecosystem Management.
% of population with secure housing tenure (Owner/ occupancy, rent/leased)	80.5%	82%	85%	95%	The move by Government to formalize squatter settlements and to give formal housing to inner city communities will result in an improvement in this area.
Housing Quality Index	68.1	71.34	73.77	86	The targets are set in keeping with the trend of a 0.81 point improvement each year. Jamaica’s HQI has been steadily improving since 1997, moving from 60 in 1997 to the present 68.1, a change of 8.1 percentage points for the 10 years, that is, 0.81 points per annum. The weakest variable is the number of persons per habitable room, which has fluctuated between 45% and 53%. The other issue which has negatively affected the HQI is the lack of indoor taps in rural areas.
Poverty in rural areas	19.8%	16.8%	14.5%	≤12%	These projected reductions are in keeping with the percentage change projected for the national poverty rate until 2015. The 2030 target reflects a higher percentage change than that projected for the national rate, to capture the efforts at reducing urban/rural inequality in the country.



# CHAPTER 4:

## KEY STRATEGIES AND ACTIONS UNDER THE NATIONAL OUTCOMES FOR YEARS 1-3 (2009-2012)

Vision 2030 Jamaica - National Development Plan establishes the roadmap by which Jamaica will progress to becoming a prosperous country within the next two decades. The National Goals, Outcomes and Strategies provide the long-term planning framework aligned to the full range of economic, social, environmental and governance sectors around which the Plan is crafted. What then is the first milestone? As we embark on this long and challenging journey it is necessary that we frame the priority strategies and actions for the first three years. This chapter presents these key or priority strategies and actions under each of the 15 National Outcomes.

### Selection of the Key Strategies for Years 1-3

The methodology used for the selection of the three-year strategies and actions is broadly based on the Results Based Management (RBM) framework. This framework allows us to identify our goals, the intermediate results that will lead to their realization and the most effective strategies for achieving these results. It involves the identification of short- to medium-term priorities and estimates the degree of relevance of the activities to the issues being addressed (Appendix 2 provides a fuller discussion on the RBM methodology). In keeping with this framework, the priority strategies and actions for the first three years were informed by a series of



Photograph contributed by JTI



Photograph by Howard Moo-Young



Photograph contributed by E. Emanuel

meetings with the various ministries and agencies, and guided by the following:

- (1) A select list of criteria:
  - external opportunities and threats;
  - quick wins;
  - binding constraints;
  - long-run transformative potential;
  - existing programmes and plans as expressed in the corporate and strategic plans of ministries, departments and agencies;
  - Government priorities, including the decisions articulated at the National Planning Summit.
  
- (2) The Threshold 21 (T21) Jamaica model, where appropriate, to assist in determining the long-run transformative potential of the various strategies.

The key sector strategies and actions for the three-year period are listed in the

matrix that follows, which relates them to the appropriate national strategies. It also identifies the main entities responsible for their implementation. The sector strategies and actions are drawn from the 31 sector plans developed by the task forces and provide the basis for linking the sector strategies and actions with the first 3-year Medium Term Socio-Economic Policy Framework (MTF) for the period 2009-2012. The MTF focuses on six priority National Outcomes of Vision 2030 Jamaica based on the issues that are currently having the most negative impact on the nation, and those which, when addressed, will have the highest positive impact on its development in both the medium and long term.

The matrix showing the key strategies and actions for years 1 – 3 under all fifteen National Outcomes follows:



Photograph by Howard Moo-Young

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #1: A Healthy and Stable Population**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
I-1 Maintain a stable population	Strengthen policies, systems and programmes for mortality reduction and improvement in health status	Support healthy lifestyle	MOHE
		Implement programmes to reduce maternal mortality	MOHE
		Implement programmes to reduce infant mortality	MOHE
	Develop and strengthen systems and mechanisms to measure international migration flows for monitoring demographic characteristics	Develop an accurate record of migration flows	PIOJ, STATIN, Passport Immigration and Citizenship Agency (PICA)
I-2 Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system	Prioritize national epidemiological issues	Control and/or eliminate communicable diseases such as Malaria	MOHE, MFPS
		Strengthen the current national response to HIV/AIDS by scaling up prevention services and access to treatment for persons living with HIV	
I-3 Strengthen the Health Promotion Approach	Strengthen the policy framework and reorient the health system to support the healthy lifestyle approach	Introduce and implement Tobacco Control Legislation	MOHE
	Empower communities to support the healthy lifestyle approach	Build healthy zones in communities	MOHE NGOs CBOs
		Introduce Emergency Crisis and Outreach Teams at the Parish level and acute services at each Regional Hospital	MOHE Employers through umbrella organizations
		Strengthen community based approach to mental health	MOHE CBOs, FBOs
	Build strong alliances with key stakeholders to support the healthy lifestyle approach: <ul style="list-style-type: none"> <li>○ Implement the Building Code and ensure the introduction of green spaces and recreational facilities</li> <li>○ Encourage physical activities</li> <li>○ Ensure that a healthy environment is encouraged (e.g. a smoke-free environment)</li> <li>○ Support adequate nutrition at school and home</li> <li>○ Ensure support for mental health</li> </ul>	Strengthen the Workplace Wellness Programme	MOHE FBOs OPM

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #1: A Healthy and Stable Population (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Develop personal skills of individuals to make informed choices	Build capacity and communications skills to deliver information on reproductive and other health issues to service providers, parents and caregivers	MOHE
I-4 Strengthen and emphasize the primary health care approach	Deepen and expand the shift to primary health care and reduce reliance on long-stay hospital care	Upgrade primary health care facilities	MOHE
		Introduce a policy enabling support to primary health care including such areas as mental health, oral health and the provision of emergency contraceptive pills in health centres	MOHE NFPB
		Rationalize the service time in health centres	MOHE
		Expand and improve integration of family planning, maternal and child health, sexual and reproductive health and HIV/AIDS into primary health care	MOHE, NFPB
		Ensure the effectiveness of the care pathway	Ensure that the care pathway is defined
I-5 Provide and maintain an adequate health infrastructure to ensure efficient and cost effective service delivery	Promote the use and application of information in planning management and health care delivery	Develop the National Health Information System	MOHE, CITO
		Strengthen research knowledge and management capability and introduce a continuing programme of research and knowledge management	MOHE
I-6 Establish and implement a sustainable mechanism for supporting human resources	Review the required competencies for the health workforce and establish a Human Resource Strategic Plan to ensure a sustainable supply of skills and competencies for the sector	Review the competencies and skills in the health sector	MOHE
I-8 Support national food security	Design food policy from a nutrition/health perspective and support the production of safe foods	Reinforce the national infant feeding policy	MOHE
		Design a public information campaign	MOHE MA
I-10 Introduce a programme for sustainable financing of health care	Establish a sustainable financing mechanism for the public health system	Establish a mechanism for investigating various financing options and making recommendations	MOHE MFPS

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**  
**National Outcome #2: World-Class Education and Training**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
2-1 Ensure that all children 0-8 years old have access to adequate early childhood education and development programmes	Establish an environment for all children 0-8 years old to access high quality and developmentally appropriate programmes	Create a safe learner centred and well maintained Early Childhood Centre	MOE ECC
		Develop programmes for inspection and certification of children 0-8	MOE ECC
		Implement screening as early intervention for children (0-8yrs)	MOE ECC
		Establish health and safety standards as well as improve child health care practices	MOE ECC
		Ensure that institutions meet the health and safety standards	MOE ECC
		Ensure each school has at least 1-Level IV practitioner	MOE ECC
		Develop a public education and awareness strategy	MOE ECC
	Strengthen school/home relationships and parental involvement in early childhood education	Develop and distribute a parent involvement handbook	MOE ECC
		Develop a parental education and support strategy (0-3yrs-Health) and (4-6 yrs-ECLs)	MOE ECC
		Establish the National Parenting Support Commission	MOE ECC
		Disseminate specific information to parents about the most effective ways to support their children's development and learning	MOE ECC
		Provide parents with feedback on the effect of their involvement in their children's success	MOE ECC
		Encourage parent participation in child-centered activities that nurture social and emotional development	MOE ECC
		Conduct on-going assessment of the needs of parents and the school in order to strengthen the capacity of the PTA to be more responsive to the needs of the parents and the teachers	MOE ECC

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #2: World-Class Education and Training (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Put mechanisms in place to address the psychosocial needs of children	Implement early diagnosis and effective screening for at risk children and for high risk households through public education campaigns	MOE ECC
		Develop and implement a nutrition policy for infant (0-3 yrs) and young children (4-6 yrs)	MOE MOHE
		Improve the technical skills of early childhood practitioners	MOE Teacher training institutions
		Develop a national policy for screening and intervention in schools	MOE ECC
		Develop screening and intervention for high-risk households	MOE ECC
		Ensure effective curriculum delivery	MOE ECC
		Develop a human resource strategy for the sector –train teachers for the sector	MOE ECC
2-4 Accelerate the process of creating and implementing a standards-driven and outcomes-based education system	Establish frameworks for improving the quality stock of teachers (professional development opportunities, access to pre-service teacher education, opportunities to use emerging forms of assessment and technologies)	Create a national inspection agency, a national curriculum assessment agency and a national teaching council	MOE
		Enforce mechanisms for all teachers to have professional training as well as an undergraduate degree in the area of specialization	MOE
		Maintain a comprehensive registration and licensing scheme	MOE
		Build a cadre of educational innovators who work in a special forum to generate ideas and suggestions regarding teaching	MOE Teacher training institutions
		Modernize curriculum and assessment	MOE Curriculum and Assessment Agency
		Support the national literacy strategy	MOE JFLL
		Develop performance management and accountability mechanisms	MOE
		Establish monitoring and quality assurance measures (e.g. monitoring and evaluation services at each Regional Education Authority	MOE
	Increase the use of technology as a tool for enhancing teaching and learning	Maintain ICT training and certification programmes for the secondary school community	MOE

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #2: World-Class Education and Training (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
2-5 Develop and establish financing and management mechanisms for schools	Create a mechanism that will establish a dedicated pool of funds for education	Develop partnerships with the International Development Partners (IDP) for the speedy implementation of the SWAP approach to Financing of Education	MOE
		Establish the National Education Trust	MOE OPM Cabinet Office
2-6 Ensure a physical environment in all schools that is safe and conducive to learning at all levels of the school system	Ensure that all school plants meet international standards	Improve facilities to create a better learning environment, using modern teaching approaches and technologies	MOE
		Create more spaces through expansion and rationalization of schools	MOE IDPs Private Sector Partnership
2-8 Expand mechanisms to provide access to education and training for all including unattached youth	Increase the use of technology-driven training programmes	Equip institutions with the technology to facilitate learning for all and the training of teachers/facilitators	HEART Trust/NTA, MIND
	Provide incentives for public and private sector companies and community-based organizations to create learning opportunities	Provide tax incentives for participating organizations	
2-9 Promote a culture of learning among the general populace	Increase public education programmes emphasizing lifelong learning	Increase learner participation, engagement and achievement	MIND JFLL
		Conduct a public education campaign emphasizing lifelong learning	HEART Trust/NTA, JFLL, JIS
2-10 Establish National Qualification Framework	Establish the policy framework to enable seamless articulation among providers for the creation of a National Qualification Framework	Conduct broad stakeholder consultations	HEART Trust/NTA, Academic institutions, Private Sector Accreditation Boards
		Develop partnerships and agreements among stakeholders	
2-11 Strengthen the mechanisms to align training with demands of the labour market	Facilitate collaboration between HRD in firms and training institutions	Develop, review, and upgrade learning products and services in response to Government and business priorities and needs	MIND

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #3: Effective Social Protection**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
3-2 Expand opportunities for the poor to engage in sustainable livelihoods	Give high priority to rural development projects	Introduce technological innovations to small farmers at low cost to them	MLSS, MOA
		Implement agricultural land re-distribution for small acreage farmers	MLSS, MOA
	Design and implement programmes that support poor households to seek and retain employment	Strengthen/Develop “Steps to Work” programme for poor households	MLSS, MOE, HEART Trust/NTA
		Increase access to credit and business support services	MLSS, Private Sector (Mainly financial institutions)
3-3 Create and sustain an effective, efficient, transparent and objective system for delivering social assistance services and programmes	Develop and strengthen the database of vulnerable groups, and welfare beneficiaries	Identify vulnerable groups and specific needs	MLSS, MOHE, Department of Local Government
		Develop a national register of persons benefiting from social welfare	MLSS, MOHE, Department of Local Government
	Increase awareness of the availability and eligibility criteria of social assistance programmes	Improve the effectiveness of PATH	MLSS, MOHE, Department of Local Government
		Undertake public education and awareness building campaigns through various mass media channels	MLSS
3-4 Promote greater participation in, and viability of social insurance and pension schemes	Expand coverage of occupational pension schemes	Implement intensive ongoing public education programme on NIS, including among youth in schools and colleges	MFPS, MLSS, National Council for Senior Citizens
		Expand the registration drive for NIS especially for targeted groups in the formal and informal sectors	MLSS, MFPS, National Council for Senior Citizens
	Promote personal responsibility and planning for retirement	Promote development of employer independent schemes	MLSS , FSC, Private Sector Companies, Media, Trade Unions
3-5 Promote family responsibility and community participation for the protection of vulnerable groups	Strengthen the family capacity to care for their vulnerable members	Develop family policy programmes to ensure the assumption of responsibilities and the protection of rights	MLSS, MOHE, MOE MICYS



**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #3: Effective Social Protection (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
3-6 Create an enabling environment for persons with disabilities	Strengthen capacity of service providers to adequately interact with PWDs by improving their knowledge, attitude and practice (KAP)	Mandate compulsory training on disabilities for all human service personnel in the public sector to engage appropriately with persons with disability	MLSS, OPM, MFPS MIND
		Create a registry of persons with disabilities	JCPD
		Include an orientation programme on disability in the curricula at all levels of the education and training system	MLSS, MOE, JCPD
		Promote public awareness on the rights of PWD	MLSS, JCPD, Media
	Develop physical infrastructure in the public and private spheres to ensure accessibility for PWDs	Implement the National Building Code	OPM

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #4: Authentic and Transformational Culture**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
4-1 Promote core/ transformational values	Implement a sustained national programme to promote core values	Hold National/Target/Interest Focus Groups (consultations) to determine how core values should be communicated/inculcated with core values to be discussed and defined in a Jamaican context	National Transformation Programme (NTP) - Fresh Start Jamaica
		Establish a permanent institutional framework for identifying, promoting and reviewing national values and attitudes	NTP - Fresh Start Jamaica OPM SDC
		Equip families to embody their roles and responsibilities as members of the society	MIYCS MOE CBOs NGOs FBOs
4-2 Promote the family as the central unit of human development	Build parenting capacity (including responsible sexual behaviour, values, family participation, parental involvement in cultural/school activities, protection of vulnerable groups)	Develop parenting education programme materials: <ul style="list-style-type: none"> <li>• child/adolescent growth and development</li> <li>• parenting skills appropriate to stages of growth</li> </ul>	ECC CDA MOE NGOs Parenting Commission
		Strengthen the Child Development Agency to facilitate more effective implementation of the provisions of the Child Care and Protection Act	ECC CDA MOE NGOs Parenting Commission
		Support and introduce initiatives targeting men to enhance their parenting capabilities through employment and other economic opportunities	Parenting Commission Fathers Inc FBOs NTP-Fresh Start Jamaica
4-3 Preserve, develop and promote Jamaica's cultural heritage	Strengthen the process to identify, monitor, maintain and promote protected heritage sites	Develop and implement sustainability plans for major heritage sites	JNHT
	Strengthen and institutionalize documentation of cultural heritage (tangible and intangible)	Develop a national cultural information system and heritage information system	MICYS JLS JNHT
	Provide wider access to Jamaican cultural expression locally and internationally	Strengthen and expand the National Festival of the Arts	JCDC

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)****National Outcome #4: Authentic and Transformational Culture (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Widen access to repositories (libraries, museums and archives) of culture and heritage	Develop a Reggae Museum and Museum of the Jamaican People	MICYS
4-4 Integrate Jamaica's Nation Brand into developmental processes	Undertake comprehensive National Branding for Jamaica	Develop and implement a National Branding Strategy including: <ul style="list-style-type: none"> <li>• Undertake comprehensive brand audits</li> <li>• Define and develop the role of the cultural and creative industries in Nation Brand</li> <li>• Define essence of Jamaica's Nation Brand</li> </ul>	MICYS, TGCC/JTI
	Promote and use intellectual property as a tool for economic development to convey values, images and the reputation of Jamaica, including designs, music, trade marks, copyright, collective marks, geographical indications and certification marks	Strengthen use of geographical indications (GIs) including identification of Jamaican GIs, establishment of GI Registry and registration of Jamaican GIs	JIPO JTI JBS
4-5 Strengthen the role of sport in all aspects of national development	Increase physical education and sports programmes in schools	Increase provision of recreational facilities in schools including secured spaces	MICYS, MOE
	Design/upgrade community facilities for multi-use recreational and competitive sport	Expedite development of sporting infrastructure in communities	Inspport, SDF
	Increase organized sport activities in communities	Build local capacity to manage sport activities	SDC
	Adopt international best practices for training of sports personnel including certification	Expand training programmes and seminars for coaches, sports officers and certified sport managers	Inspport, G.C. Foster College
	Ensure national sporting infrastructure to meet the long-term development of sport	Develop long-term national plan for sport infrastructure island-wide	MICYS, IPL

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #5: Greater Security and Safety**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
5-1 Strengthen the capacity of communities to participate in creating a safe and secure society	Improve the implementation of targeted community interventions	Develop a national crime prevention and community safe strategy	MNS JCF
		Develop a governance structure for social interventions aimed at community safety and security	MNS, JCF
		Build mechanisms for the continuity and sustainability of intervention programmes	MNS JCF
	Establish/strengthen community groups/councils	Support the establishment of a community management apparatus for each community island wide	MNS JCF CBOs, NGOs FBOs
		Develop awareness campaigns aimed at deterring involvement in illicit or coercive governance arrangements	MNS JCF CBOs, NGOs, FBOs
	Improve community conformity to legal requirements	Enhance the capacity of regulatory and enforcement bodies to monitor public order issues	MNS Regulatory bodies
		Institutionalize the involvement of the MNS in community planning	MNS CBOs, FBOs, NGOs
	Implement holistic programmes focussing on prevention and suppression of youth involvement in crime	Develop a comprehensive youth offender strategy	MNS, JCF DCS CDA MICYS
		Implement programmes for the prevention of child and youth involvement in crime	MNS JCF MIYC MOE HEART Trust/NTA
		Work collaboratively with the MOE to formalise and improve safety and security in schools	MNS MOE JCF
5-2 Reform and modernize the law enforcement system	Devise and implement an effective management framework aligned to a modern model of policing	Promote an intelligence driven culture in law enforcement	MNS JCF ISCF
		Complete implementation of the recommendations of the 2006 JDF Strategic Review	MNS JDF
		Undertake leadership training programmes for senior level staff on an ongoing basis	MNS JCF
		Conduct a comprehensive rank and compensation review for relevant law enforcement bodies	MNS JCF
		Separate decision making and management structures within agencies	MNS JCF JDF DCS

KEY STRATEGIES AND ACTIONS

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #5: Greater Security and Safety (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Support the reform of the Justice System	Collaborate with the system for speedy, effective and fair prosecutions, trials and case disposals	MNS DCS Ministry of Justice
	Create a comprehensive human resources development system to ensure professionalism within law enforcement agencies	Establish executive-level, civilian human resource departments for all law enforcement agencies	MNS Law enforcement agencies (e.g. JCF, DCS, PICA)
		Update the recruit selection procedures of respective agencies to keep in line with global best practices and ethos	MNS Law enforcement agencies
		Revamp training programmes of respective agencies to reflect global best practices and ethos	MNS Law enforcement agencies
		Define clear paths for career development and succession planning	MNS Law enforcement agencies
	Develop a holistic approach to the welfare of law enforcement officers	Develop and implement a health and safety Policy for all law enforcement agencies where none is present	MNS MLSS MOHE Law enforcement agencies
		Establish an Occupational Health and Safety unit within major law enforcement agencies	MNS MLSS MOHE Law enforcement agencies
	Modernize the approach to policing activities	Adopt and implement the recommendations of the 2008 JCF strategic review	MNS Law enforcement agencies
5-3 Improve the security of the border and territorial waters	Strengthen security mechanisms at ports of entry	Install metal detectors, X-ray machines at all official ports of entry	MNS Customs Department PICA PAJ AAJ
		Implement a tracking system for all cargo through a localized hub	Customs Department PAJ AAJ
	Improve institutional capacity to monitor marine and aerial domains	Improve and install equipment capable of identifying aircraft and vessels within Jamaica	MNS JDF JCF
		Increase the number of JDF and Marine Police outstations around our coastline	MNS JDF JCF
	Advance the regulatory framework for non-citizens	Amend the legislation to facilitate biometric requirements for visas	MNS OPM PICA
		Establish a formal system for the management of refugees, asylum seekers and migrants	MNS JDF JCF
Strengthen the institutional capacity for policing tourist areas		MNS JCF	

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #5: Greater Security and Safety (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
5-4 Strengthen the anti-crime capability of law enforcement agencies	Increase access to policing services	Rationalise the placement of police services to ensure adequate coverage	MNS JCF
		Enhance the capacity of police to provide victim support at the scene of the crime	MNS JCF
	Adequately equip law enforcement agencies to deliver a timely response (JCF, Customs Department, JDF, PICA, DCS)	Acquire suitable weaponry and transportation to complement standard and tactical response activities	MNS JCF JDF
		Strengthen the enforcement of maintenance policies for the physical resources of law enforcement agencies	MNS Law enforcement agencies
5-6 Strengthen the management, rehabilitation and reintegration of clients of correctional services	Expand the framework for rehabilitation of custodial and non custodial clients	Introduce new programmes for the rehabilitation of offenders in accordance with global practices (e.g. the Beijing Rules for Juveniles and the UN standard for adult custodial clients)	MNS DCS
		Develop an accreditation strategy for all rehabilitation programmes with an educational component	MNS DCS
	Strengthen the institutional capacity of the DCS and its partners	Improve the physical and technological capacities of the DCS to house and monitor both custodial and non custodial clients	MNS DCS
	Provide suitable alternatives to incarceration for offenders who are mentally ill where appropriate	Collaborate with the Ministry of Health and Environment in developing modern protocols for the care of mentally ill clients	MNS DCS MOHE
	Establish a comprehensive system for the rehabilitation of deportees through partnership between State and non-state actors	Develop an action plan to reduce re-offending centred around employment and training	MNS DCS Private Sector organizations
		Establish appropriate processes and accommodations for the reception of deported persons	MNS DCS PICA JCF Private Sector organizations

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)****National Outcome #6: Effective Governance**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
6-1 Strengthen the process of citizen participation in governance	Strengthen the capacity of local organizations/bodies (PDCs, DACs, CDCs) to facilitate citizen participation in decision-making processes	Facilitate and strengthen local governance structures including Parish Development Committees (PDCs), Development Area Committees (DACs) and Community Development Committees (CDCs)	SDC Department of Local Government Local Authorities
	Create frameworks to ensure that public information is accurate and accessible to all to enable citizens' participation	Develop a framework for Community Development Planning and integrate with national planning processes	SDC PIOJ Department of Local Government Local Authorities NEPA
		Expand and develop a community-based research and information system	SDC
	Identify and improve channels for creating, sharing and accessing information and providing feedback	Facilitate community broadcasting with focus on radio	Broadcasting Commission
6-2 Reform the justice system	Present a high standard of justice to promote transparent administration of the law	Transform the Ministry of Justice into a policy focussed Ministry	Cabinet Office Ministry of Justice
		Modernize Office of the Director of Public Prosecutions' (DPP)	Ministry of Justice DPP
		Implement the case management system; Justice Enforcement Management System (JEMS) to be replicated across all courts;	Ministry of Justice DPP Courts
		Develop a policy on Restorative Justice	Ministry of Justice Ministry of National Security
		Develop mechanism to clear backlog of cases in justice system in three years	Courts, Ministry of Justice
		Establish a Court Management Services entity to facilitate more efficient operations of the Court system	Ministry of Justice

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #6: Effective Governance (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
6-5 Strengthen public institutions to deliver efficient and effective public goods and services	Create mechanisms for efficient and effective delivery of public services	Create new Executive Agencies (Fisheries Division and Forestry Department)	Cabinet Office
		Implement the Managing for Results Programme	Cabinet Office
		Implement the Priority Training Strategy to support the implementation of the Medium Term Action Plan (MTAP)	Cabinet Office MIND, MFPS
		Target strategic high impact and/or potential self-financing public agencies for modernization	Cabinet Office MFPS
	Build capacity of public sector entities to effectively implement stated mandates	Modernize Ministries of Education and National Security to become Policy Ministries. For the MOE this would also involve the creation of new regional authorities and more autonomy for schools	Cabinet Office
		Rationalize public sector agencies to eliminate duplication	Cabinet Office
	Effectively infuse participatory processes in Government business, national policy framework, investment processes	Strengthen the policy capacity of GOJ	Cabinet Office
	Strengthen capacity for the drafting and promulgation of legislation, including building capacity of the Office of the Parliamentary Counsel	Strengthen and modernize the Office of the Parliamentary Counsel	Office of the Parliamentary Counsel Ministry of Justice
	Harmonize ICT infrastructure and systems across the public sector	Implement GovNet, the Jamaica Government-wide ICT network	MMT, CITO
	Proliferate and promote the delivery of first-class, easily accessible and secure e-Government services	Implement standards for GOJ websites through a pilot project in 3 ministries	MMT, CITO
Develop the E-Government Services Strategic Plan		MMT, CITO	
Strengthen the capacity of local organizations/bodies	Intensify implementation of Local Government Reform – under the following – 2007 – 2011: <ul style="list-style-type: none"> <li>➤ Capacity Building at the Local Level</li> <li>➤ Policy Strengthening of Local Authorities</li> <li>➤ Financial Management in local authorities</li> <li>➤ Amendments/Overhaul of Legal Framework</li> </ul>	Local Government Department (OPM)	



**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #7: A Stable Macroeconomy**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1-3	KEY ACTIONS FOR YEARS 1-3	RESPONSIBLE AGENCIES
7-1 Ensure fiscal and debt sustainability	Reduce the fiscal deficit towards a balanced budget	Align planning and budgeting functions across the public sector	MFPS
		Develop multi-year budgets for the public sector	MFPS
		Implement accrual accounting on a phased basis in the public sector	MFPS
		Collaborate with the Cabinet Office to strengthen and coordinate the Project Prioritization Mechanism	MFPS
		Within the objective of fiscal sustainability, give due consideration to growth facilitating capital expenditure	MFPS
		Reduce the level of non-core general services relative to growth enhancing expenditure	MFPS
	Reduce public debt stock in the medium term	Seek Cabinet's approval and initiate procedures for adoption of a Fiscal Responsibility Framework	MFPS
		Accelerate implementation of comprehensive Debt Management Strategy	MFPS
	Manage the composition of the public debt in terms of tenor, variable and fixed interest rates, and currency denomination to minimize servicing costs, taking account of risk	Increase relative use of low-cost multilateral financing	MFPS
		Strengthen treasury management of the public debt	MFPS
	Reduce the budgetary cost of Public Bodies (PBs) and Public Sector Entities	Conduct a comprehensive review of the public sector to determine the optimal size and costs of the public service	MFPS
		Undertake divestment of all non-core GOJ assets and mergers of PBs for greater efficiency and to reduce risk exposure of GOJ	MFPS
		Amend all relevant legislation where necessary to increase compliance of MDAs and PBs	MFPS
		Rationalize the public service and introduce performance based evaluations to increase efficiency and reduce expenditure	MFPS
		Strengthen budgetary management control mechanisms	MFPS
		Strengthen and monitor procurement planning processes in line with strategic objectives	MFPS

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #7: A Stable Macroeconomy (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1-3	KEY ACTIONS FOR YEARS 1-3	RESPONSIBLE AGENCIES
7-2 Develop efficient and equitable tax system	Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system	Review the tax system with a view to spur growth, enhance voluntary compliance and increase revenue inflows	MFPS
		Conduct assessment of the tax revenue structure	MFPS
		Develop a road map and Blueprint for Tax Reform with a view to achieving national consensus on tax policy through stakeholder consultation	MFPS
		Undertake tax revenue impact (TRI) estimates to develop new tax policy for implementation	MFPS
	Improve and rationalize tax administration and payment processes	Simplify tax procedures and number of payments	MFPS
		Develop and implement amnesty and voluntary tax compliance to raise revenues	MFPS
		Amend relevant tax laws to include alternate investment schemes and to improve the viability of long term saving instruments	MFPS
	Improve tax compliance in the informal sector by shifting burden of taxation to consumption	Increase the relative use of indirect taxes, accompanied by offsetting measures to maintain progressivity of tax system	MFPS
	Carry out reform of incentives system to the productive sectors	Undertake an independent incentives study	MFPS
	7-3 Maintain financial system stability	Strengthen the legislative and regulatory framework for the financial system	Enhance the legislative framework for the pensions industry
Strengthen the regulatory and oversight architecture for the payments and settlement systems			MFPS, BOJ
Strengthen anti-corruption measures to counter financial crimes and revenue leakages			MFPS, BOJ, FSC
Promote adoption of international standards and best practices including Basel Accords and IOSCO standards			MFPS, BOJ
Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes		Rationalize and strengthen collaboration between financial regulatory agencies	MFPS, BOJ, FSC
		Rationalize the institutional structure for supervisory oversight	MFPS, BOJ, FSC
		Strengthen the capacity of the Ministry of Finance to investigate and counter financial crimes including money laundering	MFPS
		Enhance partnerships with local and overseas agencies in identification and investigation of financial crimes	MFPS, BOJ, FSC

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)****National Outcome #7: A Stable Macroeconomy (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1-3	KEY ACTIONS FOR YEARS 1-3	RESPONSIBLE AGENCIES
7-4 Maintain price stability	Evaluate effectiveness of the monetary policy framework over time and modify based on evolution of the monetary transmission mechanism	Review issue of the independence of the central bank	MFPS, BOJ
	Control operating targets to influence money supply and exchange rates in line with monetary policy targets	Upgrade the IT platform of the foreign exchange trading system to facilitate real time information	BOJ
	Align domestic inflation with that of Jamaica's major trading partners consistent with desired macroeconomic outcomes	Implement a communication strategy to address inflation expectations	BOJ
		Implement flexible measures to maintain a competitive real effective exchange rate (REER)	BOJ

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #8: An Enabling Business Environment**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
8-1 Ensure a facilitating policy, regulatory and institutional framework for business development	Improve and streamline bureaucratic processes for business establishment and operation	Review and identify key impediments to doing business in Jamaica for lobbying	TGCC/JTI
		Advocate to influence the policy decisions and design instruments relevant to creating a competitive business environment	TGCC/JTI
		Implement the recommendations of the Legislation, Regulations and Process Improvement Project (Legs & Regs)	OPM, TGCC/JTI JCC
		Implement the Jamaica Competitiveness Enhancement Programme	MFPS, OPM, PIOJ
		Rationalize National Planning Summit Legislation Programme and expedite processing of priority legislation	OPM, CO, MOJ OPC
		Develop a unique national ID number for every Jamaican	MIIC, CITO
		Develop updated island-wide cadastral maps to facilitate planning	NLA
	Improve processes related to land ownership, titling and transfer	Declare the entire country a Land Administration and Management Programme (LAMP) project area under the Special Provisions Act (SPA)	Cabinet, CO, OPM NLA
		Commission the Global Positioning System (GPS)/ Virtual Reference Station (VRS) Network	OPM, NLA, LICJ
		Strengthen legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights	JIPO
		Fully automate Trade Marks and Patent Registration systems	JIPO
	Improve customs and clearance processes for imports and exports	Develop Geographical Indications Project	MIIC, JIPO
		Ensure full implementation of the Export Paperless Licensing System	Trade Board
8-2 Increase access to capital	Develop and implement measures for expansion of the domestic capital market	Institute credit bureau to facilitate and fast track access to capital	MFPS, Jamaica Bankers Association
		Implement fixed-income securities depository	MFPS, BOJ, Jamaica Central Securities Depository
		Implement real time gross settlement system	MFPS, BOJ, JBA

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #8: An Enabling Business Environment (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
8-3 Use trade and foreign relations to create an enabling external environment for economic growth	Promote Jamaica's economic, social and environmental interests within the multilateral system	Conclude Maritime Delimitation of Jamaica's Exclusive Economic Zone (EEZ)	MFAFT
	Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM including legislation, standards, and development support	Develop EPA Implementation Road Map	MFAFT CARIFORUM
		Undertake implementation of negotiated commitments in trade and tariff regimes	MFAFT CARIFORUM
		Undertake implementation of negotiated commitments in services and investment	MFAFT CARIFORUM
		Establish institutional framework for implementation including designation of National Coordinators, contact points and arbitrators	MFAFT CARIFORUM
	Maintain and develop strategic coalitions and alliances at the WTO including the Group of 33, Small and Vulnerable Economies Group and African, Caribbean and Pacific (ACP) countries	Represent interests of Jamaica and Small Vulnerable Economies (SVEs) in conclusion of the Doha Development Round of the World Trade Organization (WTO)	MFAFT
		Ensure that Jamaica's defensive and offensive interests are adequately safeguarded in the Doha Development Round	MFAFT
	Undertake periodic review and refinement of trade policy	Review the existing Trade Policy and develop a new Trade policy	MFAFT
	Strengthen strategic bilateral foreign and trade relations	Develop a new bilateral free trade agreement with Canada	MFAFT
		Participate in development of post-CBI agreement between CARICOM and the USA	MFAFT
		Strengthen diplomatic relations with key regional and hemispheric neighbours including Haiti and Brazil	MFAFT
		Expand overseas representation in key countries including Russia, Spain and the Gulf States	MFAFT
		Develop bilateral CARICOM agreements with regional countries, including the Dominican Republic	MFAFT
	Ensure successful creation, implementation and effective use of the Caribbean Single Market and Economy (CSME)	Continue implementation of the Caribbean Single Market (CSM) and commence implementation of the Caribbean Single Economy (CSE)	MFAFT, MFPS
		Develop CARICOM External Trade Agenda	MFAFT
Strengthen the involvement of the Jamaican Diaspora in national development	Establish and develop the Jamaican Diaspora Foundation	MFAFT	

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #8: An Enabling Business Environment (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
8-4 Strengthen investment promotion and trade facilitation	Market and promote Jamaica as a premier destination for investment	Implement the Jamaica Investment Attraction Programme – Phase II	JTI
		Coordinate inter-ministry and -agency activities in negotiation of Investment Treaties and Double Taxation Treaties	MFAFT, JTI
	Strengthen the capacity of investment and trade institutions	Increase the number and capacity of overseas missions including collaboration with other agencies involved in promotion of Jamaica	MFAFT, JTI, JTB
		Increase JTI's overseas representation	JTI
		Strengthen effectiveness of JTAT	MFAFT
8-5 Develop an efficient labour market	Promote work experience programmes at the secondary and post-secondary levels	Strengthen the internship system for secondary and post-secondary students	MLSS, MOE, HEART Trust/NTA, Private Sector
		Implement the Special Youth Employment and Training Project	MLSS, MOE, HEART Trust/NTA, Private Sector
	Promote industry involvement in the output of the education and training systems	Expand the number of firms participating in internship programmes	MLSS, JEF, JCTU MOE
	Broaden the geographical and occupational scope of the Government Employment Services (GES)	Establish additional facilities in all parishes to facilitate the GES	MLSS
	Enforce regulation of the employment services industry to ensure its effectiveness and to minimize the exploitation of job seekers	Ensure regular publication of licensed employment agencies (overseas and local)	MLSS
	Develop and promote flexible labour market arrangements, policies and legislation	Implement National Plan of Action on Flexibility in Working Time	MLSS, JCTU, JEF
	Strengthen and improve access to the Labour Market Information System (LMIS)	Improve the effectiveness of the Electronic Labour Exchange (ELE)	MLSS
8-6 Improve the labour environment to enhance labour productivity and worker satisfaction	Improve industrial relations mechanisms	Amend the LRIDA to allow access for non-unionized employees to the dispute resolution mechanism	MLSS, JCTU, JEF
	Develop and implement a national programme of productivity management	Expand the “Be Productive and Prosper” Campaign to the secondary and post-secondary education levels	JPC, MOE, HEART Trust/NTA
		Facilitate the implementation of productivity-based compensation systems	MLSS, JEF, JCTU, JPC Private Sector

KEY STRATEGIES AND ACTIONS

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #8: An Enabling Business Environment (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
8-7 Develop the capabilities of micro, small and medium-sized enterprises (MSMEs)	Increase and strengthen acquisition, analysis and application of data and information on MSMEs and the informal sector	Develop the MSME Policy Framework	MIIC, JTI
	Promote and develop entrepreneurship	Carry out public education and training programmes on entrepreneurship	JTI, HEART Trust/NTA
	Increase awareness and information on business opportunities and programmes for MSMEs	Develop new business opportunities for SMEs	MIIC, JTI
	Expand credit facilities for MSMEs	Increase loan disbursement through network of Community Development Funds (CDFs)	MIIC
		Expand DBJ Micro, Small and Medium Enterprises Line of Credit	DBJ, MIIC
		Develop mutual guarantee fund	DBJ, JTI, MIIC
		Develop and apply models for Angel Fund based on international best practice	TGCC/JTI
	Provide training and capacity development for MSMEs	Establish business incubators for micro-enterprises	MIIC, JTI JBDC, NCTVET
		Provide certified training programmes for MSMEs	MIIC, JBDC NCTVET

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #9: Strong Economic Infrastructure**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES	
9-1 Expand and rationalize land transport infrastructure and services	Strengthen the institutional capacities and capabilities of the roads authorities to develop and maintain the road network	Create a single Road Authority	MTW	
		Strengthen capacity to regulate, license and monitor land transportation	MTW, TA	
	Produce and implement a formal hazard mitigation strategy and a disaster management contingency plan for road transport	Undertake flood damage mitigation measures	MTW, NWA	
		Improve and rationalize the road transport infrastructure	Implement the Road Sector Master Plan (Maintenance)	MTW, NWA
			Implement National Road Services Improvement Programme	MTW, NWA
	Undertake island-wide drainage plan	MTW, NWA		
		Ensure the completion of the island-wide highway network	Complete Sandy Bay to Williamsfield and Spanish Town to Ocho Rios Legs of Highway 2000	MTW, NROCC
	Implement South & Eastern Coastal Highways		MTW, NWA	
		Improve flow of traffic in urban centres	Institute appropriate traffic management measures to reduce traffic congestion in critical areas	MTW, NWA, ITA
	Establish a Portmore Hub to rationalize service in Portmore and its environs		MTW, JUTC	
	Develop driver feedback/intelligent roads	Implement the Intelligent Transportation System	NWA, MTW	
	Plan and develop modern railway linkages along key routes	Undertake studies to determine the economic, social and environmental feasibility of the railway system	MTW, JRC	
	Ensure that road networks are developed within guidelines of national environmental agencies	Ensure road development is in compliance with Government statutory regulations	MTW, RMF	
9-2 Develop a modernized public transport system	Develop and implement a long-term plan for the public transport system including for schools, taking into consideration integrated, multimodal options for bus, rail, taxi, ferry and air transport	Develop long-term plan for public transport system including for schools	MTW, TA, JUTC MBM, JRC, MAJ CAA, Island Traffic Authority Road Safety Unit	
		Develop rural township transportation model	MTW	
	Develop and expand public bus system to meet sustainable transport needs	Implement new routes in the Montego Bay Metropolitan Transport Region and environs	Montego Bay Metro	

KEY STRATEGIES AND ACTIONS



**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #9: Strong Economic Infrastructure (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
9-3 Expand domestic and international air transport infrastructure and services	Promote growth of domestic air services including scheduled, unscheduled, airwork and general aviation in Jamaica	Encourage development of competitive, efficient and affordable general aviation ground support services	MTW, AAJ Private Sector
	Facilitate the increase and upgrading of domestic aerodromes and air strips in the country	Develop and promote models for privatization of existing aerodromes	MTW, AAJ Private Sector
		Undertake feasibility and planning studies for the relocation of Tinson Pen aerodrome, including consideration of establishment of a new domestic aerodrome at Caymanas	MTW, AAJ
		Upgrade facilities at Boscobel and Negril aerodromes	MTW, AAJ
	Ensure strategic alliances for airport development and operation	Reserve suitable land areas for airport and aerodrome expansion and future development	MTW, AAJ NEPA, Local Authorities
	Establish policy and business framework to facilitate expansion of international air service	Sign liberalized Air Services Agreements (Open-skies) for cargo and passengers with as many States where feasible	MTW, AAJ
	Resolve long-term future of Air Jamaica	Undertake privatization of Air Jamaica based on revised business model	MFPS, MTW
	Develop new international airport at Vernamfield integrated into proposed multimodal transportation system	Complete feasibility studies and business plans for phased development of Vernamfield	MTW, AAJ
		Establish public private partnership for project development	MTW, AAJ Private Sector
	9-4 Expand and diversify maritime infrastructure and services	Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers	Finalize KCT Phase 5 Expansion Programme
Expand Ocho Rios Cruise Ship Facility			MTW, PAJ
Expand Montego Bay Cruise Ship Facility			MTW, PAJ
Conduct comprehensive port study including existing commercial ports, sufferance wharves, marinas and fishing facilities			MTW, PAJ
Exploit opportunities to become crewing nation due to worldwide shortage of ship's officers		Implement new curriculum (to Class I level) and increase enrolment for maritime professional training	CMI
Facilitate growth of ship registry		Expand Regional Office and Deputy Registrar network worldwide	MAJ
Nurture ancillary and supporting services to develop a maritime centre		Develop policy for Jamaica as an international shipping centre	MTW, MAJ
		Implement Port Community System and Trade Facilitation System	PAJ, SAJ

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #9: Strong Economic Infrastructure (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
9-5 Develop Jamaica as a regional logistics hub with multimodal transport linkages	Develop national mechanism and framework to spearhead development of logistics hub	Develop an approved land use plan for integrated logistics hub on the South Coast for Clarendon, St. Catherine and KSAC	MTW, OPM MOA, MIIC NEPA, MMT, ME UDC, MWH, LAs
		Coordinate and rationalize plans for logistics facilities at Port of Kingston, Vernamfield and Caymanas	MTW, OP, MOA MIIC, NEPA, MMT ME, UDC, MWH LAs
		Plan development of proposed private sector establishment of new major port & commercial/industrial complex at Port Esquivel	MTW, NWA UDC, PCJ, PAJ Private Sector
	Develop safe and efficient multimodal transport and communication linkages for logistics hub	Complete Feasibility Study of linkage requirements for Vernamfield to Highway 2000	NROCC
9-6 Expand the broadband network island-wide	Promote multiple modes of information delivery systems and networks including new wireless and wired technologies	Facilitate development of wireless communications	SMA
		Ensure efficient allocation of spectrum to promote the introduction of new technologies and services	SMA, MMT
	Encourage public and private sector partnerships to establish Internet connectivity in publicly accessible spaces	Prepare transition to digital broadcasting network	MMT, BCJ, SMA MICYS
		Expand the deployment of Community Access Points (CAPs) within publicly accessible spaces	MMT, CITO

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #9: Strong Economic Infrastructure (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
9-7 Ensure adequate and safe water supply and sanitation services	Implement IWRM in an established institutional framework anchored in the Dublin and other related principles and informed by regional and national research findings	Upgrade, promulgate and implement the National Water Resources Master Plan	WRA, MWH, NIC NWC, RWSL
		Develop Soapberry Sewage Treatment Plant	MWH, NWC
		Upgrade infrastructure for water and sewage in the Corporate Area	MWH, NWC NWA
		Implement the following water and sewage upgrading projects Great River and Lucea Water Supply Project KMA Water Supply Rehabilitation Project Kellits/Crofts Gate Water Supply Project Santa Cruz Well Site Development	MWH, NWC WRA
	Ensure that Millennium Development Goals for safe and adequate water and sanitation are met and surpassed	Establish a roadmap for achieving the targets of the MDGs to ensure vulnerable and poor communities receive adequate services through appropriate means such as social water	PIOJ, MWH WRA
	Provide sufficient water for achieving food security	Identify and upgrade water supply systems to support implementation of NIDP projects to increase agricultural production	NIC, MOA, WRA
	Use participatory approaches to design, manage, maintain and protect watershed areas, catchments and networks and promote effective programmes for water conservation and prevention of contamination	Establish a process for the inclusion and consultation with all stakeholders in preparation of policies and plans for water resources management within watershed areas including the establishment of management committees	NEPA, WRA MWH, Forestry Department
		Improve education and training to ensure effective community participation in sustainable water management	NEPA, MIND MWH, Local, Regional and International bodies, CBOs and NGOs
	Ensure water and sanitation are costed and financed to promote equity, efficiency and sustainability	Mobilize finance from national and international sources	MFPS, MWH NWC, PIOJ
		Introduce acceptable water and sanitation pricing and cost recovery mechanisms	MWH
Implement appropriate compliance measures	Improve billing and collection procedures and legislate disconnection policies	OUR, NWC	
	Raise public awareness through public education, behavioural change and other appropriate measures to recognize that this is indispensable for the efficiency of services and the continued capacity for re-investment	NWC, WRA MWH	

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #9: Strong Economic Infrastructure (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Introduce mechanisms towards equitable water allocation and to encourage recycling of industrial effluent and domestic wastewater	Implement demand management and water conservation measures	NWC, WRA
		Identify water pollution sources and review existing wastewater technologies and infrastructure and recommend strategies for improvement	NWC, MWH
		Develop national guidelines on best practice approaches to managing industrial effluent and domestic wastewater	NWC, MWH

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #10: Energy Security and Efficiency**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
10-1 Diversify the energy supply	Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector	Finalize and promulgate the new Energy Policy	ME
		Develop and promulgate the new Electricity Policy and Act	ME
		Develop policy and expand carbon trading	ME, PCJ, Forestry Department
	Align foreign policy with energy policy to ensure energy security	Align energy policy with foreign policy, for example through participation in PetroCaribe work groups	ME, MFAFT, PCJ
	Develop and implement programmes to achieve set obligatory and non-obligatory targets for percentage of renewables in the energy mix	Implement renewable energy projects of the Centre of Excellence for Renewable Energy: <ul style="list-style-type: none"> <li>Hydropower</li> <li>Wind</li> <li>Solar</li> <li>Biomass</li> <li>Waste-to-Energy</li> </ul>	PCJ, CERE
		Encourage application of solar energy technology	PCJ, CERE
		Fully implement National Energy Fund	ME
	Develop energy diversification priorities in a timely way based on cost, efficiency, environmental considerations and appropriate technologies	Conclude studies on relative cost benefit analysis of coal and natural gas as main fuel diversification options	ME, PCJ, OUR
		Undertake expansion of the Petrojam refinery and petcoke 100MW cogeneration plant	Petrojam
Accelerate comprehensive oil and gas exploration programme	Begin programme of acceleration to conclude whether Jamaica has commercial quantities of oil and/or gas	PCJ	
10-2 Promote energy efficiency and conservation	Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector	Finalize and promulgate the Energy Efficiency and Conservation Policy	ME
	Develop and implement programmes to influence market behaviour toward and to promote efficient use of energy	Promote demand-side energy management including implementation of energy efficiency projects in the public sector, particularly in water distribution	ME, PCJ, OPM Cabinet Office NWC
	Update, apply and enforce building codes to support efficient use of energy	Promulgate the energy-efficient Building Code	ME, NEPA, Local Authorities, Cabinet Office
	Establish a framework for timely development, decision-making and implementation of the least economic cost expansion plan (LCEP) for generation, transmission and distribution of electricity	Commence phase out of inefficient JPSCo generating plant and replacement with cost-efficient plant using main fuel options	OUR, JPSCo, IPPs

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #10: Energy Security and Efficiency (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Review quality standards for energy supplies	Implement national standards for petroleum industry	ME, PCJ
	Encourage greater energy efficiency and lower energy costs in the bauxite and alumina industry	Coordinate energy planning for bauxite and alumina industry with expansion of public electricity supply	ME, PCJ, JBI, JPSCo Bauxite Companies
		Develop regime for co-generation projects and apply regulations	ME, PCJ, OUR
		Provide shared infrastructure for fuel supply	ME, PCJ, JBI, JPSCo Bauxite Companies PAJ
	Encourage greater energy efficiency in the transport sector	Promote greater vehicle fuel efficiency	MTW, ME

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)****National Outcome #11: A Technology-Enabled Society**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
11-1 Integrate science and technology into all areas of development	Entrench a dynamic national and local decision-making process based on reliable scientific and other relevant information	Implement a national public education programme on Science and Technology (S & T)	NCST
	Review and define roles of R&D institutions to gain maximum output of STI investments	Rationalize S & T institutions in the public sector	NCST
	Develop a viable and robust STI policy, which is aligned with other policies (including biotechnology, energy, agriculture, environment, industrial, science education, health, mining and ICT)	Finalize and promulgate the National S & T Policy	OPM, NCST
	Create an effective policy and legislative framework to support and advance STI including strengthening the Intellectual Property Rights (IPR) System	Infuse S & T into national policies	SRC
		Finalize and promulgate the National Biotechnology Policy	OPM, NCST
		Pass a modern Patent Act	MIIC, JIPO
	Align STI investments to solve national problems in industry, environment and society	Strengthen provision of S & T solutions to increase productivity and improve the quality of goods and services in the productive sector	SRC
		Establish Science and Technology Fund from the earnings from the Bauxite Levy	OPM, NCST MMT, JBI
	Commercialize research and innovation	Develop new products and services to satisfy the needs and demands of the productive sectors	SRC
	Make available and accessible geospatial data, products and services to all users, to facilitate planning, sustainable use, management and development of the island's resources	Implement the National Spatial Data Infrastructure Strategic Plan	OPM, LICJ
Integrate ICT in the administration of justice and law enforcement	Establish fully digital courtrooms	Ministry of Justice, CITO	
Promote greater use of Free and Open Source Software (FOSS)	Promote deployment of FOSS in the public and private sectors through pilot projects	CITO	
11-2 Establish a dynamic and responsive national innovation system	Align investment in STI infrastructure with national development goals	Develop and implement data gathering and information knowledge system for S & T	NCST
	Create knowledge parks and centres of excellence to facilitate R&D and innovation, with emphasis on indigenous technology	Develop incubators for ICT research and innovations	MMT, MIIC CITO

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #12: Internationally Competitive Industry Structures**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
12-1 Develop company sophistication and productivity	Develop world-class capacity in measurement and promotion of productivity	Target sectors with low productivity and/or low quality and identify industry-specific needs	MIIC, JPC
	Develop and promote high-quality standards for globally competitive products and services	Provide GMP/HACCP consultancy to targeted companies	SRC, JBS
	Identify and strengthen export capacity in targeted areas	Develop and implement the National Export Strategy	MIIC, JTI
12-2 Develop economic linkages and clusters	Build horizontal and vertical clusters and networks within the main productive sectors and industries	Implement the Cluster & Linkages Strategy	JTI
12-4 Enhance framework for competition among enterprises	Strengthen policy, legislative and institutional framework for fair market competition	Finalize amendment to the Fair Competition Act	FTC
		Promote competition in media industry and markets	Broadcasting Commission
		Increase competition advocacy	FTC
		Participate in discussions concerning regional and international competition policy	FTC
12-5 Promote eco-efficiency and the green economy	Develop the capacity of local companies in process, materials and energy efficiencies	Adopt Cleaner Production Mechanism (CPM) through promotion of incentives (carbon credits) and capital financing available	MOE, MIIC, SRC PCJ MFPS, OPM Met Office
		Promote best practices in design of new facilities and retro-fitting of existing facilities to maximize process, materials and energy efficiency	MOE, MIIC, SRC PCJ JMA
	Encourage adoption of environmental management systems by productive enterprises	Assist companies to undertake environmental audits and access advise on implementing environmental improvements	JBS NEPA Private Sector JMA



**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #12: Internationally Competitive Industry Structures (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
<b>MAIN GOODS- AND SERVICES-PRODUCING SECTORS AND INDUSTRIES</b>			
Agriculture	Strengthen agricultural marketing structures	Improve the system of dissemination of marketing information to stakeholders	MOA
		Design and conduct marketing research studies	MOA
		Carry out overseas marketing programmes	MOA
	Improve and rationalize road network including farm roads network	Improve agricultural feeder roads	MOA, NWA, Parish Councils
	Strengthen agricultural research institutions	Rehabilitate Government agricultural research stations	MOA
		Establish a Centre of Excellence for Advanced Technology in Agriculture (CEATA) at the Bodles Research Station to drive research and training in agriculture	MOA
	Strengthen efforts to reduce praedial larceny	Establish National Advisory Committee on Praedial Larceny	MOA, MNS
Develop a diversified range of agricultural production including higher value-added production	<p>Intensify programmes to increase levels of production and productivity:</p> <ul style="list-style-type: none"> <li>•Develop a sustainable fruit tree crop industry by establishing commercial orchards and agro-processing</li> <li>•Develop the greenhouse industry along the supply chain from production through post-harvest, value-added and marketing</li> <li>•Increase small farmers production and productivity by using improved farm machinery and introducing appropriate tools and implements</li> <li>•Develop appropriate small ruminant breeding and production systems and disseminate improved genetic stock</li> <li>•Promote conservation and sustainable use of Jamaica's cattle breeds</li> <li>•Promote conservation of select root crop, vegetable and fruit tree germplasm</li> <li>•Develop a sustainable beekeeping sub-sector</li> <li>•Launch and maintain Virtual Reference Network System</li> </ul>	MOA, Producer Associations Private Sector	

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #12: Internationally Competitive Industry Structures (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES	
	Implement development plans for key agricultural sub-sectors	Implement European Union Banana Support Programme	MOA, RADA	
		Implement new Forestry Strategic Plan	MOA, Forestry Department	
		Implement the Country Adaptation Strategy for the Sugar Industry	MOA, Sugar Transformation Unit	
	Promote national food security	Strengthen coordination of agencies involved in food safety through establishment of a food safety coordinating committee		MOA, MOHE
		Implement key food security projects including: <ul style="list-style-type: none"> <li>•Agricultural Greenhouse Clusters</li> <li>•Cassava Expansion Project</li> <li>•Dairy Resuscitation Programme</li> <li>•Small Ruminant Expansion Programme</li> <li>•Fisheries Development Programme</li> <li>•Urban Backyard and School Garden Programmes</li> <li>•Expansion of Yam and Sweet Potato Production</li> </ul>	MOA	
		Strengthen the capacity of Government to play a supporting role in development of the agricultural sector	Reorganize and restructure the Ministry of Agriculture's entities and Divisions	MOA
			Increase the number and capacity of extension officers for the sector	MOA, RADA
	Manufacturing	Ensure availability and access to competitive factory space	Manage and promote rentable factory space	MIIC, FCJ
			Undertake feasibility and planning studies for the development of Caymanas Economic Free Zone	MIIC
		Expand collaboration in regional and international marketing	Provide relevant export development services to existing and potential exporters	MIIC, JTI
Improve quality and relevance of training and accreditation at educational and training institutions by strengthening linkages to the manufacturing sector		Strengthen linkages and develop regular schedule of dialogue between manufacturing sector associations, Government and relevant faculties at universities	MMT, MOE, UWI UTech, HEART Trust/NTA, Universities, MIIC JMA, JEA, SBAJ	
Establish a centre of excellence for manufacturers		Develop plan for establishment of centre of excellence based on global best practices	JMA	
Strengthen relevant industry associations including the JMA, JEA and SBAJ		Develop strategic partnerships & collaborative relationships in keeping with JTI's Stakeholder Strategy	MIIC, JTI JMA, JEA, SBAJ	

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #12: Internationally Competitive Industry Structures (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Identify and create awareness and facilitate opportunities for linkages between the manufacturing sector and purchasers in linkage sectors and industries	Develop marketing strategy for Things Jamaican suppliers	MIIC, JBDC
	Use creative aspects of Brand Jamaica in marketing Jamaican manufactured products	Promote Jamaica in targeted sectors and markets via e-Bay type vending sites	MIIC, JIPO, JTI, BSJ JMA, JEA
	Increase exposure of manufacturers to relevant and innovative production technologies	Facilitate the procurement of appropriate equipment and machinery through affordable financing and incentives	DBJ, EXIM, JTI, MIIC MFPS
	Improve customer service within the sector	Carry out consumer education programme	MIIC
Mining and Quarrying	Ensure appropriate policy and regulatory framework for long-term development of the minerals industry	Complete and promulgate the National Minerals Policy, including provisions for development of non-metallic minerals sub-sector	MMT, MPDD
	Develop cost-efficient energy solutions for metallic and non-metallic minerals sub-sectors	Coordinate conversion of energy sources at bauxite / alumina plants with national decisions on diversification of fuel supply between coal and natural gas and underlying economics in energy markets	ME, MMT, PCJ, JBI JPSCO, Private Sector
	Implement sequential land-use planning for lands with valuable mineral deposits	Integrate rehabilitation plans with regional land use plans	MMT, NEPA, Parish Councils
	Improve monitoring of rehabilitation of mined-out mineral bearing lands	Establish Restoration Committee for quarrying operations	MMT, MGD
	Strengthen enforcement of mineral licenses and regulations	Strengthen institutional capacity of regulatory agencies	MMT, MGD, JBI NEPA, NWA
	Promote development of diversified value-added non-metallic minerals products	Develop and promote quality assurance standards for non-metallic minerals enterprises	MMT, BSJ
	Establish a national entity to lead the development of the non-metallic minerals sub-sector, particularly limestone	Establish National Minerals Institute and Jamaica Limestone Institute (JLI)	MMT
	Encourage partnership with communities which includes sharing of value created by mining	Deepen collaborative mechanisms with mining and quarrying stakeholders including establishment of community-based monitoring committees, especially in sensitive areas	MMT, MGD, JBI
	Ensure access to and development of port facilities for shipping of non-metallic minerals	Require multi-use access to new port facilities for non-metallic minerals	MTW, PAJ
	Increase use of appropriate research and technology in minerals industry operations	Strengthen research and development capacities of mining institutions and enterprises	MMT, MGD, JBI
	Intensify research to address declining trihydrate-to-	JBI	

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #12: Internationally Competitive Industry Structures (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Integrate development of mineral resources with overall land use planning and zoning	Prepare updated geological maps of entire island including location of mineral resources	MGD
Construction	Coordinate and align the construction policy with other policies that affect the sector	Revise and finalize Construction Industry Policy	MTW
	Establish special security measures for construction projects in crime-prone areas	Establish dedicated security teams for major construction projects in crime-prone areas	MTW MNS
	Expand and accelerate certification and accreditation programmes relevant to the sector	Liaise with HEART Trust / NTA to develop occupational standards for construction workers	MTW
	Establish a licensing system and an improved registration and classification system for contractors, professionals and operatives in the sector	Establish system of licensing/registration for major categories of professionals in construction sector (with requirements for periodic renewal, requirement for practice, professional development, absence of malpractice/breaches)	MTW CIC
	Undertake demonstration projects that embody best practices in construction	Apply best practices to selected flagship public sector construction projects	MTW
	Disseminate timely and accessible information on public sector projects	Establish central website that provides comprehensive information on all public sector construction projects from planning stage with schedule for tendering for construction and professional services	JIS, MOF, OPM MTW
	Foster capacity and opportunities for local construction enterprises and professionals to undertake major construction projects in Jamaica	Extend provisions of the Modernization of Industry Programme to include the construction sector	MTW, CIC

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #12: Internationally Competitive Industry Structures (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
Creative Industries	Develop the policy, legal and institutional framework to facilitate and encourage the development of the creative industries	Develop and promulgate the Cultural Industries Policy	MICYS
		Establish the Entertainment and Cultural Industries Council (ECIC) and the Cultural Industries Enhancement Fund	MICYS
	Promote media literacy and positive use of media as change agent and a source of empowerment	Establish funding mechanisms to support development of local and public broadcasting content	Broadcasting Commission
		Develop and promulgate new Media Policy	MICYS
		Develop a strategy for engaging the widest possible audience in Jamaica and the Diaspora via radio, internet and new media	PBCJ, JIS
	Expand and improve the infrastructure for the creative industries and performing arts	Develop capacity and focus on contents standards reform and monitoring	Broadcasting Commission
		Upgrade the physical structure of the Ranny Williams/Louise Bennett Entertainment Centres for programme enhancement	MICYS, JCDC
		Rehabilitate the Ward Theatre	MICYS, JCDC Private Sector
		Undertake studies for establishment of National Centre for the Performing Arts	MICYS
	Increase opportunities and financing for products and services in the creative industries	Implement Major Events Development and Attractions Programme	MICYS, JTI
Identify and develop sources of financing that are appropriate for each category of products and services in the creative industries		MICYS, MIIC, JTI PIOJ, Private Sector	
Sport	Develop MSMEs geared at meeting the needs of the 'Business of Sport'	Build institutional and human capacity of sport-related MSMEs	MIIC, MICYS
	Develop financial support systems to create and sustain elite athletes	Solicit funding from private sector sponsors to support participation of elite athletes in international competitions	MICYS
	Develop supporting facilities and services to facilitate the holistic development of the professional athlete	Apply sport psychology in training of local teams and athletes	Insport
	Establish strong research capabilities in sport	Develop curriculum in tertiary-level institutions aimed at developing research capabilities at the institution and student levels	UWI, GCF, MICO UTech, teachers colleges, community colleges, HEART/VTDI

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #12: Internationally Competitive Industry Structures (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Develop a sport museum as a resource centre and attraction for local and foreign visitors	Create plan for development of sport museum, including venue, funding and management	MICYS, MFPS, MOT
		Compile list of available Jamaican sport memorabilia and undertake collection	MICYS
	Promote Jamaica as a sports tourism destination	Develop and market sport training and rehabilitation/wellness facilities to international markets	MOT, MICYS, SDF
ICT	Create an appropriate policy and regulatory environment conducive to investments in ICT and network development	Develop and promulgate new Telecommunications Policy and Act	MMT, OPM
	Expand ICT-focused business parks for major service providers	Develop and execute campaign to attract major ICT corporations to Jamaica	JTI
		Undertake feasibility/planning studies for establishment of ICT complexes in proximity to population centres, including ICT Park in Portmore	MIIC
	Develop investment and support framework for development of ICT industry	Develop National e-Readiness Status	CITO
		Implement National ICT Strategy and Action Plan	MMT, CITO
	Encourage innovative use and application of ICT by Jamaican private enterprise and Government	Establish a national IT Governance training and development program for senior executives	MIND, MMT Cabinet Office, HEART Trust/NTA
	Encourage the increased use of e-commerce operations	Encourage businesses to establish e-commerce websites including through the provision of templates	MMT, MIIC, CITO
Encourage Government to become an exemplar user of ICT applications	Develop a Government wide operational ICT policy	MMT, CITO	
Services	Develop off shore banking	Complete feasibility and planning studies and legislative framework to establish Jamaica as an International Financial Centre	MFPS, JTI, BOJ Private Sector
	Establish fully-automated financial trading system	Encourage and coordinate private sector investment in implementation of a fully-automated financial trading system	MFPS, JTI, BOJ, JBA Private Sector
	Expand use of the full range of modes of delivery of export services	Provide relevant export development services to existing and potential exporters	MIIC, JTI
		Establish National Coalition of Service Industries (NCSI) and implement the Strategic Plan for the Promotion of Professional Service Exports in Jamaica	MIIC, JTI, Private Sector Associations
Diversify the range of financial institutions and products	Develop a venture capital market	MFPS, BOJ, JBA Private Sector	

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #12: Internationally Competitive Industry Structures (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
Tourism	Develop new tourism market segments	Develop niche markets including: <ul style="list-style-type: none"> <li>• Special events and promotions</li> <li>• Sports tourism</li> <li>• Yachting and marine tourism</li> <li>• Health and wellness</li> <li>• Culinary, cultural and heritage</li> <li>• Jamaicans at home and in the Diaspora</li> </ul>	JTB
		Develop Montego Bay Convention Centre	MOT
	Develop diversified geographic source markets	Increase marketing programmes to the UK, Continental Europe, Far East, Latin America and the Caribbean	JTB, MOT, Trade associations, Major industry players JAMVAC
		Develop emerging tourist markets (BRIC countries)	JTB
	Increase per cent of disembarking cruise passengers and average spend per passenger	Enhance ambience of port facilities and expand marquee attractions offering of duty free items	PAJ, TPDCo, MOT TEF
	Promote efficiency of bureaucracy regarding approvals and facilitation of investments, and operation of the industry	Fully establish cruise and marine division in JTB	JTB
		Stimulate sustainable growth and development of tourism sector through use of Tourism Enhancement Fund (TEF)	MOT, TEF, TPDCo
	Develop a variety of accommodations	Develop new mega-resorts: <ul style="list-style-type: none"> <li>• Celebration Jamaica</li> <li>• Harmony Cove</li> </ul>	MOT, TPDCo, JHTA Private/public partnerships (PPPs)
		Develop bed and breakfast accommodations	Private sector TPDCo, JTB, JTI
	Ensure the continued development of existing categories of accommodations	Implement comprehensive resort upgrading programme	MOT, TPDCo, TEF Parish Councils
		Support sustainable small hotel sub-sector	MOT, JHTA, TPDCo
	Establish a supporting environment for the development of various types of attractions	Strengthen Heritage and Community Development Unit of TPDCo	TPDCo
	Develop and implement flagship heritage, cultural, historical and nature-based attractions projects	Secure designation of selected priority sites as World Heritage Sites	JNHT, MICYS, MOT
	Transform the concept, physical ambience and shopping experience of the craft industry	Support upgrading of craft markets and development of artisan villages	TPDCo, TEF, JBDC UDC
		Establish a Craft Institute to provide craft skills training and product quality certification	TPDCo, HEART Trust/NTA, JBDC UDC
Ensure that all aspects of the tourism industry meet required standards and customer service	Expand Team Jamaica programme	TPDCo. MOT	

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #12: Internationally Competitive Industry Structures (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
	Develop a dynamic and flexible demand-driven education and training system for tourism	Establish Hospitality School	MOT, TPDCo tertiary institutions, HEART Trust/NTA
	Ensure that environmental management systems are implemented by tourism entities	Assist tourism ventures to undertake environmental audits and access advice on implementing environmental improvements	MOT, NEPA TPDCo, JBS
	Ensure that the activities of the tourism industry support biodiversity conservation objectives	Implement programmes for awareness of biodiversity conservation	NEPA, IOJ, ENGOs MOT
	Promote capabilities of tour operators to develop new geographic markets and market segments	Enhance partnerships with the travel trade through JAMVAC	Travel Agents JAMVAC
	Improve partnerships between destination and cruise lines	Encourage engagement of cruise lines in development of main ports and resort areas	PAJ, JTB, MOT
	Integrate airlift requirements for tourism into transport policy, planning and implementation	Support establishment of suitable air service agreements between Jamaica and specific South American and European countries	MTW, JTB, MFAFT
	Ensure that the implementation of the national security strategy addresses the concerns of the tourism industry	Develop and implement multi-pronged approach to address the issue of harassment in resort areas	MOT, MNS, TPDCo Local Authorities PDCs
	Develop and apply multi-hazard mitigation measures for tourism	Encourage development of hazard mitigation plans for tourism entities	ODPEM, TPDCo Trade associations
	Strengthen use of knowledge to increase value of the industry	Support development of Tourism Satellite Accounts	STATIN, PIOJ, MFPS MOT
	Expand and promote entrepreneurial and employment opportunities for communities	Develop and promote community-based tourism projects through provision of micro-credit and technical assistance (e.g. Small Enterprises Assistance Programme)	TPDCo, TEF, JTB, EFJ JPAT, JSIF, Other NGOs, Private financial institutions
		Develop policies pertaining to Community-based Tourism	MOT, TPDCo CBOS, Private Sector

KEY STRATEGIES AND ACTIONS



**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**  
**National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
13-1 Integrate environmental issues into economic and social decision-making policies and processes	Create frameworks that will enable the integrated management and sustainable use of Jamaica's natural resources (e.g. guidelines for resource use, phased mining etc.)	Promulgate the Environmental Stewardship Policy	MOHE, OPM NEPA
		Establish a national land use plan	MOHE, OPM NLA
13-2 Develop and implement mechanisms for biodiversity and ecosystem management	Adopt an ecosystems management approach which takes into account: access to biological resources for benefit sharing by our population at large sustainable use of biological resources safe transfer, handling and use of living modified organisms implementation of forestry management initiatives establishment of terrestrial and marine protected areas research to enhance scientific understanding of ecosystems, including their economic contributions to national development	Finalize and promulgate the Protected Areas System Master Plan	MOHE, OPM NEPA
		Develop and promulgate bio-safety regulations	MOHE, OPM
	Develop a comprehensive framework to reverse loss of ecosystems and biological resources through restoration initiatives and protection from invasive species	Finalize and promulgate draft environmental policies: 1. Environmental Management Systems Policy 2. Orchid Policy 3. Dolphin Policy 4. Beach Policy 5. Watersheds Policy	MOHE, OPM, NEPA
		Establish a governance structure to support the clean-up of Kingston Harbour	MOHE, OPM, NEPA

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources (Cont'd)**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3	KEY ACTIONS FOR YEARS 1- 3	RESPONSIBLE AGENCIES
13-3 Develop efficient and effective governance structures for environmental management	Establish institutional mechanisms to foster coordination and collaboration among resource management agencies of resource protection issues	Strengthen partnerships with the NGO community both locally and internationally, the private sector and key public sector entities	MOHE, OPM, NEPA
	Create a dynamic and responsive regulatory environment including review and strengthening of relevant environmental legislation	Create mechanisms to improve the capacity and effectiveness of environmental enforcement (for example, increasing fines under various pieces of legislation, increasing frequency of monitoring)	NEPA
		Create a new governance structure to support existing protected areas – for example, Ocho Rios, Negril and Montego Bay Marine Parks, Canoe Valley, and Palisadoes/Port Royal Protected Areas	NEPA
13-4 Manage all Forms of Waste Effectively	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	Develop a national programme for the environmentally sound management of used and end-of-life mobile phones	MOHE, OPM
		Develop a National Programme to address the management of used lead acid batteries (ULAB),	MOHE, OPM, NEPA
		Institute a globally harmonized system (GHS) for the classification and labelling of toxic products and chemicals.	MOHE, OPM, NEPA
		Identify and develop infrastructure for storage of hazardous waste (e.g. e-waste, cell phone waste and chemicals currently stored at the island's ports)	MOHE, OPM, NEPA

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #14: Hazard Risk Reduction and Adaptation to Climate Change**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1-3	KEY ACTIONS FOR YEARS 1-3	RESPONSIBLE AGENCIES
I4-1 Improve resilience against all forms of hazards	Create and strengthen national platforms and establish the foundation for hazard risk reduction by engaging in multi-stakeholder dialogue	Undertake hazard risk management for coastal communities	ODPEM, NEPA
		Undertake comprehensive mapping of the flood plains throughout the island	WRA
		Strengthen Democracy and Governance in Communities related to Disaster Response (including gender issues)	ODPEM, SDC
		Undertake Storm Surge Hazard Mapping for Coastal Communities	ODPEM, SDC, JSIF
I4-3 Develop measures to adapt to climate change	Create mechanisms to fully consider the impacts of climate change and 'climate proof' all national policies and plans	Create mechanisms to infuse climate change considerations into planning and legislative frameworks	MOHE, OPM ODPEM, Met Office
		Establish a National Climate Change Committee	MOHE, OPM, MET Office <sup>248</sup>
		Develop a Climate Change Communications Strategy	MOHE, OPM, MET Office National Environmental Education Committee
	Adopt best practices for climate change adaptation	Develop sector-specific action plans to assist with the mitigation and adaptation of climate change in all sectors	MOHE Met Service OPM ODPEM NEPA
		Develop public awareness programmes on climate change	MOHE NEPA Met Service NGOs OPM
I4-4 Develop mechanisms to influence the global rate of climate change	Lobby at the international level for high greenhouse gas-producing countries to become more energy and resource efficient	Prepare 2 <sup>nd</sup> National Communication to the UNCCCCF	MOHE Met Service OPM

<sup>248</sup> The Meteorological Service of Jamaica is the country's Focal Point for Climate Change

**Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)**

**National Outcome #15: Sustainable Urban and Rural Development**

NATIONAL STRATEGIES	PRIORITY SECTOR STRATEGIES FOR YEARS 1-3	KEY ACTIONS FOR YEARS 1-3	RESPONSIBLE AGENCIES
15-1 Create a comprehensive and efficient planning system	Rationalize the roles and responsibilities of agencies and entities involved in planning	Intensify Local Government Reform	Department of Local Government (OPM)
		Streamline the development approvals process	Cabinet Office OPM NEPA MOHE
		Develop environment and planning legislation	OPM MOHE NEPA
	Develop and adopt mechanisms for better integration of spatial models and tools for decision-making	Streamline applications processing and reduce the processing time of planning applications	NEPA, Cabinet Office
15-2 Create an appropriate framework for sustainability planning	Ensure that development decisions are guided by a spatial planning framework (national physical plan)	Prepare a National Spatial Strategy	OPM, NEPA, PIOJ Cabinet Office
	Accelerate development of strategic regional centres to ensure that they play a key role in balancing development	Create new sustainable development plans for – St. James, Hanover, Westmoreland, St. Elizabeth, St. Thomas, Clarendon, Kingston & St. Andrew	OPM, NEPA
	Review existing land use patterns, zoning regulations, building codes and standards in the context of housing and urban development needs and formulate forward-looking land use and development policies for efficient and optimum utilization of land	Promulgate the Building Code Establish cadastral maps to facilitate planning	Cabinet Office OPM, MOHE NLA, NEPA
15-5 Ensure safe, sanitary and affordable shelter for all	Integrate national housing and urban development planning to enable access to adequate shelter and services to all	Develop and implement the National Housing Policy	MWH
		Implement a 3-year housing plan to 2011	NHT
		Provide adequate shelter for the elderly	MWH, NHT MLSS
		Provide adequate shelter for persons with disabilities	MWH, NHT

# CHAPTER 5:

## IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

Implementation, monitoring and evaluation of Vision 2030 Jamaica require strong and transformational leadership at all levels of the society. Champions of change and accountability within the various institutions of Government in partnership with the private sector, civil society and the international development community must participate in achieving the desired results. The success of this Plan is also dependent on a high level of social responsibility by each citizen.

The Vision, National Goals, National Outcomes and the related processes must resonate with every citizen of this country. Jamaicans in the public sector, the private sector and civil society will need to acquire new knowledge and develop new skills to manage our modern nation state, and to build a more diversified and developed economy. Building and strengthening technical and institutional capacity are critical for the effective implementation, monitoring and evaluation of the Plan. We recognize that substantial investments - financial, technical, material, and human – are required to make Vision 2030 Jamaica a reality. We have made the choice and, now, we all must play our respective roles in achieving our vision.

### Framework for Implementation

The Plan will be implemented through a series of 3-yearly Medium Term Socio-Economic Policy Frameworks (MTFs) underpinned by a results-based monitoring and evaluation mechanism that establishes specific indicators and targets to measure and track performance. The 31 sector plans provide the framework for implementation at the sectoral level, and also represent the basis on which the various MTFs will be developed. The Plan is implemented at the sectoral level by ministries, departments and agencies (MDAs) of Government as well as civil bodies including NGOs, CBOs, the private sector and International Development Partners.

Given that Vision 2030 Jamaica is a long-term development plan, it is not practical to identify the total cost of implementation, nor all the performance measures, over 21 years. However, each 3-yearly MTF will include the priority programmes and projects for implementation of the Plan, along with project costs where available.

### **Accountability for Implementation and Coordination**

The Cabinet, as the principal body with responsibility for policy and the direction of the Government, has ultimate responsibility for implementation of the National Development Plan. This will be achieved through Cabinet directives to its MDAs. The Cabinet will be responsible to Parliament for reporting on the implementation and coordination of Vision 2030 Jamaica.

Through existing and/or new arrangements, the Office of the Prime Minister and Cabinet Office will drive the implementation of Vision 2030 Jamaica and ensure that essential complementary reforms within the public sector are made. The role of the Ministry of Finance and the Public Service involves timely resource allocation for achievement of medium- and long-term goals. The Planning Institute of Jamaica will provide support through continued technical analysis and policy advice on the strategic areas for sustainable economic, social and environmental development.

The framework for accountability in the public sector extends from the highest levels of Government to each Government entity. The soon-to-be enacted 'Whole of Government Business Plan' will ensure full alignment of the Government-wide strategic priorities with the goals and outcomes of Vision 2030 Jamaica, and with the priority areas of focus from the National Planning Summit. Within this framework each ministry and agency will be accountable for implementing the National Development Plan through various

policies, programmes, and interventions that are aligned with the strategies and actions of the MTF and sector plans.

The process will be strengthened by the introduction of major operational planning and budgeting tools, in the form of a Medium Term Expenditure Framework (MTEF) and a Medium Term Sectoral Expenditure Framework (MTSEF). This will allow for further alignment and integration of planning at the national and sectoral levels with the Corporate<sup>249</sup> and Operational Plans of the public sector Ministries, Departments and Agencies and other implementing organizations. The sector plans through their action plans and the MTF will be the mechanisms for linking the National Development Plan to the Corporate and Operational Plans of the MDAs.

For the fiscal years 2009/2010 – 2011/2012 existing priorities of the Corporate and Operational Plans of public sector entities have been incorporated as key actions for years 1-3 of Vision 2030 Jamaica (see Chapter 4). It is expected that successive MTFs and the sector plans will form the overarching guide for Corporate and Operational Plans of public sector MDAs.

### **Institutional Structures for Resource Allocation**

One weakness of previous national plans was the inadequacy of the resources for implementation. Resources were often not released on a timely basis and were insufficiently aligned with planning priorities and targets. Vision 2030 Jamaica will ensure that effective

<sup>249</sup> Under the Managing for Results process it is planned that corporate plans for MDAs will be replaced by 3-yearly business plans on a phased basis over the period 2009 to 2012

resource allocation mechanisms are integral to the implementation of the National Development Plan. Resources for the implementation of Vision 2030 Jamaica will be provided over time from a range of sources, including the GOJ budget, private sector investment, civil society projects, IDPs and the Diaspora.

There are two (2) main steps to ensure effective resource allocation within the public sector for implementation of the Vision 2030 Jamaica - National Development Plan:

1. aligning the 3-year corporate/business plans and 1-year Operational Plans of MDAs with the strategies and actions of the MTF and sector plans, and by extension, the National Development Plan;
2. ensuring consistency of the fiscal budget with the 3-year corporate/business plans and 1-year Operational Plans of MDAs.

To achieve these steps, there are a number of key requirements:

- Introduction of a 3-year Medium Term Expenditure Framework (MTEF) to complement the Medium Term Socio-Economic Policy Framework (MTF) and provide continuity of financial programming and coherence with the MTF timeframe
- Rationalization of the roles of the Cabinet Office, GOJ Prioritization Committee, Public Sector Investment Programme (PSIP) and fiscal budgeting process in setting priorities
- Increased coordination among corporate planners, policy analysts, project managers and budget and finance officers across ministries and agencies in preparation of

MDAs' business plans and budgets (including greater use of and information sharing in the Planning and Budgeting Network, Policy Analysts Network and GOJ Corporate Planning Committee)

- Increased coordination between Cabinet Office and the Public Expenditure Division of the Ministry of Finance and the Public Service to review public sector business plans (to ensure the NDP/MTF focus), and finalize public sector budgets

### **Coordination of the Implementation Process**

Coordination among institutions is essential to determine successive medium term priorities, share information, debate and build consensus, negotiate trade-offs, integrate actions, and communicate learning. Integrative and coordinating mechanisms for the implementation of Vision 2030 Jamaica - National Development Plan will include the following:

- Coordination mechanisms between agencies and sectors including Inter-Ministry, Inter-Agency and Inter-sectoral Committees and Memoranda of Understanding (MOUs)
- Cabinet Sub-Committees
- Permanent Secretaries Board (chaired by the Cabinet Secretary with membership of Permanent Secretaries from all ministries)
- IDP coordinating committees
- Community and local governance structures
- Coordination of planning and information systems including Threshold 21 Jamaica, National Spatial Data Infrastructure Management System and GIS Network, JamStats, and the MTF.

### Consultation and Participation

The involvement of stakeholders is fundamental to the successful implementation of the National Development Plan. The main mechanisms for securing consultation and participation of stakeholders are elaborated in the Vision 2030 Jamaica communication plan,<sup>250</sup> and will conform to the Government's Consultation Code of Practice.

### Framework for Monitoring and Evaluation

Vision 2030 Jamaica recognizes that monitoring and evaluation (M&E) are important components of successful national development planning exercises. Consequently, a robust results-based monitoring and evaluation system will be established to ensure that goals and outcomes of the Plan are achieved. This system will build on existing national and sectoral monitoring and evaluation frameworks.

The Vision 2030 Jamaica monitoring system will be highly participatory and will involve the following stakeholders: Government; private sector; civil society; and international development partners (IDPs). The system defines roles and responsibilities at three levels: political, technical and consultative. At the highest

level – the political level – are the Parliament and the Cabinet. These institutions provide legitimacy and political leadership to the system.

### Institutional Arrangements

A number of institutions and agencies, including the following, will be involved:

1. **Parliament:** The key output of the M&E system, the Vision 2030 Jamaica Annual Progress Report, will be presented to the Parliament for deliberations and discussion. It is expected that the relevant parliamentary committees will review policy recommendations proposed by the Vision 2030 Jamaica monitoring and evaluation regime.
2. The **Economic Development Committee (EDC)** is a committee of Cabinet chaired by the Prime Minister. The EDC will ensure that implementation issues are addressed based on reports submitted by the Vision 2030 Jamaica Technical Monitoring Committee. The EDC will deliberate on the recommendations made by the monitoring and evaluation regime and subsequently inform Cabinet and Parliament on progress and emerging policy implications.



Photograph by Warren Hutchinson

<sup>250</sup> See Appendix I: Vision 2030 Jamaica Plan Preparation Process – Communicating Vision 2030 Jamaica.



While a report on the implementation of Vision 2030 Jamaica is expected to have a consistent place on the agenda, it also is expected that a minimum of two meetings annually of this committee will focus entirely on the achievement of results and progress towards the goals and outcomes of Vision 2030 Jamaica.

3. **The National Planning Council (NPC)** is a consultative and advisory body which brings together top decision-makers in the private sector, Government, labour and civil society to contribute to the formulation of economic policies and programmes, to assess economic performance and to identify measures designed to achieve broad-based development and growth in productivity, and the national product.<sup>251</sup> A restructured NPC will support the Vision 2030 Jamaica Monitoring and Evaluation regime by:

- Providing advice to the Technical Monitoring Committee in the execution of its monitoring and evaluation functions;
- Assessing the outputs/results of the monitoring and evaluation system and providing feedback and recommendations on issues relevant to the successful implementation of the Plan.

It is proposed that the NPC accommodate discussion on the Plan at least once every quarter and that its membership should have broad

stakeholder representation from the public and private sectors, trade unions, civil society and international development partners.

4. The **Vision 2030 Jamaica Technical Monitoring Committee (TMC)**, or Steering Committee, is to be chaired by the Office of the Prime Minister. Other members of this body will include the Director General of the Planning Institute of Jamaica, the Financial Secretary of the Ministry of Finance and the Public Service, select Permanent Secretaries, and the Director General of the Statistical Institute of Jamaica (STATIN).

The primary role of this body is to provide oversight for the technical coordination and monitoring of the Plan. It also has responsibility for reporting to the EDC and NPC on the progress of implementation.

The Technical Monitoring Committee along with the Technical Secretariat has responsibility for the timely preparation and submission of progress reports to stakeholders within the system. An important function of the Technical Monitoring Committee is to coordinate the comprehensive review of the MTF and its achievement over its three year time-frame. This in turn will guide the preparation of the successor MTF.

It is expected that the TMC will meet a minimum of four times each year.

<sup>251</sup> Government of Jamaica, Ministry Paper No. 18.

5. The **Vision 2030 Jamaica Technical Secretariat** is the essential support mechanism for the Technical Monitoring Committee. This Secretariat should be institutionalized within the PIOJ and be provided with the necessary human and financial resources to effectively fulfil its supporting and monitoring and evaluation functions. The Secretariat will:

- Play a leading role in coordinating the efforts of public and private participants in the various Vision 2030 Jamaica processes
- Analyze and interpret social and economic data and information and appraise public and private sector programmes and activities based on goals and outcomes articulated in Vision 2030 Jamaica
- Consolidate information submitted by sectoral and other interests into comprehensive reports on Vision 2030 Jamaica's achievements/results<sup>252</sup>
- Conduct ongoing and systematic monitoring and reporting on the National Outcomes as well as maintain ongoing and frequent liaisons with sectoral focal points in MDAs
- Provide impetus for the establishment and operation of Thematic Working Groups

6. **Ministries, Departments and Agencies (MDAs)** represent very important bodies within the

monitoring and evaluation system. They are the Sectoral Focal Points that will:

- Provide a direct link to the corporate and strategic directions of each sector
- Identify units within MDAs that will be assigned responsibility for monitoring and assessment of the sectoral components of Vision 2030 Jamaica
- Identify counterparts to be the chief interface between the technical specialists within the technical secretariat and the relevant MDAs
- Provide data/information on a timely basis on the selected indicators and other strategic information required on the sector
- Ensure compliance with the data and other monitoring and evaluation requests of the Vision 2030 Jamaica performance monitoring framework
- Be responsible for the timely preparation of sector reports that will feed into the Vision 2030 Jamaica Annual Progress Report

Where monitoring and evaluation units are already operational, these will be strengthened and expanded to link their monitoring specifically to Vision 2030 Jamaica.

7. **Thematic Working Groups** are consultative bodies aimed at improving coordination, planning, implementation and monitoring of programmes and projects. TWGs will be chaired by Permanent Secretaries

<sup>252</sup> Given the existing divisional arrangement within the PIOJ, the Institute is well placed to spearhead the monitoring of indicators and targets under Vision 2030 Jamaica. Performance monitoring of Vision 2030 Jamaica indicators and targets will become a core function to be incorporated into the work programmes of divisions within the PIOJ.

or senior Government officials and shall comprise technical representatives of MDAs, National Focal Points, the private sector, civil society organizations, trade unions and International Development Partners. Their functions include: reviewing sectoral strategies to achieve Vision 2030 Jamaica goals; making input with respect to resource gaps in sectoral programmes; providing feedback on monitoring performance relative to sectoral targets; and facilitating effective partnerships towards the achievement of Vision 2030 Jamaica goals.

TWGs will meet a minimum of twice annually.

### **Indicator Framework and Data Sources**

Appropriate indicators are the basic building blocks of monitoring and evaluation systems. A series of results-based monitoring policy matrices will be used to monitor and track progress towards achieving the targets. These policy matrices comprise a mix of impact, outcome and output indicators spanning the 15 National Outcomes.

The results-based performance matrix at the national level currently comprises:

- 60 proposed indicators aligned to the 15 National Outcomes
- Baseline values for 2007 or the most recent past year

- Targets which outline the proposed values for the national outcome indicators for the years 2012, 2015 and 2030
- Data sources which identify the MDAs or institutions that are primarily responsible for the collection of data to measure and report on indicators
- Sources of targets
- Links to existing local and international monitoring frameworks such as the MDGs

Some gaps still exist within the performance matrix and a process of review to validate the proposed indicators and targets is being undertaken. This process is very technical and time consuming and requires significant cooperation and support from stakeholders and partners.

The performance monitoring and evaluation framework will be heavily dependent on ministries for quality and timely sectoral data and monitoring progress. The system will benefit from our existing and relatively large and reliable statistical databases within the Statistical Institute of Jamaica (STATIN) and the PIOJ.<sup>253</sup>

### **Reporting**

The timely preparation and submission of progress reports and other monitoring and evaluation outputs form an integral part of the monitoring process.

<sup>253</sup> The decennial census, the annual Jamaica Survey of Living Conditions (JSLC), the annual Economic and Social Survey Jamaica (ESSJ) are key data sources produced by STATIN and the PIOJ. The JamStats database which provides a standard set of time series on social and economic data and Threshold 2.1 which is a quantitative model for simulating the impact of various policies on a set of important outcome variables are also located in the PIOJ.

The main reports/outputs of the performance monitoring system are listed below.

1. **The Vision 2030 Jamaica Annual Progress Report** will be the main output of the performance monitoring and evaluation system. The document will be produced annually and will: provide an update on progress on implementation; identify weaknesses that are likely to hinder the achievement of the goals and objectives; recommend measures to address the concerns; and make adjustments to ensure the relevance of the Plan.

The Vision 2030 Jamaica Technical Monitoring Committee through the Technical Secretariat will prepare and submit the Annual Progress Report to the NPC and the EDC.

2. **The annual sectoral reports** compiled by the Sectoral Focal Points for submission to the Vision 2030 Jamaica Technical Monitoring Committee. These will be integrated into the Annual Progress Report.
3. **Other products** of the performance monitoring system include issues/sector briefs and research reports. A schedule for delivery of outputs will be finalized by the various stakeholders.

#### **Information Dissemination**

An important element of the monitoring system is a feedback mechanism into the policy review process. Providing information on the progress towards achieving outcomes and targets will impact on decision-making and mobilize and sustain public participation. The communication and information



Plan preparation workshop

dissemination strategies of Vision 2030 Jamaica will ensure that the outputs of the system are specifically tailored to different stakeholders and utilize various forums including the media to stimulate public debate and enhance accountability.

### Capacity

There is recognition that building and strengthening technical and institutional capacity for the effective implementation, monitoring and evaluation of the Plan is critical for its achievement. This calls for substantial resources, partnership and long-term commitment to training MDA staff. Training needs will have to be identified at all levels of the system; a re-orientation of work processes, instruments, procedures and systems development will have to be undertaken; and staffing and institutional arrangements will need to be put in place.

Some capacity building efforts have already taken place but these have to be strengthened. The Cabinet Office under the Medium Term Action Plan (MTAP)<sup>254</sup>

– Managing for Results Component, will support the achievement of Vision 2030 Jamaica through implementation of strategies which include efforts to:

- Improve planning, resource allocation and performance across Government
- Improve financial management systems
- Build capacity for managing MTEF in key ministries and the MFPS
- Build capacity in MDAs to design performance indicators and monitoring systems
- Define common data requirements across Government and establish integrated data sharing mechanisms

Partnership with the Management Institute for National Development (MIND) and other institutions will also be required to provide training in critical areas such as results-based project management and analysis, monitoring and evaluation, and data management to public sector staff and others.

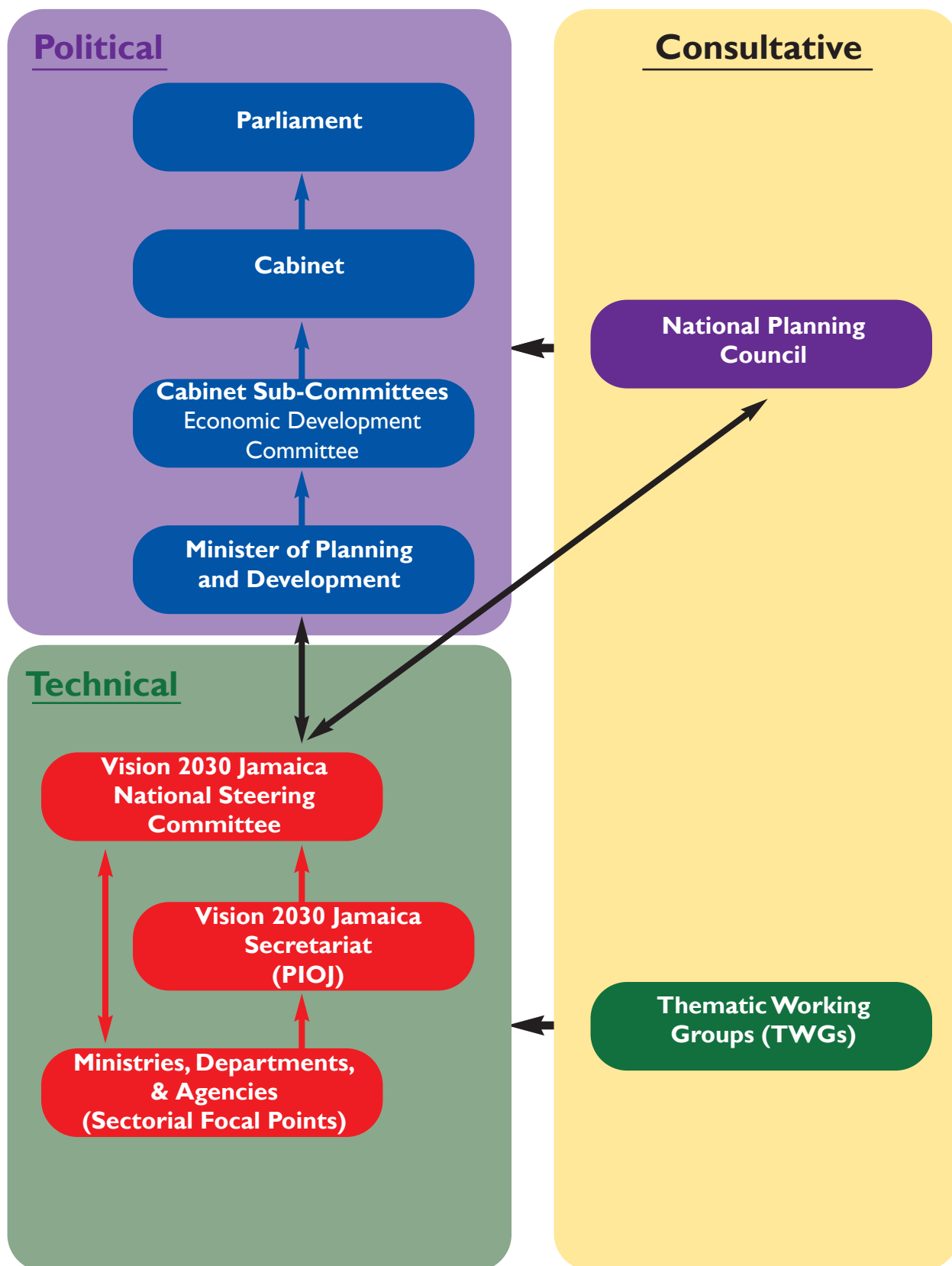
**“ ...a plan is made not for a government but for a people, and most of the problems with which it deals are unaffected by changes in government. ”**

(1966) Sir W. Arthur Lewis,  
Nobel Laureate

<sup>254</sup> Government of Jamaica: Public Sector Modernization – Government at Your Service: A Medium Term Action Plan, December 2007.

Figure 24: Institutional Framework for Implementation, Monitoring and Evaluation

IMPLEMENTATION, MONITORING...



# LIST OF ACRONYMS & ABBREVIATIONS

AAJ	Airports Authority of Jamaica
ACID	Anti-Crime Investigation Department
ACP	African, Caribbean and Pacific States
ACS	Association of Caribbean States
AEROTEL	Aeronautical Telecommunications Limited
AIDS	Acquired Immune Deficiency Syndrome
BCI	Business Competitiveness Index
BIS	Beneficiary Identification System
BOJ	Bank of Jamaica
BRIC	Brazil, Russia, India and China
BSJ	Bureau of Standards Jamaica
CAC	Consumers Affairs Commission
CAP	Community Access Points
CARIBCAN	Caribbean-Canada Trade Agreement
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum of ACP States
CBET	Competency Based Education and Training
CBO	Community Based Organization
CDA	Child Development Agency
CDC	Community Development Committee
CDM	Clean Development Mechanism
CERE	Centre for Excellence in Renewable Energy
CIC	Construction Industry Council
CITO	Central Information Technology Office
CMI	Caribbean Maritime Institute
CMU	Crime Management Unit
CNCD	Chronic Non-Communicable Diseases
CNG	Compressed Natural Gas
COSPROD	Correctional Services Production Company
CPI	Corruption Perception Index
CPI	Consumer Price Index
CREAM	Clear, Relevant, Economical, Adequate, Monitorable
CRNM	Caribbean Regional Negotiating Machinery
CSEC	Caribbean Secondary Education Certificate
CSME	Caribbean Single Market and Economy
CSO	Civil Society Organization
CSWP	Caribbean Research Statistical Work Programme
CTO	Caribbean Tourism Organization
CVSS	Council for Voluntary Social Services
CXC	Caribbean Examinations Council
DAC	Development Area Committee

DALY	Disability Adjusted Life Years
DBJ	Development Bank of Jamaica
DCS	Department of Correctional Services
DEVINFO	Development Information
DFID	Department for International Development (UK)
ECC	Early Childhood Commission
ECE	Early Childhood Education
EDC	Economic Development Committee (Cabinet)
EEZ	Exclusive Economic Zone
EIA	Energy Information Agency
EIU	Economic Intelligence Unit
E-Learning	Electronic Learning
EPA	Economic Partnership Agreement
EPI	Environmental Performance Index
ESSJ	Economic and Social Survey Jamaica
EU	European Union
EVI	Environmental Vulnerability Index
FAMPLAN	Jamaica Family Planning Association
FAO	Food and Agriculture Organization
FBO	Faith Based Organization
FCJ	Factories Corporation of Jamaica
FDI	Foreign Direct Investment
FINSAC	Financial Sector Adjustment Company
FOSS	Free Open-Source Software
FSC	Financial Services Commission
FTC	Fair Trading Commission
GCF	GC Foster College
GCI	Global Competitiveness Index
GCT	General Consumption Tax
GDP	Gross Domestic Product
GES	Government Employment Services
GIS	Geographical Information Systems
GMP/HACCP	Good Manufacturing Practices/Hazard Analysis and Critical Control Points
GOJ	Government of Jamaica
GSAT	Grade Six Achievement Test
HDI	Human Development Index
HEART Trust/NTA	Human Employment and Resource Training Trust/National Training Agency
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
IBM	International Business Machines
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICL	International Computers Limited
ICT	Information and Communications Technology



ICT4D.....	Information and Communications Technology for Development
IDB .....	Inter-American Development Bank
IDPs.....	International Development Partners
IEA.....	International Energy Agency
INSPORT.....	Institute of Sport
IOJ.....	Institute of Jamaica
IOSCO.....	International Organization of Securities Commissions
IP.....	Intellectual Property
IPL.....	Independence Park Limited
IPP.....	Independent Power Producers
IPR .....	International Property Rights
ISCF.....	Island Special Constabulary Force
ISO .....	International Standards Organization
IT.....	Information Technology
ITA.....	Island Traffic Authority
ITU .....	International Telecommunication Union
IWRM .....	Integrated Water Resources Management
JADEP .....	Jamaica Drugs for the Elderly Programme
JAMSTATS.....	Jamaica Statistics
JAMVAC .....	Jamaica Vacations
JASPEV .....	Jamaica Social Policy Evaluation Project
JBA.....	Jamaica Bankers Association
JBI.....	Jamaica Bauxite Institute
JBS.....	Jamaica Bureau of Standards
JBDC .....	Jamaica Business Development Corporation
JBM .....	Jamaica Bauxite Mining Limited
JCAA.....	Jamaica Civil Aviation Authority
JCC.....	Jamaica Chamber of Commerce
JCDC.....	Jamaica Cultural Development Commission
JCF .....	Jamaica Constabulary Force
JCPD .....	Jamaica Council for Persons with Disabilities
JCTU .....	Jamaica Confederation of Trade Unions
JDIC.....	Jamaica Deposit Insurance Corporation
JEA .....	Jamaica Exporters' Association
JEF.....	Jamaica Employers' Federation
JFFL.....	Jamaica Foundation for Lifelong Learning
JHTA.....	Jamaica Hotel and Tourist Association
JIPO .....	Jamaica Intellectual Property Office
JIS .....	Jamaica Information Service
JLI .....	Jamaica Limestone Institute
JMA.....	Jamaica Manufacturers' Association Limited
JNHT.....	Jamaica National Heritage Trust
JPAT .....	Jamaica Protected Areas Trust
JPC.....	Jamaica Productivity Centre
JPSCo .....	Jamaica Public Service Company Limited
JRC .....	Jamaica Railway Corporation
JSE.....	Jamaica Stock Exchange

JSLC.....	Jamaica Survey of Living Conditions
JTA.....	Jamaica Teachers' Association
JTAT.....	Jamaica Trade and Adjustment Team
JTB.....	Jamaica Tourist Board
JTI.....	Jamaica Trade and Invest
JUTC.....	Jamaica Urban Transit Company Limited
KMA.....	Kingston Metropolitan Area
KMR.....	Kingston Metropolitan Region
KRA.....	Key Results Areas
LA.....	Local Authority
LCEP.....	Least Economic Cost Expansion Plan
LFS.....	Labour Force Survey
LMIS.....	Labour Market Information System
LSDP.....	Local Sustainable Development Planning
LSDPF.....	Local Sustainable Development Planning Framework
MAJ.....	Maritime Authority of Jamaica
MDAs.....	Ministries, Departments and Agencies
MDGs.....	Millennium Development Goals
ME.....	Ministry of Energy
MFAFT.....	Ministry of Foreign Affairs and Foreign Trade
MFPS.....	Ministry of Finance and the Public Service
MGD.....	Mines and Geology Division
MIND.....	Management Institute for National Development
MIS.....	Management Information System
MLSS.....	Ministry of Labour and Social Security
MMT.....	Ministry of Mining and Telecommunications
MNS.....	Ministry of National Security
MOA.....	Ministry of Agriculture
MOE.....	Ministry of Education
MOHE.....	Ministry of Health and Environment
MICYS.....	Ministry of Information, Culture, Youth and Sports
MIIC.....	Ministry of Industry, Investment and Commerce
MOJ.....	Ministry of Justice
MOU.....	Memorandum of Understanding
MPDD.....	Mineral Policy and Development Division
MSE.....	Micro and Small Enterprises
MSME.....	Micro, Small and Medium Enterprises
MTBE.....	Methyl Tertiary-Butyl Ether
MTEF.....	Medium Term Expenditure Framework
MTF.....	Medium Term Socio-Economic Policy Framework
MTSEF.....	Medium Term Sectoral Expenditure Framework
MTW.....	Ministry of Transport and Works
NBC.....	National Broadcasting Commission
NCR.....	National Cash Register
NCSI.....	National Coalition of Service Industries
NCST.....	National Commission on Science & Technology
NCTVET.....	National Council on Technical Vocational Education and Training

NDP	National Development Plan
NEPA	National Environment and Planning Agency
NFPB	National Family Planning Board
NGO	Non-Governmental Organization
NIC	National Irrigation Commission
NIGold	National Insurance Gold Health Plan
NIP	National Industrial Policy
NIS	National Innovation System
NIS	National Insurance Scheme
NLA	National Land Agency
NMIA	Norman Manley International Airport
NPC	National Planning Council
NQF	National Qualification Framework
NROCC	National Road Operating and Construction Company
NSWMA	National Solid Waste Management Authority
NWA	National Works Agency
NWC	National Water Commission
OCG	Office of the Contractor General
ODPEM	Office of Disaster Preparedness and Emergency Management
OPM	Office of the Prime Minister
OUR	Office of Utilities Regulations
PAB	Planning and Budgeting Network
PAG	Plan Advisory Group
PAHO	Pan American Health Organization
PAJ	Port Authority of Jamaica
PATH	Programme of Advancement through Health and Education
PBCJ	Public Broadcasting Commission of Jamaica
PCJ	Petroleum Corporation of Jamaica
PDC	Parish Development Committee
PET	Polyethylene Terephthalate
PETROJAM	Petrojam Limited
PICA	Passport, Immigration and Citizenship Agency
PIOJ	Planning Institute of Jamaica
PPCC	Population Policy Coordinating Committee
PSOJ	Private Sector Organization of Jamaica
PTA	Parent Teachers' Association
PWD	Persons with Disabilities
R&D	Research and Development
RADA	Rural Agricultural Development Authority
RBM	Results Based Management
RBMS	Results Based Management System
REER	Real Effective Exchange Rate
RHA	Regional Health Authority
RMF	Road Maintenance Fund
RWSL	Rural Water Supply Limited
S&T	Science and Technology
SBAJ	Small Business Association of Jamaica
SDC	Social Development Commission

SEA .....	Strategic Environmental Assessment
SIA .....	Sangster International Airport
SIDS.....	Small Island Developing States
SLB.....	Students' Loan Bureau
SLC .....	Survey of Living Conditions
SMA.....	Spectrum Management Authority
SMART.....	Specific, Measurable, Achievable, Realistic, Time-bound
SRC .....	Scientific Research Council
SSNRP.....	Social Safety Net Reform Programme
STATIN .....	Statistical Institute of Jamaica
STD .....	Sexually Transmitted Disease
STI .....	Science, Technology and Innovation
SWOT .....	Strengths, Weaknesses, Opportunities and Threats
T2I .....	Threshold 2I Jamaica
TCC .....	Tax Compliance Certificate
TEF .....	Tourism Enhancement Fund
TGCC/JTI.....	Target Growth Competitiveness Committee/Jamaica Trade and Invest
TPDCO .....	Tourism Product Development Company
TRN .....	Taxpayer Registration Number
TWGs.....	Thematic Working Groups
UCJ.....	University Council of Jamaica
UK .....	United Kingdom
UN.....	United Nations
UNESCO .....	United Nations Education, Scientific and Cultural Organization
UNFCC .....	United Nations Framework Convention on Climate Change
UNFPA.....	United Nations Population Fund
UNICEF.....	United Nations Children Fund
UNSTAT .....	United Nations Statistics Division
USA .....	United States of America
UTECH.....	University of Technology
UWI .....	University of the West Indies
VOIP.....	Voice over Internet Protocol
VSC .....	Vital Statistics Commission
WEF .....	World Economic Forum
WHO.....	World Health Organization
WIPO.....	World Intellectual Property Organization
WRA.....	Water Resource Authority
WSIS .....	World Summit on the Information Society
WTO .....	World Trade Organization
YLD .....	Years Lived with Disability

The Plan refers to the names of relevant Ministries and agencies as at the time of its preparation. The names or portfolio responsibilities of Ministries and agencies may, however, change over time.

# APPENDICES

- **Appendix 1 – Vision 2030 Jamaica Plan Development Process**
- **Appendix 2 – Methodology for Plan Formulation**
- **Appendix 3 – T2I Jamaica: An Integrated Development Planning Model**
- **Appendix 4 – List of Task Forces and Chairpersons**
- **Appendix 5 – External Reviews – Clusters**
- **Appendix 6 – Communicating Vision 2030 Jamaica – List of Presentations and Consultations**
- **Appendix 7 – Stakeholders in the Planning Process**



Photograph contributed by JTI

# APPENDICES

# APPENDIX 1

## VISION 2030 JAMAICA PLAN DEVELOPMENT PROCESS

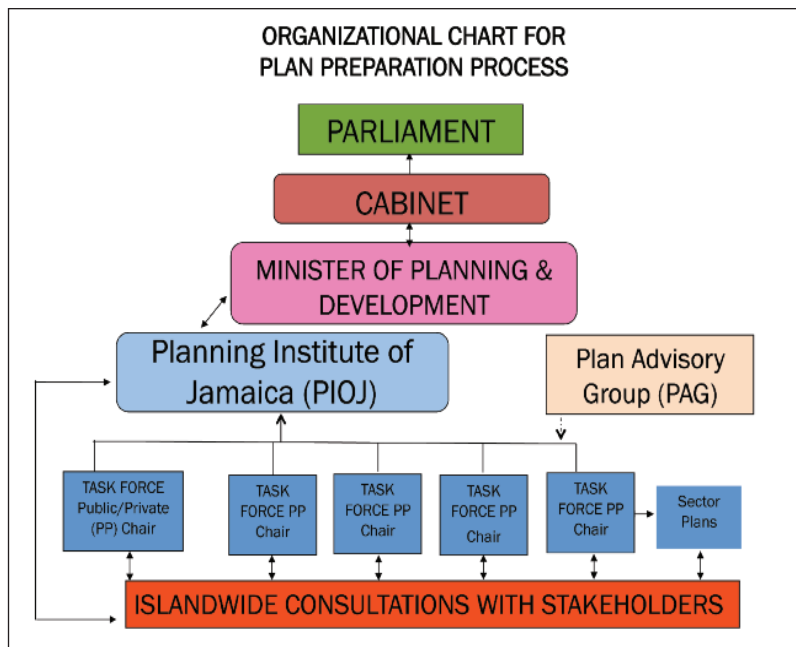
The first step in the planning process was the articulation of a draft Vision Statement: “Jamaica, the place of choice to live, work, raise families, and do business”. This Vision statement is consistent with ideas expressed during the National Sustainable Development Framework (NSDF) visioning exercise and through the PIOJ’s “Dialogue for Development” series. The next step was the identification of twelve areas of strategic focus and a set of guiding principles which are critical for fulfilling the objectives of the Plan and Vision. Four goals were distilled from the vision statement, each of which supports the principles of sustainable development. These goals are:

2. The Jamaican society is secure, cohesive, and just
3. Jamaica’s economy is prosperous
4. Jamaica has a healthy natural environment

1. *Jamaicans are empowered to achieve their fullest potential*

To ensure the successful preparation, implementation and ownership of a national plan which reflects the dreams and aspirations of every Jamaican, we facilitated a process which ensured a high degree of consensus and the participation of a wide cross-section of the society. To this end, a number of approaches were adopted and the initiatives described below pursued.

The organizational chart below and the narrative which follows, describe the various bodies involved in the Plan preparation process.



**Figure 25:**  
**Organizational Chart for Plan Development Process**

### **I. The Plan Advisory Group**

A small Plan Advisory Group (PAG) was established, consisting primarily of industry leaders, academia and leaders from various sectors, with responsibility for bringing its perspectives on the plan development process and for championing support for the Plan particularly among private sector groups, civil society and in the Diaspora. Most of these persons served as co-chairs or members of Task Forces.

### **2. The Establishment of 31 Task Forces and the Development of Sector Plans**

Thirty-one Task Forces were established in March 2007, each of which was responsible for developing a sector plan. These Task Forces constituted an effective liaison and interface among the PIOJ, the agencies of Government, the private sector and civil society. Approximately 20 persons representing a wide array of professionals with sector-specific knowledge and experience were invited to participate on each Task Force. Officials from the IDPs were also involved. Appendix 4 lists the chairpersons of each Task Force.

Each sector plan contains the Situation and SWOT analyses, a Vision Statement, and a Strategic Framework comprising the sectoral goals, objectives, strategies as a phase I and an action plan in the second phase. The first draft of each sector plan was developed using a

combination of the methodologies below.

- Task force meetings were the main source of ideas and views from professionals and experts on issues and challenges related to each sector.
- Incorporation into the Sector Plans of existing policies, programmes and sector plans, the Medium Term Socio-Economic Policy Framework, the National Industrial Policy, commitments embodied in the Millennium Development Goals and other international agreements
- International best practices that could be adapted to the Jamaican context.
- Workshops which targeted key persons not involved in the task forces but who were considered critical thinkers and experts in the respective sectors
- Presentations by task force members on key issues and research relevant to the sector
- Presentations on Threshold 21 (T21) Model and its potential application in the Plan Development process.
- Strategic meetings between Chairs of the task forces and the PIOJ.
- Establishment of small working groups to drive the preparation of the first draft.



The first draft sector plans were completed by August 2007 after 165 Task Force meetings and several workshops.

#### Review of First Draft Sector Plans

Upon completion of the first phase of the sector plans, the PIOJ initiated a thorough review process. To facilitate the review, sector plans were placed in eight clusters with demonstrable links/synergies. Some sector plans were reviewed within more than one cluster, due to the nature of the issues incorporated in the sector plans. Additionally, the clusters also considered cross-cutting issues presented in other sector plans.

Participants in the reviews were critical thinkers with a high level of experience and perspective which would add value to the Sector Plans. These participants were drawn primarily from the private sector, academia (including students at the tertiary level) and civil society. Over 100 persons collectively participated in the review process. Comments from these reviews formed the basis for the revision of the first draft sector plans and established the foundation for the integration process.

#### Action Plans

Action plans were prepared from the strategies identified in the various sectors. This work commenced in November 2007 and similar to the phase before, involved ministries and agencies of Government working with the task forces to identify actions, indicators and targets, responsibility centres, timelines and tentative costs. The involvement of ministries and agencies was to strengthen ownership of the Plan by the implementing agencies at this level, thus ensuring the successful implementation and monitoring.

### **3. Process of Integration**

The process of integrating all 31 sector plans into one coherent long-term national development plan for Jamaica commenced at the end of October 2007. The integration aspect gave significant consideration to the guiding principles which were already infused into the sector plans. These related to international competitiveness, balanced development in urban and regional areas, social cohesion and partnership, a people-centred and knowledge-based society and equity.

The first level of integration resulted in the identification of national concerns from the sector plans using a methodology based on the following criteria: 1) seriousness of the problem; 2) interest and demand of the society; 3) burden of condition; and 4) feasibility of addressing a particular issue. These then formed the basis for identifying the 15 National Outcomes. Seventy National strategies were later drawn from the sector plans, specifically the sector objectives. See Appendix 2 for details on the Methodology.

### **4. MTF 2009-2012**

Implementation, monitoring and evaluation of Vision 2030 Jamaica will be done through a series of three-yearly Medium-Term Socio-Economic Policy Frameworks (MTFs), the first of which is MTF 2009-2012. As the vehicle for operationalizing the long term goals and outcomes of Vision 2030 Jamaica, the MTF utilized the long term planning process to select short term priorities, strategies, programmes and actions and indicators for the preparation of MTF 2009-2012. MTF 2009-2012 was therefore prepared as a companion document to the Plan and is inextricably linked to the national goals and

outcomes. MTF 2009-2012 is also participatory having benefited from the extensive collaborations and consultations relating to the Plan preparation process. These priorities were selected largely through a series of meetings with the various ministries and agencies. In addition, priorities were determined through consideration of external opportunities and threats, quick wins, binding constraints, long-run transformative potential, existing programmes and plans.

### 5. Monitoring and Evaluation Framework

Successful implementation of the Plan will require the application of Results-Based Management principles in the process. Indicators were identified from the objectives established in Phase I of the sector plans. Complementing the identification of indicators was a series

of one-day training workshops in Results-Based Management in October 2007 and February 2008 with officers from line ministries and relevant agencies of Government.

### 6. Communicating Vision 2030 Jamaica

The communication strategy was designed as a critical component of the articulation of the Vision. It sought to inform and educate the population about Vision 2030 Jamaica, solicit their views and opinions, and enlist their full participation, through a continuous, iterative process of dialogue, engagement and involvement in the formulation and monitoring of the processes. Ultimately the aim is to create of a culture of enthusiasm, excitement and unstinting support for nation building.

# APPENDIX 1



Photograph by Warren Hutchinson

Key communication interventions included: the official public launch of the process by the Hon. Bruce Golding, Prime Minister and Minister of Planning and Development, under the theme, “*Planning for a Secure and Prosperous Future*”. which was broadcast live on national radio and streamed live via the Internet; upgrading of the PIOJ’s web site to assist in the dissemination of information to educate and create awareness of the pertinent issues among all stakeholders, including the Jamaican Diaspora; and the production and use of print and electronic media materials such as fliers, brochures, radio commercials, video stories, television advertisement presenting the National Vision Statement and request for public feedback, a specially commissioned Vision 2030 Jamaica Theme Song and jingle composed and arranged in the popular genre, and PowerPoint presentations.

Face-to-face interactions through presentations and consultations provided the stimulus for all stakeholders to share their dreams and aspirations for themselves and the society, as well as their views and opinions on how these may be realized. These presentations and consultations were held in two phases for: (1) special interest groups; and (2) the public.

During Phases I and II, over 84 presentations/consultations for **special interest groups** were made to government and non-government organizations, the private sector, the youth in the formal and non formal system, IDPs, and Civil Society.

Consultations were also held with over 25 schools disaggregated in seven

clusters, engaging approximately 1,200 Fifth and Sixth Form students. They articulated their perspective on developed country status for Jamaica.

Island-wide public consultations began in January 2008 and focused on presenting the National Goals and Outcomes of Vision 2030 Jamaica and selected National Strategies that will enable the country to achieve developed country status by the year 2030. Between January and September 2008, ten public consultations covered the parishes of St. James and Trelawny; Manchester and St. Elizabeth; Westmoreland and Hanover; Clarendon; St. Catherine; Portland; Kingston and St. Andrew; St. Ann and St. Thomas. Appendix 7 lists the consultations.

In preparation for these consultations, the sector plans were placed in each parish library and the PIOJ website was upgraded to support the dissemination of information on the planning process and integrated Plan.

On-going island-wide public education and interaction with stakeholders will continue throughout the implementation, monitoring and evaluation of Vision 2030 Jamaica – National Development Plan.

### **7. Cabinet Approval of Vision 2030 Jamaica and MTF 2009-2012**

The final draft of the National Development Plan and the MTF 2009-2012 were approved by Cabinet on November 17, 2008 and was followed by the tabling of the corresponding Ministry Paper in the houses of Parliament on November 18, 2008.



Photograph by Warren Hutchinson



Photograph by Warren Hutchinson

# APPENDIX 1

# APPENDIX 2

## METHODOLOGY FOR PLAN FORMULATION

The results-based management (RBM) approach was widely used in the National Development Plan preparation process. Results-based management is a life-cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability.<sup>255</sup> This approach moves beyond the implementation or process-focused approach which monitors what is being done to an emphasis on results, which answers the question “why?” or “to what end?” RBM focuses not just on the immediate output level results but it extends to the desired effect or benefits on target; be it people, environment, social or economic conditions. A key advantage of RBM for public planning is that it awakens a consciousness in players “as to their role in delivering critical outputs and outcomes” and not just managing processes.<sup>256</sup>

### **National Results-Based Management (RBM) Framework**

Two frameworks guided the process at the national level. The first is the Logic-Planning framework which provides guidance on the logical flow of the planning process. It outlines National Goals, their respective National Outcomes and the corresponding Sector Outcomes or Objectives, with the responsible Ministries, Departments and Agencies (MDAs). This framework

provides a link to the work already done at the sector level and identifies the strategies for each sector. The second framework, is a monitoring framework, and outlines the impact/outcome indicators (aligned to each Goal/Outcome), baseline data and targets at the agreed intervals.

### **Application of RBM Principles during Plan Preparation Process**

#### ***1. Decide what needs to be achieved: Visions, Goals and Outcomes***

##### ***1a: Determine the Ultimate Desired State/Condition – Visions and Goals***

RBM promotes a “results” focus planning which starts with a clear, generally acceptable futuristic condition or state. This desired state can be arrived at in two ways: 1) the consensus-based approach which is highly participatory, involving various stakeholders including the general public and the political directorate; and 2) the Government priorities-approach, which is exclusive to the wishes of the political directorate. The National Development Plan adopted the consensus-based approach. The Vision of making “*Jamaica the place of choice to live, work, raise families and do business*” was the starting place for the Plan. Through a process of discussion which ensured that the principles of sustainable development as well as

<sup>255</sup> [http://www.tbs-sct.gc.ca/rma/rbm-gar\\_e.asp](http://www.tbs-sct.gc.ca/rma/rbm-gar_e.asp)

<sup>256</sup> Cedric Saldanha, 2002: Promoting Results Based Management in the Public Sectors of Developing Countries

society's main concerns were entrenched, the Vision was operationalized beginning with the formulation of four National Goals. These National Goals represent the ultimate desired state for Jamaica.

***Ib: Determine Intermediate Results: Outcomes***

The logical flow of RBM requires the identification of key result areas (KRAs) which will lead to the realization of the Goals; and the establishment of desired intermediate results which are known as Outcomes. This process involves an assessment of the conditions that exist as well as the barriers that need to be surmounted. Under Vision 2030 Jamaica, the National Outcomes are aligned to respective Goals, and are wider than the ambits of any one Ministry, Agency or Department (MDA). It is expected that the MDAs will ultimately align their individual internal plans to one or more of these outcomes, so that every stakeholder is working towards

Two major benefits of the integration model are: 1) it allows for the plans of MDAs to be ultimately aligned to the outcomes, thereby ensuring consistency in planning from national to sectoral, to individual MDAs; and 2) outcomes as the pivotal integration point removes the emphases on individual sector concerns and places it on KRAs which have the freedom to be inter-sectoral and which are deemed to be the building blocks for accomplishing the set Goals.

achieving the same result. Vision 2030 Jamaica engaged in an extensively collaborative process to develop the 31 sectors plans which form the basis for identifying these Outcomes. The important next step at this point was to integrate the Outcomes with the sector plans.

Making the transition requires carefully calculated manipulation of the systems or 'systems innovations' and must be done within an integrated framework to ensure that the linkages among sectors are captured.<sup>257</sup> The RBM methodology which proposes the development of an intermediate logical step to the Goals through the identification of National Outcomes provided the perfect route for integrating the 31 Sector Plans. By this mechanism, the integrated National Development Plan was derived.

<sup>257</sup> See Verbong and Raven (2006) and La Forqia et al (2004).

The following four criteria were used to derive the National Outcomes from the sector plans: *Seriousness of the Problem, Interest and Demand of the Society, Burden of Condition and Reach and Transformative Potential.*

*Criterion 1: Seriousness of the Problem*

This criterion assumed that the goals written into the sector plans were a reflection of those issues that were considered to be absolutely critical to the achievement of the country's National Goals. The degree of seriousness can be determined by two factors: (1) the number of persons affected (2) the number of development areas that are affected by the issue. The proxy used for these factors was the number of sector plans which highlight the particular issue at the Goal level. There are 31 sector plans so the highest number of sector plans that an Outcome can recur in, is 30 and the lowest is 1.

The National Outcomes were further validated to ensure the completeness of the list through the use of three additional criteria: Interest and Demand of the Society; Burden of Condition and; Reach and Transformative potential.<sup>258</sup>

*Criterion 2: Interest and Demand of the Society*

This criterion is consistent with a participative planning process of including the concerns of the society. Consequently, three main documents were evaluated: Reports of the Dialogue for Development spearheaded by the Planning Institute of Jamaica, the National Planning Summit and the United Nations Development Assistant Framework for Jamaica (UNDAF). These three sources, although secondary, involved large numbers and a wide cross-section of the population thereby ensuring that the general view of the populace was taken into consideration and integrated into the planning process.

Dialogue for Development is a consultative process developed and spearheaded by the Planning Institute of Jamaica with the vision to “engage the citizenry in dialogues to get their participation in matters relating to the economic and social development of the country” (PIOJ, 2001). The first forum was held in Kingston in 2001.

The UNDAF for Jamaica document is part of the UN Common Country Assessment (CCA) programme. The report was borne out of extensive consultations and collaboration between August 2005 and January 2006 among the UN System, the Government of Jamaica (GOJ), civil society and other key partners. Specifically, it outlines the United Nations planned support to the people and Government of Jamaica from 2007-2011 (5).

<sup>258</sup> See Cho et al (2005) and Rosenberg (2005).

*Criterion 3: Burden of Condition*

In order to ensure that the international standards of development are considered in identifying the Outcomes, we examined the Global Competitiveness Index (GCI), the Human Development Index, the Environmental Performance Index, the Vulnerability Index for the Environment (EVI), as well as the Millennium Development Goals (MDGs). This is especially critical given the trend towards the use of “performance or results based evaluation” in determining country’s level of development and the level of support they can receive.<sup>259</sup> The success of RBM depends heavily on the consistency in planning, and the communication of this Plan to all levels.

*Criterion 4: Reach and Transformative Potential*

The need to use resources as effectively as possible to generate the best results was the driving force behind the use of this criterion. Another essential deciding factor was the potential that changes in a particular area will have in snowballing positive changes in other areas. The Threshold 21 Jamaica model was used in collaboration with this criterion. This model allows for the simulation of scenarios based on changes in Government policy and

provides an indication of the benefits and tradeoffs that result from changes in current policy.

The integrated National Development Plan articulates the path for the ‘transition’ to developed country status by 2030. The 15 National Outcomes were identified by these criteria as the foundation on which the National Development Plan was integrated.

## 2. Decide on how to achieve the Outcomes: Developing Strategies

A strategy is designed to achieve a particular goal; it is about choice, which affects outcomes. Strategies are not just about long term routes but also involve the identification of short to medium term priorities which act as building blocks for further work. Several countries using RBM have adopted the development of a “Business Plan”,<sup>260</sup> or a Medium Term Planning Framework, which may span between 3-5 years. This allows for a stage-by-stage operationalization of the long term Plan. While Government priorities are included in this framework, the framework is wider thereby facilitating the other players in achieving the developmental goals of the country.

<sup>259</sup> See Adams C. et al (2004).

<sup>260</sup> Oregon Shines



*National Strategies*

During this Plan preparation, over 70 National Strategies were selected through the following processes:

1. Alignment of each sector outcome with the 15 identified National Outcomes
2. Filtering of the Sector outcomes to eliminate duplications
3. Formulation of the long-term National Strategies from the Sector Outcomes

The use of all the sector outcomes in this process was based on the assumption that all outcomes developed by the Task Forces are truly critical to the achievement of the country's development goals.

*1 – 3 Year Priorities*

As noted earlier, selecting short to medium term priorities is part of strategy selection. This provided the basis for the development of the Medium Term Socio-Economic Policy Framework which is the GOJ's medium-term planning document which, along with the sector plans, operationalizes the Plan.

These short and medium-term priorities were selected largely through a series of meetings with the various ministries and agencies. They were determined through consideration of: external opportunities and threats; quick wins;

binding constraints; long-run transformative potential; as well as existing programmes, plans and Government priorities.

*i. External Opportunities/Threats*

Opportunities speak to those emerging or existing conditions which though not orchestrated locally, hold potential for positive impact on the Jamaican society. These include the #6 world-rating of the “Jamaican Brand”, the global interest in our creative industries, the prominence of our sports personalities, and the beauty of the country's natural resources.

Threats reflect emerging conditions which Jamaica cannot prevent, but can seek to manage. These conditions have the potential to negatively affect the development of the country. Global recessions, high oil and food prices on the world market and the external recruiting of local professionals such as teachers and nurses are some examples.

*ii. Quick Wins*

Quick wins are initiatives which have the potential to generate national results in a relatively short space of time, and subsequently gain support for the Plan. Quick wins to be included in the first 3-year priority listing are those presumed to be able to produce results in 1-3 years.

*iii. Binding Constraints*

Binding constraints represent the most pressing barriers in specific economic, social, environmental and governance spheres which must be addressed to allow future progress towards national development. They have the potential to limit overall growth and development in spite of progress in other areas. The key priority actions include measures to remove or mitigate these binding constraints as soon as possible so as to unlock the potential for more rapid advances in years to come.

*iv. Long Run Transformative Potential*

Long run transformative potential refer to those areas which, based on the expert knowledge of the stakeholders, are key areas to generate the national success that is desired. They are not necessarily quick wins, however they must be implemented within the first 3 years.

*v. Government Priority Areas*

In keeping with the consensus-based approach and to garner political support for successful implementation of the planned strategies, the short-term priorities of the Government were taken into consideration. These priorities were validated via a presentation made to the Cabinet during the planning process.

The seven areas identified by the National Planning Summit, were also given due consideration in the selection of the 1-3 years priorities, since its planning period coincided with the timeframe of the MTF.

*vi. Plans of Ministries, Departments and Agencies (MDAs)*

Ongoing plans, programmes and projects of the various MDAs, particularly for the first year, were included among the priorities. This provides for alignment of the planning process with the budget process and strengthens the case for implementation (through the allocation of resources).

### 3. Establish Measurements: Indicators and Targets

RBM demands that the effects of actions on targets be measured, as an integral part of the methodology and recognizes that effective measurement requires appropriate indicators since indicators are “the reliable means of measuring achievement”.<sup>261</sup> At the level of input, activity and output, it is efficiency that is measured; while at the outcome and impact level it is effectiveness that is measured. While both sets of indicators are important, it is the indicators at the result level that signal success and/or failure.

Two main methods of indicator development are proposed in RBM, these are the CREAM or SMART approach. Both methods require that indicators are clear or specific, relevant to the subject, measurable, adequate for the various levels of disaggregation as well as economically practical.

Targets setting which is also a requirement for RBM allows for the time-bound criteria of the SMART method to be fulfilled. Targets speak to the desired level of performance to be reached within a specific timeframe. With respect to setting targets, RBM proposes the use of baseline data as against the use of benchmark. Baseline indicates the present position before the planned intervention and the target, the desired future expectation. With benchmarking, the present position is not established, and progress is more difficult to measure, because a starting point is not known.

As part of the National Development Plan preparation process, a results-based performance matrix comprising national level and sector level indicators aligned to the 15 National Outcomes was developed. The results-based performance matrix at the national level currently comprises:

- 60 proposed indicators aligned to the 15 National Outcomes
- Baseline values for 2007 or the most recent past year
- Targets which outline the proposed value for the national outcome indicators for the years 2012, 2015 and 2030
- Data sources which identify the ministry/agency or institution which is primarily responsible for the collection of data to measure and report on indicators
- Sources of targets
- Links to existing local and international monitoring frameworks such as the MDGs

#### **4. Develop Monitoring and Evaluation Mechanism**

Monitoring, evaluation and reporting on progress are integral to the RBM methodology. Monitoring takes place at two different levels, results and implementation. Both are important. The latter tracks the inputs, activities and outputs, while results-based monitoring, tracks changes in the results indicators, that is, outcome and impact. In a national planning scenario, implementation monitoring takes place at a lower level than the results monitoring, even though they can be done by the same organization. Monitoring in RBM requires timely reporting and feedback which would then frame the next stage of planning. A robust results-based monitoring and evaluation system is being established to ensure that this next stage takes place.



Photograph by Warren Hutchinson

Public Consultation



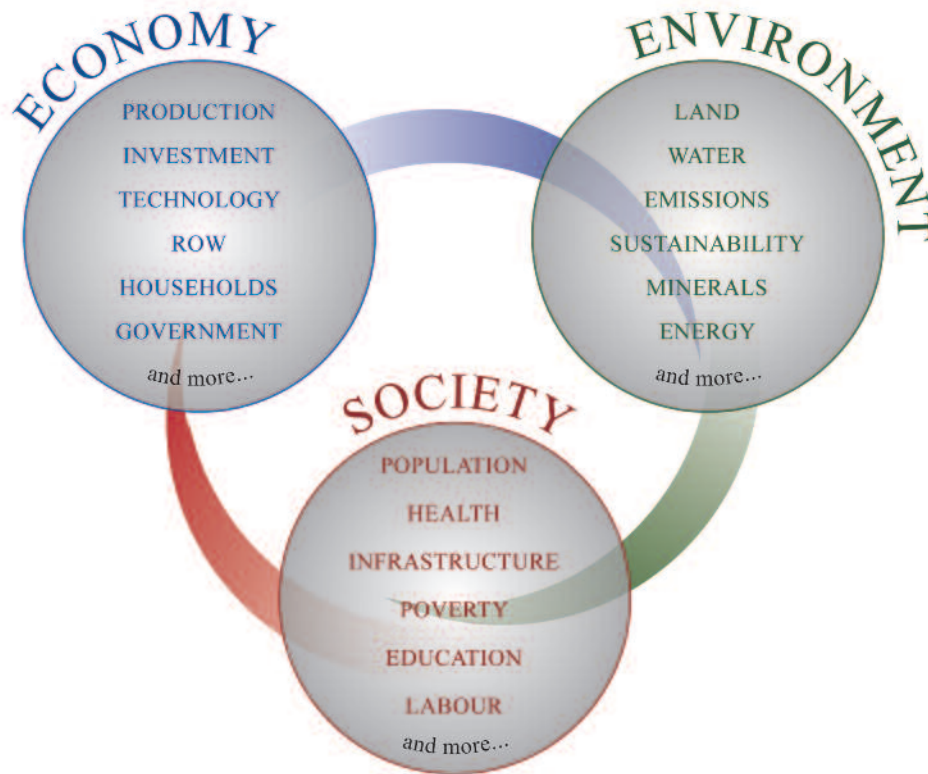
Photograph by Warren Hutchinson

Public Consultation

# APPENDIX 2

# APPENDIX 3

## T21 JAMAICA: AN INTEGRATED DEVELOPMENT PLANNING MODEL



### What is Threshold 21 (T21)?

- A computer simulation tool based on systems dynamics methodology
- Result of decades of research and application

### What is the purpose of T21?

- To support comprehensive, integrated, long-term national development planning

### Features of T21

- Comprehensive - Economic, Social and Environmental factors modelled
- Integrated - Illustrates the links

between the economy, society and environment

- Transparent
- Equations and assumptions are easily accessible
- Variables that influence an outcome can be easily identified
- Collaborative - Facilitates participation and consultation
- Forward-looking - Projects economic, social and environment indicators
- Identifies possible opportunities and threats
- Customizable - Includes modules unique to Jamaica

**What Can T2I Do?**

- Contribute to the national planning process
- Facilitate stakeholder consultations
- Inform strategy documents that address sectoral interests
- Produce data and analyses for international negotiations
- Evaluate social intervention strategies
- Monitor progress towards national goals

**Capacity Building and Institutional Strengthening**

- All PIOJ technical staff trained in use of T2I model
- PIOJ core team trained in customizing model for Jamaica
- Staff in a number of ministries and

agencies trained in use of T2I model

- PIOJ core team have the capacity to train public sector staff and other stakeholders in use of the run-only version and research components of T2I model

**Vision 2030 Jamaica and T2I**

- T2I provided scenarios on strategic options for the National Development Plan
- T2I helped to validate selection of priority outcomes for the Medium-Term Socio-Economic Policy Framework
- T2I will help to model progress in Plan implementation and to guide Plan modifications

<sup>255</sup> [http://www.tbs-sct.gc.ca/rma/rbm-gar\\_e.asp](http://www.tbs-sct.gc.ca/rma/rbm-gar_e.asp)

# APPENDIX 4

## LIST OF SECTOR PLANS, TASK FORCES, AND CHAIRPERSONS

LIST OF SECTOR PLANS AND TASK FORCES	CHAIRPERSONS
1. Agriculture	Mr. Donovan Stanberry
2. Mining and Quarrying	Dr. Philip Baker
3. Manufacturing	Mr. Simon Roberts
4. Construction	Mr. Don Mullings
5. Macroeconomy and Trade	Mr. Colin Bullock
6. Tourism	Mrs. Karen Ford-Warner
7. Services	Mr. Earl Jarrett
8. Creative Industries and Sport	Ms. Angela Patterson
9. Transport	Hon. Noel Hylton
10. Information and Communications Technology	Dr. Jean Dixon
11. Energy	Dr. Raymond Wright
12. Population	Ms. Valerie Nam
13. Labour Market and Productivity	Ms. Audrey Hinchcliffe
14. Culture and Values	Mr. Vivian Crawford
15. Health	Professor Owen Morgan
16. Correctional Services	Major Richard Reese
17. National Security	Mr. Gilbert Scott
18. Education	Hon. Rae Davis
19. Training	Mr. Donald Foster
20. Social Welfare and Vulnerable Groups	Ms. Heather Ricketts
21. Social Security	Ms. Faith Innerarity
22. Poverty Reduction/Eradication	Dr. Michael Witter
23. Persons with Disabilities	Ms. Monica Bartley
24. Gender	Professor Barbara Bailey
25. Environmental and Natural Resources Management	Mrs. Eleanor Jones
26. Urban and Regional Planning	Dr. Vincent George
27. Hazard Risk Reduction and Climate Change	Mr. Franklin McDonald
28. Science, Technology and Innovation	Prof. Ishenkumba Kahwa
29. Housing	Mr. Karl Wright
30. Governance	Ms. Onika Miller
31. Water	Mr. Basil Fernandez
32. Real <sup>262</sup> Sector	Dr. Marshall Hall

<sup>262</sup> This Task Force was subsequently split into four distinct task forces: Agriculture, Mining and Quarrying, Manufacturing, and Construction. No Sector Plan was generated by this Task Force.

# APPENDIX 4



Photograph contributed by JTI



# APPENDIX 5

## LIST OF CLUSTERS FOR EXTERNAL REVIEW

The thirty-two task forces were divided into the following eight clusters to facilitate the review process. Some sector plans were reviewed within more than one cluster, due to the nature of the

issues incorporated in the sector plans. Additionally, the clusters also considered cross-cutting issues presented in other sector plans. The table below presents a listing of the eight clusters.

**Table 51: Defined Clusters for the Review of 1st Draft Sector Plans**

Clusters/Task Forces	Cross-Cutting Issues Considered <sup>263</sup>
<p><b>Cluster 1:</b></p> <ul style="list-style-type: none"> <li>• Real Sector (agriculture, mining &amp; quarrying, manufacturing and construction)</li> <li>• Energy</li> <li>• Environmental and Natural Resources Management/Climate Change</li> <li>• Tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Population</li> <li>• Gender</li> <li>• Governance</li> <li>• Trade</li> <li>• Labour Market</li> <li>• Urban Planning and Regional Development</li> <li>• Information and Communications Technology</li> <li>• Science, Technology and Innovation</li> </ul>
<p><b>Cluster 2:</b></p> <ul style="list-style-type: none"> <li>• Macroeconomy and Trade</li> <li>• Labour Market and Productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Poverty</li> <li>• Energy</li> <li>• Real Sector</li> <li>• Tourism</li> <li>• Information and Communications Technology</li> <li>• Science, Technology and Innovation</li> </ul>
<p><b>Cluster 3:</b></p> <ul style="list-style-type: none"> <li>• Services</li> <li>• Tourism</li> <li>• Creative Industries and Sport</li> <li>• Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Environmental and Natural Resources Management</li> <li>• Labour Market</li> <li>• Climate Change</li> </ul>
<p><b>Cluster 4:</b></p> <ul style="list-style-type: none"> <li>• Education</li> <li>• Training</li> <li>• Information and Communications Technology</li> <li>• Science, Technology and Innovation</li> <li>• Creative Industries and Sport</li> </ul>	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Poverty</li> <li>• Labour Market and Productivity</li> <li>• Law and Order</li> <li>• Population</li> <li>• Culture and Values</li> </ul>

<sup>263</sup> These cross-cutting issues were considered to be critical in the assessment and review of the sector plans as defined in the clusters.

Clusters/Task Forces	Cross-Cutting Issues Considered <sup>263</sup>
<p><b>Cluster 5</b></p> <ul style="list-style-type: none"> <li>• Urban &amp; Regional Planning</li> <li>• Transport</li> <li>• Tourism</li> <li>• Housing</li> <li>• Population</li> </ul>	<ul style="list-style-type: none"> <li>• Environment &amp; Natural Resources Management</li> <li>• Labour Market</li> <li>• Energy</li> </ul>
<p><b>Cluster 6:</b></p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Law and Order</li> <li>• Justice</li> <li>• Correctional Services</li> </ul>	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Culture and Values</li> <li>• Education and Training</li> <li>• Environmental Management</li> </ul>
<p><b>Cluster 7:</b></p> <ul style="list-style-type: none"> <li>• Poverty Reduction/Eradication</li> <li>• Health</li> <li>• Social Security</li> <li>• Social Welfare and Vulnerable Groups</li> <li>• Persons with Disabilities</li> <li>• Urban Planning and Regional Development</li> </ul>	<ul style="list-style-type: none"> <li>• Population</li> <li>• Gender</li> <li>• Education &amp; Training</li> <li>• Housing</li> </ul>
<p><b>Cluster 8:</b></p> <ul style="list-style-type: none"> <li>• Health</li> <li>• Culture &amp; Values</li> <li>• Population</li> <li>• Gender</li> </ul>	

APPENDIX 5

Persons participating in the cluster reviews are listed below.

**Table 52: Persons Participating in the Cluster Reviews**

	NAME	ORGANIZATION
1.	Mrs. Maria Jones	Ministry of Education
2.	Mr. Vladimir Wallace	University of Technology Students' Association
3.	Rev. Adinhair Jones	National youth Service
4.	Denise Stephenson	University of Technology
5.	Karlene Francis	Ministry of Industry, Technology, Energy and Commerce
6.	Ena Barclay	Jamaica Teachers' Association
7.	Lola Ramocan	UNICEF
8.	Patricia Sutherland	Private Sector Organization of Jamaica/JMMB
9.	Prof. Gordon Shirley	University of the West Indies
10.	Prof. Ishenkumba Kahwa	University of the West Indies
11.	Roger Bent	UWI Guild of Students
12.	Prof. Rose Davies	UWI Institute of Education
13.	Ayana Samuels	Private Technology Policy Consultant
14.	Frank Weeple	Education Transformation Team, Ministry of Education
15.	Dr. Rebecca Tortello	Education Consultant
16.	Donald Foster	HEART TRUST/NTA
17.	Trevor Murray	Jamaica Employers' Federation
18.	Bethan Hussey	Labour Market Research Services
19.	Winsome Wilkins	Council of Voluntary Social Services /United Way
20.	Monica Bartley	Statistical Institute of Jamaica
21.	Mrs. Millicent Hinds-Brown	Ministry of Finance
22.	Dr. Pauline McHardy	
23.	Ms. Jenny Jones	Jamaica Social Policy Evaluation Project (JASPEV)
24.	Mrs. Mary Clarke	Office of the Children's Advocate
25.	Mrs. Jacqueline DaCosta	Cabinet Office
26.	Dr. Jaslin Salmon	International Institute for Social, Political and Economic Change
27.	Dr. Deanna Ashley	
28.	Mrs. Hermoine McKenzie	University of the West Indies
29.	Kerry- Ann Lewis	UNICEF
30.	Ms. Nada Marasovic	UNICEF
31.	Ms. Judith Wedderburn	Friedrich-Ebert Foundation
32.	Mr. Cordel Green	Broadcasting Commission
33.	Prof. Barbara Bailey	University of the West Indies

	<b>NAME</b>	<b>ORGANIZATION</b>
34.	Dr. Neville Beharie	University of the West Indies
35.	Ms. Jennifer Small	Radio Jamaica (RJR)
36.	Mr. Julian Devonish	University of the West Indies
37.	The Hon. Prof. Denise Eldemire Shearer	University of the West Indies
38.	Dr. Jennifer Knight-Johnson	US Agency for International Development
39.	Mr. Winston Clarke	
40.	Mrs. Angela Patterson	Creative Production and Training Centre Limited
41.	Dr. Winston De La Haye	Medical Association of Jamaica
42.	Mr. Vivian Crawford	Institute of Jamaica
43.	Dr. John Jones	Dental Auxiliary School
44.	Mr. Burchell Duhaney	Edna Manley College
45.	Ms. Vilma Bailey	University of the West Indies
46.	Prof. Neville Duncan	Sir Arthur Lewis Institute of Social and Economic Studies (SALISES), UWI
47.	Ms. Pansy Hamilton	University of the West Indies
48.	Ms. Donna Fraser	Bureau of Women's Affairs
49.	Mr. Eric Deans	Maritime Authority
50.	Mr. Kevin Hendrickson	The Courtleigh Hotel
51.	Mr. Albert Gillings	National Road Operating and Constructing Company
52.	Mr. Barrington Payne	Tourism Product Development Company
53.	Major Desmond Brown	Independence Park Limited
54.	Mr. Mark Taylor	Caribbean School of Architecture
55.	Ms. Claudette Hall	Ministry of Agriculture
56.	Mr. Joseph Matalon	Computerised Systems Limited
57.	Mr. Ivan Anderson	National Road Operating and Constructing Company
58.	Hon. Kingsley Thomas	
59.	Dr. Alwyn Hales	Ministry of Transport & Works
60.	Mrs. Edmarine Lowe-Ching	National Works Agency
61.	Lt. Col. Oscar Derby	Jamaica Civil Aviation Authority
62.	Mrs. Jacqueline DaCosta	Office of the Prime Minister
63.	Commander John McFarlene	Director of Aviation Security
64.	Dr. Philip Baker	Jamaica Bauxite Institute
65.	Mr. Omar Azan	Jamaica Manufacturers Association
66.	Mr. Robert Kerr	Jamaica Trade and Invest
67.	Dr. Ruth Potopsingh	Petroleum Corporation of Jamaica
68.	Mr. Coy Roache	Jamaica Bauxite Mining Limited
69.	Dr. Pauline McHardy	
70.	Mr. Ronald Jackson	Office of Disaster Preparedness and Emergency Management
71.	Mr. Joseph Matalon	Computerised Systems Limited
72.	Prof. Anthony Clayton	University of the West Indies
73.	Dr. Camella Rhone	Jamaica Bureau of Standards
74.	Mr. Edward Chin-Mook	Small Business Association of Jamaica
75.	Ms. Diana McCaulay	Jamaica Environment Trust
76.	Ms. Dorothy Llewellyn	Development Bank of Jamaica
77.	Dr. Audia Barnett	Scientific Research Centre
78.	Mr. Grub Cooper	
79.	Dr. Deanna Ashley	University of the West Indies
80.	Dr. Anne Crick	University of the West Indies
81.	Mr. Rezworth Burchenson	Prime Asset Management
82.	Mr. Michael Fairbanks	OTF/SEVEN

# APPENDIX 6

## COMMUNICATING VISION 2030 JAMAICA LIST OF PRESENTATIONS & CONSULTATIONS

<b>PRESENTATIONS &amp; CONSULTATIONS</b>
<b>DECEMBER 2006</b>
Presentation to Permanent Secretaries and heads of departments within GOJ entities
<b>JANUARY 2007</b>
Presentation to Schools' Fora involving 875, 5 <sup>th</sup> and 6 <sup>th</sup> Form students in 5 Clusters from 20 schools Kingston
Presentation to Permanent Secretary and Directors of the Ministry of Education PIOJ Board
Presentation to Population Policy Coordinating Committee
Workshop for Ministry of Industry, Technology, Energy and Commerce (Training Workshop on Use of the Energy and Power Evaluation Program)
Presentation to Ministry of Health
Presentation to T21 Jamaica Steering Committee
<b>FEBRUARY 2007</b>
Presentation to Ministry of Agriculture and Lands
Presentation to Ministry of Tourism, Entertainment and Culture
Presentation to National Youth Service
Presentation to International Development Partners
Presentation to Ministry of Foreign Affairs and Foreign Trade
Presentation to Ministry of Transport, Housing, Water and Works
Presentation to Management Institute for National Development
Presentation to Ministry of Local Government and Environment Parish Councils – Secretary Managers
Presentation to Permanent Secretaries for Ministry of Industry, Technology, Energy and Commerce; Ministry of Local Government and Environment and a representative from the Office of the Prime Minister
<b>MARCH 2007</b>
Presentation to University of the West Indies select group of lecturers

<b>PRESENTATIONS &amp; CONSULTATIONS</b>
Presentation to Minister of Education and Youth
Presentation to Energy Stakeholders Workshop
Schools' Forum involving two clusters of nine schools from Kingston & St. Andrew and neighbouring parishes at the National Children's Expo
<b>JUNE 2007</b>
Workshop with Task Force Chairs and Technical Secretaries
Presentation to Private Sector Organization of Jamaica
Presentation to Board of the Scientific Research Council
Presentation to Representatives of the two political organizations
<b>JULY 2007</b>
Presentation to Tourism Stakeholders Workshop
Presentation to GOJ Policy Analysis Network
<b>AUGUST 2007</b>
Presentation to Caribbean Institute of Media and Communication (CARIMAC)
<b>SEPTEMBER 2007</b>
Presentation at Launch of Manchester 2030 Parish Development Plan
Presentation to New Administration/Government
<b>OCTOBER 2007</b>
Presentation to the Most Hon. Edward Seaga
Presentation to Jamaica Hotel and Tourist Association – Kingston Chapter
<b>Official Public Launch of Vision 2030 Jamaica</b>
<b>NOVEMBER 2007</b>
Presentation to Agriculture Stakeholders Planning Workshop
Presentation to National Forum on Climate Change
Presentation to White Marl/Central Village Business Watch Retreat
Presentation to Ministry of Water and Housing
Presentation to Human Resource Management Association of Jamaica Conference
Presentation to Caribbean Development Bank in Barbados
Presentation to St. Catherine Parish Development Committee Annual General Meeting
Presentation to International Development Partners Retreat
Presentation to Jamaica Hotel and Tourist Association – Negril Chapter
<b>DECEMBER 2007</b>
Presentation to National Environment and Planning Agency
Presentation at Brand Jamaica Workshop
Presentation to South Coast Resort Board
<b>JANUARY 2008</b>
Public Consultation - <b>St. James and Trelawny</b>

<b>PRESENTATIONS &amp; CONSULTATIONS</b>
Presentation to Social Development Commission Officers & Directors
Presentation at Cabinet Retreat
Presentation to Human Resource Management Association of Jamaica (HRMAJ)
<b>FEBRUARY 2008</b>
Public Consultation - <b>Manchester and St. Elizabeth</b>
Follow-up Presentation to Caribbean Development Bank (Barbados)
<b>MARCH 2008</b>
Jamaica Confederation of Trade Unions
Ministers of Finance and the Public Service
Leader of the Opposition and the Shadow Cabinet
Public Consultation for Westmoreland and Hanover
Energy Workshop
EXIM Bank Board Retreat
<b>APRIL 2008</b>
CHASE Fund Culture Committee
Jamaica Trade & Invest (JAMPRO)
New Testament Church of God Conference
<b>MAY 2008</b>
Public Consultation - <b>Clarendon</b>
Vision 2030 Jamaica Presentation -New Testament Church of God, District Overseers' Conference
<b>JUNE 2008</b>
Vision 2030 Jamaica Presentation to Socio-Economic Information Network
Vision 2030 Jamaica Presentation at the Diaspora Conference
Public Consultation - Portmore, <b>St. Catherine</b>
Public Consultation - <b>Greater St. Catherine</b>
<b>JULY 2008</b>
Public Consultation – <b>Portland</b>
Presentation to College Libraries' Network (COLINET)
Presentation to Shipping Association of Jamaica (SAJ) "Lunch & Learn" session
Public Consultation - <b>Kingston &amp; St Andrew</b>
<b>AUGUST 2008</b>
Presentation at Ministry of National Security Policy Directorate Training Event
<b>SEPTEMBER 2008</b>
Public Consultation – <b>St. Ann</b>
Presentation – Ministry of Finance & the Public Service – Lunch Hour Forum
Presentation – Jamaica Trade & Invest, "Launch of the World Investment Report"

**PRESENTATIONS & CONSULTATIONS****OCTOBER 2008**

Presentation – Hampton High School for Girls

Presentation – CVSS/British High Commission Executive Retreat

Presentation – UWI Students - MSc Public Sector Management Programme

Presentation – Jamaica Institute of Planners

**NOVEMBER 2008**Public Consultation – **St. Thomas**

Presentation to PIOJ Managers &amp; Directors, Management Retreat

Presentation at Labour Market Forum

Presentation to Dept. of Gender UWI/PIOJ Gender Unit Youth Forum

**JANUARY 2009**

Presentation to Ministry of Education

Private Sector Dialogue

Presentation at Land Information Council of Jamaica

Presentation to Directors of Planning and Planners, Local Planning Authorities

**FEBRUARY 2009**

Presentation to Local Government Officers

Presentation to Caribbean Institute of Technology

Media Forum

Presentation to International Development Partners (IDPs)

Presentation to Board of Permanent Secretaries

Presentation at Energy &amp; Minerals Symposium

Presentation at Money Expo

**MARCH 2009**

Presentation to Trade Unions

Presentation to Civil Society

Presentation to Jamaica Social Investment Fund (JSIF)

**APRIL 2009**

Presentation to University of Technology – Marketing Seminar

Presentation to Ministry of National Security – Executive Management Team



# APPENDIX 7

## STAKEHOLDERS IN THE PLANNING PROCESS

Abilities Foundation	Beef and Dairy Producers Association Ltd.
Accompung Moroons	Belle Tropicals Limited
Air Jamaica Limited	Benthan Hussey, Labour Market Specialist
Airports Authority of Jamaica	Bethel Baptist Church
Airways International Limited/Air Pack Express	Berger Paints (Ja.) Ltd
Alison Massa Planning	B-H Paints (WI) Ltd
Alkali Group of Companies	Blue Cross of Jamaica Limited
Alumina Partners of Jamaica	Board of Supervision
Amateur Swimming Association of Jamaica	Boss Furniture
American Chamber of Commerce in Jamaica	Boulevard Baptist Church
Andre's Auto Supplies	Broadcasting Commission
Appleton Estate Rum Tour	Brown Hamilton And Associates
ASHE Caribbean Performing Arts Ensemble and Academy	Bureau of Standards
Association of Development Agencies	Bureau of Women's Affairs
Association of Jamaica Attractions Limited	Bustamante Industrial Trade Union
Association of Returning Residents	Cabinet Office
Association of Women's Organizations	Cable and Wireless Jamaica Ltd.
Assurance Brokers Ja. Ltd.	Campion College
Balaclava High School	Canadian International Development Agency
Bank of Jamaica	Canon the Hon. Weeville Gordon
Bank of Nova Scotia	Caribbean Agribusiness Association
	Caribbean Agricultural Research and Development Institute

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Caribbean Coastal Area Management Foundation	Community Development Associations Island-wide
Caribbean Cement Company Limited	Community Development Committees Island-wide
Caribbean Centre for Organization Development Excellence Limited	Companies Office of Jamaica
Caribbean Development Bank	Competitiveness Company Limited
Caribbean Food & Nutrition Institute	Construction and Resource Development Company
Caribbean Institute of Media and Communications	Cornwall Regional Hospital
Caribbean Maritime Institute	Council of Community Colleges of Jamaica
Caribbean Policy Research Institute	Council Professions Supplementary to Medicine
Caribbean School of Architecture, UTECH	Council of Voluntary social Services
Carol Narcisse and Associates	Countrystyle Community Tourism Network
Carron Hall High School	Creative Production and Training Centre
Central Information Technology Office	Competitiveness Company Limited
Central Jamaica Conference of Seventh Day Adventists	Computerised Systems Limited
Chemical Lime Co.	Denbigh High School
Child Development Agency	Dennis Chung
Children First	Dental Auxiliary School
Chinese Benevolent Association Limited	Department of Correctional Services
Chinese Embassy	Department for International Development
Chukka Caribbean Adventures	Developers Association of Jamaica
Citizens' Associations Island-wide	Development Bank of Jamaica Ltd
Citizen's Security and Justice Programme	Dairy Board
Civil Aviation Authority	Digicel
Clarecia Christie	Digital Phenomena Limited
Cocoa Industry Board	Dispute Resolution Foundation
Coconut Industry Board	Dolphin Cove
Coffee Industry Board	Dr. Morais Guy
Colburne College	Early Childhood Commission
College of Agriculture, Science & Education	East Jamaica Conference of Seventh Day Adventist

Edna Manley College of the Visual and Performing Arts	Grace Kennedy Limited
Edith Dalton James High School	Grange Hill High School
Education Transformation Team, MOE	Glaxosmithkline Caribbean
Edwin Allen High School	GOJ/CIDA Environmental Action (ENACT) Programme
Electoral Office of Jamaica	Guardian Life Jamaica Limited
Embassy of Japan	Hamilton Knight Associates
Entertainment Advisory Board	Hardware Merchants Association
Environmental and Engineering Managers Limited	HEART Trust/NTA
Environmental Foundation of Jamaica	His Worship Mayor Keith Hinds, Mayor of Portmore Municipal Council
Environmental Health Foundation	His Workship Senator Councillor Desmond McKenzie, Mayor of Kingston and St. Andrew
Environmental Solutions Limited	Holy Trinity Cathedral
European Union	Hon. Karl Hendrickson
EXIM Bank	IBM World Trade Corp. Jamaica
Facey Commodity Co. Ltd.	ICWI Group
Fair Trading Commission	Imex Technologies Ltd.
Faith Based Organizations Island-wide	Incorporated Masterbuilders Association of Jamaica
Faithworks Limited/Mooimages	Independent Jamaican Council on Human Rights
Fathers in Action	Independent School Association
Financial Services Commission	Information, Communication and Technology for Development
Finder Caribbean Ltd.	Institute of Chartered Accountants of Jamaica
Fisheries Division	Institute of Jamaica
Fishermens Cooperative	Institute of Law and Economics Limited
Flow Jamaica	Institute of Sports Ltd.
Foga Daley & Co.	Insurance Association of Jamaica
Food and Agriculture Organization	Inter-American Development Bank
Food for the Poor	Inter American Institute for Cooperation on Agriculture
Forestry Department	
Franklin McDonald	
Friedrich Ebert Foundation	
Fujitsu Transaction Solutions (Jamaica) Ltd.	
G.C Foster College	
Grace Food Processors Canning Limited	
GK Funds	

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International Institute for Social, Political and Economic Change	Jamaica Conservation and Development Trust
IRIE FM	Jamaica Co-operative Credit Union League Limited
Irwin High School	Jamaica Constabulary Force
Island Special Constabulary Force	Jamaica Council of Churches
Jamaica 4-H Clubs	Jamaica Council for Persons with Disabilities
Jamaica Agricultural Development Foundation	Jamaica Cricket Association
Jamaica Agricultural Society	Jamaica Cultural Development Commission
Jamaica AIDS Support	Jamaica Customer Service Association
Jamaica Aluminum Company (Jamaico)	Jamaica Customs Department
Jamaica Amateur Athletic Association	Jamaica Defense Force
Jamaica Association of Community Cable Operators	Jamaica Developers Association
Jamaica Association of Local Government Officers	Jamaica Employers' Federation
Jamaica Association of Travel Agents	Jamaica Energy Partners
Jamaica Association of Villas and Apartments	Jamaica Environment Trust
Jamaican Aviators, Operators, and Pilots Association	Jamaica Exporters' Association
Jamaica Bankers Association	Jamaica Family Planning Association
Jamaica Bar Association	Jamaica Federation of Musicians & Affiliated Artistes Union
Jamaica Bauxite Institute	Jamaica Fire Brigade
Jamaica Bauxite Mining Limited	Jamaica Freight and Shipping
Jamaica Broilers Group Limited	Jamaica Foundation for Lifelong Learning
Jamaica Bureau of Standards	Jamaica Gasolene Retailers Association
Jamaica Business Development Centre	Jamaica Gleaner
Jamaica Cane Product Sales Limited	Jamaica Government Pensioners Association
Jamaica Chamber of Commerce	Jamaica Gypsum & Quarries Ltd
Jamaica Citrus Growers Limited	Jamaica Hotel and Tourist Association
Jamaica Civil Aviation Authority	Jamaica Information Service
Jamaica Civil Service Association	Jamaica Institute of Environmental Professionals
Jamaica Coast Guard	Jamaica Institution of Architects
Jamaica Computer Society	Jamaica Institution of Engineers
Jamaica Confederation of Trade Unions	

Jamaica Institution of Planners	Jessie Ripoll Primary School
Jamaica Intellectual Property Organization	JCAL Tours
Jamaica Library Service	Joint Board of Teacher Education
Jamaica Livestock Association	Karl Wright
Jamaica Manufacturers' Association	KIA Motors
Jamaica Master Builders Association	Kingston City Centre Improvement Company
Jamaica National Building Society	Kingston Hub Distributors
Jamaica National Heritage Trust	Kingston Restoration Company
Jamaica National Small Business Loans Programme	Kingston & St. Andrew Corporation
Jamaica Netball Association	Kingston Wharves Ltd.
Jamaica Observer	Knox Community College
Jamaica Organic Agriculture Movement	KS Chemicals Distributors Ltd.
Jamaica Pre-Mix Ltd	Kingston & St. Andrew Action Forum
Jamaica Private Power Company	Youth Organization
Jamaica Producers Group	Kiwanis
Jamaica Productivity Centre	Lay Magistrates Association
Jamaica Public Service Company Limited	Liberty Academy at the Priory
Jamaica Racing Commission	Life of Jamaica Limited
Jamaica Red Cross	Little Theatre Movement
Jamaica Social Investment Fund	Livingston, Alexander and Levy
Jamaica Social Policy Evaluation Project	Local Government Authorities Island-wide
Jamaica Stock Exchange	MBJ Airports Limited
Jamaica Teachers Association	M & M Jamaica Limited
Jamaica Tourist Board	Maldon High School
Jamaica Trade and Invest	Magotty High School
Jamaica Union of Public and Private Employees	Management Institute for National Development
Jamaica Union of Travellers Association	Manchester Parish Council
Jamaica Urban Transit Company	Mannings High School
Jamaica Workers Union	Manpower & Maintenance Services
Jamaica Youth For Christ	Marcus Garvey Technical High School
Jamaican Foundation for Lifelong Learning	May Pen High School
Jamaicans for Justice	Maritime Authority of Jamaica
	Media Association of Jamaica

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Medical Association of Jamaica	National Commission on Science and Technology
Mel Nathan Institute	National Consumers League
Meteorological Service of Jamaica	National Council on Education
Mines and Geology Division	National Council for Senior Citizens
Mining and Quarrying Association of Jamaica	National Council of Taxi Association
Ministers Fraternal Island-wide	National Environmental Education Committee
Ministry of Agriculture	National Environment and Planning Agency
Ministry of Education	National Family Planning Board
Ministry of Finance and the Public Service	National Health Fund
Ministry of Foreign Affairs and Foreign Trade	National Housing Development Corporation
Ministry of Health and Environment	National Housing Trust
Ministry of Industry, Commerce & Investment	National Insurance Scheme
Ministry of Information, Culture, Youth and Sports	National Irrigation Commission
Ministry of Justice	National Land Agency
Ministry of Labour and Social Security	National Library of Jamaica
Ministry of National Security	National Parent Teacher Association
Ministry of Technology, Energy and Commerce	National Poverty Eradication Programme
Ministry of Tourism	National Public Health Laboratory
Ministry of Transport and Works	National Road Operating and Construction Company
Ministry of Water and Housing	National Solid Waste Management Authority
Minott Services Ltd	National Water Commission
MiPhone	National Workers' Union
Mona School of Business	National Works Agency
Multimedia Communications	National Youth Service
My Tropic Escape	Nature Preservation Foundation
National AIDS Committee Jamaica	National Council on Technical and Vocational Education and Training
National Centre for Youth Development	Norman Manley International Airport
National Commercial Bank of Jamaica Ltd	North East Regional Health Authority
National Commercial Bank Foundation	Northern Caribbean University

Northern Jamaica Conservation Association	Realtors Association of Jamaica
Ocho Rios High School	Registrar of Companies
Office of the Children's Advocate	Registrar General's Department
Office of the Commissioner of Police	Recording Industry Association of Jamaica
Office of Disaster Preparedness and Emergency Management	Robert Lightbourne High School
Office of the Prime Minister	Rugby Lime Co
Office of the Services Commission	Rural Agricultural Development Authority
Office of Utilities Regulation	Salvation Army School for the Blind
Optimist Club	Sam Sharpe Teachers College
Pan American Health Organization	Scientific Research Council
Paul Bogle High School	Sir John Golding Rehabilitation Centre
Pauline McHardy	Small Business Association of Jamaica
Paymaster Jamaica Ltd.	Smith Warner International Limited
Peace Management Initiative	Social Development Commission
Peoples Action for Community Transformation	South Eastern Regional Health Authority
Petrojam Limited	Southern Regional Health Authority
Petroleum Corporation of Jamaica	Spectrum Management Authority
Poor Relief Department	Sports Development Foundation
Port Antonio High School	SPORTSMAX
Port Authority of Jamaica	Shipping Association of Jamaica
Portmore Community College	St. Andrew Care Centre
Postal Corporation of Jamaica	St. Ann Jamaica Bauxite Partners
Power 106	St. Ann Parish Council
Press Association of Jamaica	St. Thomas Technical High School
Pragma Consultants Limited	Statistical Institute of Jamaica
Private Sector Organization of Jamaica	Sterling Asset Management
Professional Societies Association of Jamaica	Stewart's Auto Sales Limited
Profitable Corporate Solutions	St. Mary Resort Board Chairman
Quality Academics	Sugar Industry Authority
Radio Jamaica (RJR)	Superclubs
Ralph Chen	Super Plus Foods
Ralph Thompson	T Geddes Grant Distributors
	Tank-Weld Metals

Target Growth Competitiveness Committee, Jamaica	Universal Access Fund
Tax Administration Directorate	University and Allied Workers Union
Technology Innovation Centre	University College of the Caribbean
Tele-Medicine Limited	University of the West Indies
Television Jamaica	University of Technology, Jamaica
The Courtleigh Hotel	Urban Development Corporation
Timecode Productions Ltd.	US Agency for International Development/Jamaica
Tourism Enhancement Fund	Vere Technical High School
Tourism Product Development Company	Walkerswood Caribbean Foods Limited
Tradewinds Citrus Ltd	Water Resources Authority
Trade Board	West Indies Home Contractors Limited
Transport Authority	Western Regional Health Authority
Trans Resources	Wigton Wind Farm
Turbolife Manufacturing Co. Ltd.	Windalco
UK Department for International Development (DFID)	WISYNCO Group
Union of Schools', Agricultural & Allied Workers	Womens Business Owners Jamaica
United Church in Jamaica and the Cayman Islands	Women Centre Foundation of Jamaica
United Nations (& its orgs.)	Women's Construction Collective
United Union of Jamaica	Women's Media Watch
Unique Jamaica	World Bank
	Worthy Park Estate Limited
	Xsomo International Limited
	Young Women's Christian Association

**Apologies to any stakeholders who may have been inadvertently omitted from this list**



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