



National Development Plan

# **MEDIUM TERM SOCIO-ECONOMIC POLICY FRAMEWORK 2012-2015**

## **2 YEAR PROGRESS REPORT FY 2012/13 – 2013/14**



*Towards Inclusive Growth  
and Sustainable Development*

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## A VISION FOR JAMAICA

*“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”**

# VISION 2030 JAMAICA – NATIONAL DEVELOPMENT PLAN

## MEDIUM TERM SOCIO-ECONOMIC POLICY FRAMEWORK (MTF) 2012-2015

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## **FOREWORD (TO BE COMPLETED)**

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## ABBREVIATIONS AND ACRONYMS

AAJ	Airport Authority of Jamaica
ADRA	Adventist Development Relief Agency
AGD	Accountant General Department
AIDS	Acquired Immune Deficiency Syndrome
BDO	Business Development Organization
BJMNP	Blue and John Crow Mountain National Park
BOJ	Bank of Jamaica
BOO	Build, Own, Operate
BPM6	Balance of Payments and International Investment Position Manual
BSJ	Bureau of Standards Jamaica
BWA	Bureau of Women's/Gender Affairs
CAC	Consumer Affairs Commission
CAP	Career Advancement Programme
CAP	Clarendon Alumina Partners
CARICOM	Caribbean Community
CARILED	Caribbean Local Economic Development Programme
CBO	Community Based Organization
CCADRRP	Climate Change Adaptation and Disaster Risk Reduction Project
CCCCC	Caribbean Community Climate Change Centre
CCCJ	Council of Community Colleges of Jamaica
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CD	Communicable Disease
CDA	Child Development Agency
CDB	Caribbean Development Bank
CHEC	China Harbour Engineering Company
CI	Consumers International
CIC	Construction Industry Council
CIDA	Canadian International Development Agency
CITO	Central Information Technology Office
CNCD	Chronic Non-Communicable Diseases
CPTC	Creative Production and Training Centre Limited
CRP	Community Renewal Programme
CRPD	Convention on the Rights of Persons with Disabilities
CSEC	Caribbean Secondary Education Certificate
CSME	CARICOM Single Market and Economy
CSOs	Civil Society Organizations
CTCP	CARICOM Trade and Competitiveness Project
CTMS	Central Treasury Management System
DaLA	Damage and Loss Assessment
DBJ	Development Bank of Jamaica
DCS	Department of Correctional Services
ECC	Early Childhood Commission
EFF	Extended Fund Facility
EPI	Environmental Performance Index
EPOC	Economic Programme Oversight Committee

ESSJ	Economic and Social Survey Jamaica
EU	European Union
FCJ	Factories Corporation of Jamaica
FFIT	Full-fledged Inflation Targeting
FID	Financial Investigation Division
FSC	Financial Services Commission
FTC	Fair Trading Commission
GCI	Global Competitiveness Index
GCT	General Consumption Tax
GHG	Greenhouse Gases
GI	Geographical Indication
GDP	Gross Domestic Product
GOJ	Government of Jamaica
HACCP	Hazard Analysis and Critical Control Points
HAJ	Housing Agency of Jamaica
HDI	Human Development Index
HEART Trust/NTA	Human Employment and Resource Training Trust/National Training Agency
HIV	Human Immunodeficiency Virus
HLSTUEI	Hugh Lawson Shearer Trade Union Education Institute
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IDPs	International Development Partners
IMAJ	Incorporated Masterbuilders Association of Jamaica
IMF	International Monetary Fund
IRD	Integrated Resort Development
INSPORT	Institute of Sport
IOJ	Institute of Jamaica
IOM	International Organization for Migration
IP	Intellectual Property
IPL	Independence Park Limited
ISSA	Inter-Secondary Schools Sports Association
ISO	International Standards Organisation
J-TEC	Jamaica Tertiary Education Commission
JADCo	Jamaica Anti-Doping Commission
JAMSTATS	Jamaica Statistics
JAMPRO	Jamaica Promotions Corporation
JAMVAC	Jamaica Vacations Limited
JANAAC	Jamaica National Agency for Accreditation
JBA	Jamaica Bankers' Association
JBDC	Jamaica Business Development Corporation
JCC	Jamaica Chamber of Commerce
JCDC	Jamaica Cultural Development Commission
JCPD	Jamaica Council for Persons with Disabilities
JCF	Jamaica Constabulary Force
JCTU	Jamaica Confederation of Trade Unions
JDI	Jamaica Diaspora Institute
JEA	Jamaica Exporters' Association
JEEP	Jamaica Emergency Employment Programme

JFLL	Jamaica Foundation for Lifelong Learning
JIPO	Jamaica Intellectual Property Office
JIS	Jamaica Information Service
JHTA	Jamaica Hotel and Tourist Association
JMA	Jamaica Manufacturers Association Limited
JNHT	Jamaica National Heritage Trust
JPC	Jamaica Productivity Centre
JPSCo	Jamaica Public Service Company Limited
JSIF	Jamaica Social Investment Fund
JSLC	Jamaica Survey of Living Conditions
JTAT	Jamaica Trade Adjustment Team
JTB	Jamaica Tourist Board
JUTC	Jamaica Urban Transit Company Limited
JVCP	Jamaica Venture Capital Programme
KCT	Kingston Container Terminal
KSAC	Kingston and St. Andrew Corporation
LAs	Local Authorities
LAMP	Land Administration and Management Programme
LFMC	Local Forestry Management Committee
LNG	Liquefied Natural Gas
LPP	Livelihood Protection Policy
MAJ	Maritime Authority of Jamaica
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MEFP	Memorandum of Economic and Fiscal Policies
MEM	Ministry of Science, Technology, Energy and Mining
MIDP	Major Infrastructure Development Programme
MLSS	Ministry of Labour and Social Security
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MNS	Ministry of National Security
MOAF	Ministry of Agriculture and Fisheries
MOE	Ministry of Education
MOFP	Ministry of Finance and Planning
MOH	Ministry of Health
MIND	Management Institute for National Development
MIIC	Ministry of Industry, Investment and Commerce
MLGCD	Ministry of Local Government and Community Development
MOJ	Ministry of Justice
MOTE	Ministry of Tourism and Entertainment
MSM	Men who have Sex with Men
MSME	Micro, Small and Medium Enterprises
MSTEM	Ministry of Science, Energy and Mining
MTAP	Medium Term Action Plan
MTE	Ministry of Tourism and Entertainment
MTEF	Medium Term Expenditure Framework
MTEP	Medium Term Economic Programme
MTF	Medium Term Socio-Economic Policy Framework

MTWH	Ministry of Transport, Works and Housing
MOWLECC	Ministry of Water, Land, Environment and Climate Change
MYC	Ministry of Youth and Culture
NCB	National Commercial Bank
NCC	National Competitiveness Council
NCD	Non-Communicable Disease
NCTVET	National Council on Technical and Vocational Education and Training
NCYD	National Centre for Youth Development
NDP	National Development Plan
NEPA	National Environment and Planning Agency
NGO	Non-Governmental Organization
NHT	National Housing Trust
NIDS	National Identification System Project
NLA	National Land Agency
NLJ	National Library of Jamaica
NMIA	Norman Manley International Airport
NROCC	National Road Operating and Constructing Company Limited
NSWMA	National Solid Waste Management Authority
NWA	National Works Agency
NWC	National Water Commission
NYS	National Youth Service
OAG	Office of the Accountant General
ODPEM	Office of Disaster Preparedness and Emergency Management
OPC	Office of the Parliamentary Counsel
OPM	Office of the Prime Minister
OUR	Office of Utilities Regulations
PAHO/WHO	Pan American Health Organization/World Health Organization
PATH	Programme of Advancement through Health and Education
PCJ	Petroleum Corporation of Jamaica
PCS	Port Community System
PDCs	Parish Development Committees
PFM	Public Financial Management
PFT	Partnership for Transformation
PIOJ	Planning Institute of Jamaica
PLHIV	Persons Living with HIV
PMEU	Performance Monitoring and Evaluation Unit
PPP	Public Private Partnership
PRCU	Poverty Reduction Coordinating Unit
PSE	Public Sector Entities
PSOJ	Private Sector Organization of Jamaica
PSTU	Public Sector Transformation Unit
PWD	Persons with Disabilities
RADA	Rural Agricultural Development Authority
RBM	Results Based Management
RGD	Registrar General's Department
RHA	Regional Health Authority
RSU	Road Safety Unit
SBAJ	Small Business Association of Jamaica

SDC	Social Development Commission
SIDS	Small Island Development States
SLA	Service Level Agreement
SPS	Sanitary and Phytosanitary
SRC	Scientific Research Council
STATIN	Statistical Institute of Jamaica
STI	Science, Technology and Innovation
TAJ	Tax Administration Jamaica
TBT	Technical Barrier to Trade
TEF	Tourism Enhancement Fund
TIC	Trade and Investment Council
TMC	Technical Monitoring Committee
TNOC	Trans-National Organized Crime
TPDCo	Tourism Product Development Company
TWGs	Thematic Working Groups
UAF	Universal Access Fund
UCJ	University Council of Jamaica
UDC	Urban Corporation of Jamaica
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNESCO	United Nations Education, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children Fund
USAID	United States Agency for International Development
USFDA	United States Food and Drug Administration
USFSMA	United States Food Safety Modernization Act
UTECH	University of Technology
UWI	University of the West Indies
WAMM	Watershed Area Management Model
WEF	World Economic Forum
WIPO	World Intellectual Property Organization
WMU	Watershed Management Unit
WoG	Whole of Government
WTO	World Trade Organization

# **EXECUTIVE SUMMARY**

## **INTRODUCTION AND BACKGROUND**

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# Section 1: Background and Introduction

## INTRODUCTION AND BACKGROUND

The *Vision 2030 Jamaica* 2-Year Progress Report highlights the main findings of the progress of implementation of the **Medium Term Socio-Economic Policy Framework (MTF) 2012-2015** over the period FY2012/2013 - FY 2013/2014. The period covered by the 2-Year Progress Report for MTF 2012-2015 also represents the fourth and fifth years of implementation of **Vision 2030 Jamaica – National Development Plan** which was tabled in Parliament in May 2009. The 2-Year Progress Report for MTF 2012-2015 also follows the comprehensive 3-Year Progress Report on the first three years of implementation of *Vision 2030 Jamaica* from FY2009/2010 - FY 2011/2012.

The Report presents a review of the main achievements recorded over the period FY2012/2013 - FY 2013/2014 for each National Outcome, which are tied to the four National Goals of *Vision 2030 Jamaica*, based on the quantitative targets set for the relevant indicators for each outcome, and the general development of the national outcome area. The Report also reviews the progress made towards establishing the framework for implementation, monitoring and evaluation of the Plan, as well as in communicating the Plan to stakeholders.

The report was prepared by the Planning Institute of Jamaica (PIOJ), based on the inputs provided by the Ministries, Departments and Agencies of Government (MDAs) and other sources. Progress over the period was measured through: (i) the use of the results-based monitoring and evaluation mechanism that supports the Plan, and which establishes specific indicators and targets and tracks performance; and (ii) review of implementation of the priority strategies and actions for the development of each of the national outcomes over the medium and long term.

### Structure of the Document

The document contains six sections as set out below:

Section 1	–	Background and Introduction
	–	Vision 2030 Jamaica at a Glance
Section 2	–	Summary of Progress 2012-2014
Section 3	–	Progress by National Outcomes 2012-2014
Section 4	–	Communicating Vision 2030 Jamaica
Section 5	–	Progress on Monitoring and Evaluation Framework
Section 6	–	Outlook and Conclusion

The Report also includes Appendices on the framework of indicators and targets, the preparation of the Report and the main reference documents used in the preparation of the Report.



## VISION 2030 JAMAICA AT A GLANCE

The country's first long-term strategic plan, *Vision 2030 Jamaica - National Development Plan* and the *Medium Term Socio-Economic Policy Framework (MTF) 2009-2012* were tabled in Parliament on May 5, 2009 by then Prime Minister Honourable Bruce Golding during his contribution to the 2009/2010 Budget Debate. The formulation of these strategic documents involved two and a half years of planning, consultations and preparation led by the Planning Institute of Jamaica, and included broad-based participation from all sectors of society—government, private sector, non-governmental and community-based organizations, academia, the general citizenry and the international development community— through participation on Task Forces, expert reviews, and wide-ranging stakeholder consultations and meetings islandwide.

*Vision 2030 Jamaica* offers a comprehensive planning framework in which the economic, social, environmental and governance aspects of national development are integrated. The Plan aims to put Jamaica in a position to achieve developed country status by 2030 and in the process, make it: “... *the place of choice to live, work, raise families and do business*”.

The *Medium Term Socio-Economic Policy Framework (MTF)* is aligned to the overall vision, goals and outcomes of *Vision 2030 Jamaica – National Development Plan* and is the mechanism for implanting the Plan in 3-yearly periods to 2030. Each MTF sets out a prioritized package of policies, strategies and programmes proposed by the Government for implementation over the period. The second **MTF 2012-2015 covers the period FY2012/2013 - FY 2014/2015.**

The *Vision 2030 Jamaica - National Development Plan* and the *MTF* were constructed on the basis of twenty-nine sector plans (later reduced to twenty-seven), that outline the strategic framework for the development of each of the main economic, social and environmental sectors over the medium and long term.

## NATIONAL VISION ALIGNED TO GOALS AND OUTCOMES



Source: *Vision 2030 Jamaica – National Development Plan* (2009). p. xv.

## **Medium Term Socio-Economic Policy Framework (MTF) 2012–2015 – Medium Term Themes and Priority National Outcomes**

The Medium Term Socio-Economic Policy Framework (MTF) 2012–2015 is based on four (4) broad strategic areas or Medium Term Themes, which are aligned to the four (4) National Goals of *Vision 2030 Jamaica*. Under MTF 2012–2015, these four Medium Term Themes will move Jamaica forward:

### ***Towards Inclusive Growth and Sustainable Development***

The four Medium Term Themes to be addressed under MTF 2012 – 2015 are:

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

The Medium Term Themes, priority national outcomes and priority areas of focus for the Medium Term Socio-Economic Policy Framework (MTF) 2012 – 2015 are set out in Table 1 below.

**Table 1: MTF 2012-2015 Themes and Priority Focal Areas Aligned to Priority Outcomes and National Goals**

National Goals	Medium Term Theme	Priority National Outcomes	Priority Areas
<b>National Goal # 1:</b> Jamaicans Are Empowered To Achieve Their Fullest Potential	<b>Development and Protection of Human Capital</b>	A Healthy and Stable Population	Primary Health Care
			Health Promotion Approach
			Disease Surveillance and HIV/AIDS
			International Migration and Development
		World Class Education and Training	Early Childhood Development
			Educational System Reforms
			Labour Force Training
		Effective Social Protection	Social Welfare and Social Security
			Poverty Reduction
Persons with Disabilities			
<b>National Goal # 2:</b> The Jamaican Society Is Secure, Cohesive and Just	<b>National Security and Justice</b>	Security and Safety	Jamaica Constabulary Force Reform
			Anti-Crime Strategy
			Community Renewal Programme
			Protection and Care for Children and Youth
		Effective Governance	Justice System Reform
			Local Governance
<b>National Goal # 3:</b> Jamaica's Economy Is Prosperous	<b>Economic Stability, Competitiveness and Employment</b>	A Stable Macroeconomy	Fiscal Consolidation
			Debt Management
			Tax Reform
		An Enabling Business Environment	Competitive Business Environment
			Labour Market Reform
			Targeted Employment Programmes
		Priority Economic Projects	Major Development Projects: <ul style="list-style-type: none"> <li>• Road Infrastructure Development</li> <li>• Agroparks</li> <li>• ICT Parks</li> <li>• Logistics Hub</li> <li>• Tourism Product Development</li> <li>• Creative Industries and Sport</li> <li>• Urban Renewal</li> <li>• LNG Project</li> </ul>
<b>National Goal # 4:</b> Jamaica Has a Healthy Natural Environment	<b>Environmental Resilience and Climate Change Response</b>	Hazard Risk Reduction and Adaptation to Climate Change	Hazard Risk Reduction
			Environmental Resilience and Sustainable Planning
			Climate Change Adaptation and Mitigation

## Section 2: Overview of Progress

## OVERVIEW OF PROGRESS

The *Vision 2030 Jamaica – National Development Plan* represents the strategic determination of a small developing country to improve the well-being of its people to levels comparable with those of developed or high-income countries. The preparation of the Plan represented a participatory stakeholder-driven process with bipartisan support that consciously drew on the experiences of past planning exercises in Jamaica as well as international best practices in national development planning. Launched during the most challenging global economic environment in the past eighty years, the implementation of *Vision 2030 Jamaica* has been pursued over the past five years from FY 2009/2010 – FY 2013/2014<sup>1</sup> with a consistency and continuity that exceeds that of previous planning exercises in Jamaica. A 3-Year Progress Report was prepared to review the progress of implementation during the first three years of *Vision 2030 Jamaica* from FY2009/2010 - FY 2011/2012. The 2-Year Progress Report for the *Medium Term Socio-Economic Policy Framework (MTF) 2012-2015* highlights the main findings of the progress of implementation over the period FY2012/2013 - FY 2013/2014, which represent the fourth and fifth years of implementation of *Vision 2030 Jamaica*. These years also represent the first two years of implementation of MTF 2012-2015. The 2-Year Progress Report indicates that Jamaica continues to make progress toward achievement of its key targets in several priority areas of national development, despite the challenging environment. However the review also highlights areas where the country is not achieving targeted levels of performance, and which will require focused development efforts in years to come.

At the level of summary overview, we start by reviewing the overall performance of the country within the national framework of indicators and targets for *Vision 2030 Jamaica*. The planning process for *Vision 2030 Jamaica* established an initial framework of some sixty-five (65) proposed national indicators to track our progress toward achieving the goals of Vision 2030 Jamaica in each of the main outcome areas of national development. The framework also includes proposed targets for each indicator to be met for 2012, 2015 and 2030. A number of technical revisions have been made to the framework of national indicators and targets for *Vision 2030 Jamaica*, based on data availability and other considerations as detailed in Appendix 2. These revisions have reduced the total number of national indicators to forty-six. It should be noted that the period covered by the 2-Year Progress Report for MTF 2012-2015 are the fiscal years FY2012/2013 - FY 2013/2014. The review of indicators and implementation of strategies and actions in this progress report is treated in detail for calendar years 2012 and 2013 and fiscal years FY2012/2013 - FY 2013/2014 in the review of each national outcome in Section 3 of the report.

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<sup>1</sup> Fiscal Year (FY) for the Government of Jamaica is from April 1 - March 31.

The overall progress made under *Vision 2030 Jamaica* during the two years of implementation from FY2012/2013 - FY 2013/2014 has been mixed, including areas under each national goal where positive results have been achieved, and areas where declines have been recorded. A summary of the progress made from 2009-2013 of *Vision 2030 Jamaica - National Development Plan* as measured by the revised framework of national indicators and targets is presented in Appendix 1.

This assessment indicates that: 20 per cent of the *Vision 2030 Jamaica* targets for 2015 have already been met (based on results from 2009 -2013); 28 per cent of indicators showed some improvement towards achieving the targets; and 46 per cent of indicators showed no improvement or worsened over the period compared to the baseline year 2007. Six (6) per cent of indicators could not be compared in this way due to lack of targets for 2015.

<b>Table 1: Vision 2030 Jamaica Indicators – Dashboard of Performance 2009-2013</b>		
<b>Traffic Signal</b>	<b>No. of Indicators</b>	<b>%</b>
<b>Green</b> ●	<b>9</b>	<b>20%</b>
<b>Yellow</b> ●	<b>13</b>	<b>28%</b>
<b>Red</b> ●	<b>21</b>	<b>46%</b>
<b>Grey</b> ●	<b>3</b>	<b>6%</b>
<b>TOTAL</b>	<b>46</b>	<b>100%</b>
<b>Traffic Signals (based on results up to and including 2013):</b>		
<b>Green</b> ●	<b>- Met or exceeded target (2015)</b>	
<b>Yellow</b> ●	<b>- Improved over baseline but did not meet target (2015)</b>	
<b>Red</b> ●	<b>- Equal to or worse than baseline year of 2007</b>	
<b>Grey</b> ●	<b>- Not applicable</b>	
<b>Note: Measurement is against 2015 target for indicators with 2013 data, and against 2012 target for indicators with pre-2013 data</b>		

### **National Goal 1: Jamaicans Are Empowered to Achieve Their Fullest Potential**

Positive progress has been made in some areas under the national outcomes for demography, health, education, social protection and culture. Despite the challenges in the global economic environment, the government continued the reform of the social protection system aimed at protecting the vulnerable, through the development of a new draft Social Protection Strategy.

As an overall measure of progress, Jamaica has remained in the high human development category of the Human Development Index (HDI) with a value of 0.730 in 2012, compared to a value of 0.724 in 2009. The overall population growth rate has fallen from 0.5 per cent per

annum in 2007 to 0.2 per cent per annum in 2013, surpassing the target of 0.35 per cent by 2015, and moving Jamaica closer to a stable population size. The average immunization levels of infants (0-11 months) in five critical areas (BCG, Polio, DPT/DT, HepB, Hib) increased from 90.8 per cent in 2009 to 91.5 % in 2013. Adult literacy rate as reported by the JSLC in 2010 was 91.7 per cent compared to 86.8 per cent estimated in 2009 (based on UNESCO projections), while the percentage of Jamaica's labour force with vocational and/or professional training increased from 20.1 per cent in 2009 to 24.4 per cent in 2013. In the Caribbean Examination Council/CSEC examinations, the percentage of students sitting the exams who achieved passes in English Language and/or Mathematics increased from 35.9 per cent in 2009 to 38.6 per cent in 2011. However, the gross enrolment rate at the tertiary level fell from 30.8 per cent in 2009 to 28.9 per cent in 2013 due to a small decrease in the absolute number of students enrolled in tertiary institutions and programmes, combined with a small increase in the size of the tertiary age cohort (20-24 years).

Jamaica continues to rank high among developing countries with respect to the health status of the population. In 2011, average life expectancy at birth was 74.15 years, based on the 2011 Population Census, up from 72.4 years in the baseline year of 2007. However, according to the Jamaica Survey of Living Conditions (JSLC), the prevalence of poverty has increased to 19.9 per cent in 2012, up from 9.9 per cent in 2007, with the highest prevalence of poverty in rural areas.

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

While the Jamaican society and economy were affected by a major national security event represented by the West Kingston event in May 2010, there was an overall improvement in citizen security over the first five years of implementation of Vision 2030 Jamaica, with a decrease in the incidence of crime and violence. The major crime rate declined to 396 per 100,000 population in 2011, down 11.4 per cent from 447 per 100,000 population in 2009. The downward trend continued with category 1 crimes falling to 362 crimes per 100,000 population in 2013, a decline of 10.8 per cent from 406 per 100,000 population in 2012. The murder rate fell to 44 per 100,000 population in 2013, down 30.2 per cent from 63 per 100,000 population in 2009.<sup>2</sup> Progress was also achieved under the Jamaican Justice System Reform Agenda during 2012-2013, and the case clearance rate in Resident Magistrates Courts increased to 95.3 per cent in 2013, up from 80.1 per cent in 2009.

Public sector reform was advanced through the preparation of Public Financial Management Reform Action Plan (PFM RAP) and local government reform. However, while there has been

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<sup>2</sup> PIOJ calculations based on data from the Jamaica Constabulary Force. From August 13 2014, Major Crimes replaced by Category 1 Crimes, including Serious and Violent Crimes and Acquisitory Crimes.



progress in the implementation of projects and programmes to improve governance in Jamaica, the World Bank's Worldwide Governance Indicators revealed that indices relating to Voice and Accountability, Regulatory Quality and Government Effectiveness have not improved during the period.

### **National Goal 3: Jamaica's Economy Is Prosperous**

The national outcomes for a prosperous economy have shown very mixed performance over the first five years of Vision 2030 Jamaica. Implementation has taken place within the context of a global recession which began in 2008 and intensified in 2009, with gradual recovery from 2010 to 2013. The global recession of 2008-2009 had a negative impact on the economy, with several economic indicators showing declining performance during the period. After fourteen consecutive quarters of negative growth from 2008-2010, the real Gross Domestic Product (GDP) of the country saw positive growth of 1.4 per cent in 2011, while GDP declined slightly by -0.5 per cent in 2012, then recovered again to record positive growth of 0.2 per cent in 2013. The unemployment rate rose to 15.2 per cent in 2013, up from 11.4 per cent in 2009, while Jamaica's ranking under the Doing Business Report fell to 90th out of 185 countries in 2013, down from 67th out of 181 countries in 2009. The debt to GDP ratio increased slightly to 133.3 per cent by the end of FY2013/2014, up from 131.6 per cent at the end of the FY2009/2010.

However, there were some favourable macroeconomic results during the period. The fiscal balance improved from -11.1 per cent of GDP in FY2009/2010 to a surplus of 0.12 per cent of GDP in FY2013/2014, while the annual inflation rate declined from 10.2 per cent in 2009 to 9.5 per cent in 2013. The current account deficit on the balance of payments increased from US\$1.1 billion in 2009 to US\$2.0 billion in 2011, and then declined to US\$1.3 billion in 2013. The annual average foreign exchange rate of the Jamaican dollar depreciated by 13.9 per cent from J\$88.49 to US\$1:00 in 2009 to \$100.77 to US\$1:00 in 2013. Nominal GDP per capita increased to US\$5,451 in 2012 from US\$4,523 in 2009, but declined to US\$5194 in 2013, primarily due to the depreciation of the Jamaican dollar. The Infrastructure Index for Jamaica declined slightly to 3.49 in 2013, down from 3.54 in the baseline year 2007. The energy sector showed improvement over the period, as the percentage of renewables in the energy mix increased from 6 per cent in 2009 to 10 per cent in 2011 and 2012, and the energy intensity index improved by 4.7 per cent from 21,153 BTU per US\$ GDP in 2009 to 20,165 BTU per US\$ GDP in 2010. The Agriculture Production Index which measures gross output in the agriculture industry increased to 119.2 in 2013 (base year 2007=100), up from 106.2 in 2009.

The performance of the economy also varied across industries. For 2009-2013, real Gross Domestic Product (GDP) in the Goods Producing Industries increased by an estimated 1.4 per cent, while real GDP in the Services Industries declined by 2.0 per cent over the same period.

The industries recording the largest declines in real value added<sup>3</sup> from 2009-2013 were Mining and Quarrying, Manufacture, Construction, Transport, Storage & Communication, and Wholesale and Retail Trade. The industries that registered the largest increases from 2009-2013 were Agriculture, Forestry & Fishing and Hotels & Restaurants.

#### **National Goal 4: Jamaica Has A Healthy Natural Environment**

Jamaica's economic and social sustainability is dependent on its natural resources. These resources support key productive sectors such as tourism, agriculture, mining and quarrying, and manufacturing, while natural ecosystems provide a range of environmental services including fresh water supply. The national outcomes for a healthy natural environment have also shown mixed performance over the first five years of Vision 2030 Jamaica. In 2010, Jamaica's ranking in terms of environmental performance as measured by the Environmental Performance Index (EPI) dropped by 35 places, placing the country at 89th out of 163 countries with a score of 58.0, down from a ranking of 54th out of 149 countries with a score of 79.1 in 2008. However Jamaica's ranking on the EPI improved in 2012 to 63rd out of 132 countries, with a score of 54.4. Scores and rankings for the 2014 EPI cannot be compared directly with scores and rankings from earlier releases of the EPI, due to changes in data and methodology. In 2014 ranked 55th out of 178 countries, with a score of 58.3.

In 2011 hazards caused damage and losses representing 0.1% of GDP, rising to 0.8% of GDP in 2012. In 2012, the cost of damage caused by disasters as a % of GDP was due primarily to Hurricane Sandy which adversely affected the country, resulting in total estimated damage and loss of \$9.7 billion which represented some 0.8 per cent of 2011 nominal GDP. Under the national outcome for sustainable urban and rural development, some progress was also recorded in the indicators relating to housing, as the Housing Quality Index rose to 72.0 in 2012, up from 71.5 in 2010 and 68.1 in the baseline year 2007.

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<sup>3</sup> Value-added is defined as Total Sales less the value of intermediate inputs into the production process. The calculation of changes in real value added accounts for the impact of inflation in the movement of the value of sales and intermediate inputs from one period to another.

## PROGRESS BY NATIONAL OUTCOME 2012-2014

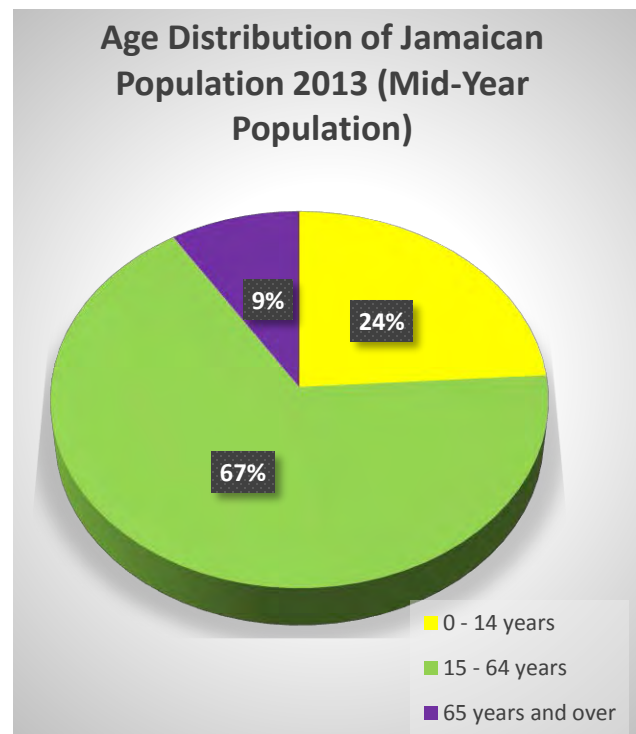
This section provides a review of progress under the 15 National Outcomes for the first two years of implementation of MTF 2012-2015 from FY 2012/2013 – FY 2013/2014, showing the actual results achieved during the period in comparison to the targets for the performance indicators under each outcome. It highlights the key steps undertaken under the main national strategies for each outcome during the review period, and provides a summary outlook for the next period of implementation under Vision 2030 Jamaica.

NATIONAL GOALS	NATIONAL OUTCOMES
1. 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
2. The Jamaican society is secure, cohesive and just	5. Security and Safety
	6. Effective Governance
3. 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
	• Agriculture
	• Manufacturing
	• Mining and Quarrying
	• Construction
	• Creative Industries
	• Sport
• Information and Communications Technology	
• Services	
• Tourism	
4. Jamaica has a healthy natural environment	13. Sustainable Management and Use of Environmental and Natural Resources
	14. Hazard Risk Reduction and Adaptation to Climate Change
	15. Sustainable Urban and Rural Development

## National Outcome # 1 – Healthy and Stable Population

### Overview

This chapter comprises the report on progress in achieving a healthy and stable population. The importance of population dynamics to the achievement of global sustainable and inclusive development goals has been increasingly recognised and promoted as a priority area – the same applies with local development policy and programmes. Population dynamics includes the interactions between fertility, mortality, morbidity, migration and population distribution within and across countries as well as resultant demographic realities such as urbanization and population ageing. Whilst population dynamics is considered a cross-cutting issue, it is highly interrelated with the outcomes of national health policy and service delivery. It is the combination of population dynamics and improved health outcomes that have fuelled Jamaica's progress towards and currently through the intermediate stage of the demographic transition. Jamaica's position within the intermediate stage of the demographic transition is characterised by a proportionally reducing youth population, increasing elderly population, and the majority within the productive ages; thereby providing a demographic bonus which if capitalized upon can prove to be a key catalyst for economic growth. The mid-year population age distribution for 2013 showed two-thirds of the population in the productive age group (15-64 years); and the ratio of youth to the elderly, 2.67:1



Source: Statistical Institute of Jamaica (STATIN) 2015

Whilst all elements of population dynamics are given critical attention under Vision 2030 Jamaica, within this chapter, children and youth are specifically identified as key demographic groups to be targeted to ensure that the society achieves and maintains development outcomes. Over the reporting period, Jamaica achieved critical population and health related development milestones on the path to the achievement of the 2030 targets under Vision 2030 Jamaica. Priority national and sector strategies were pursued to guide the successful implementation of key policies and programmes focused on: developing and implementing a framework for the management of

migration; developing a robust and quality Vital Statistics and Civil Registration System; improving the framework for the care and protection of children; and assigning discrete resources and specific policy focus to key population groups, including the youth.

The Population Thematic Working Group (TWG) continued its work to promote the achievement of medium term priority strategies and actions, and monitoring of the processes and achievement of intended results under Vision 2030 Jamaica. The Population TWG also spearheaded a review of the Population Sector Plan under Vision 2030 Jamaica as part of its responsibility to ensure that the proposed goals and sector strategies reflect developments in the sector, and stakeholders have been requested to provide recommendations.

Significant strides were made in policy development including preparation of a draft Diaspora Policy, and the submission to Cabinet for tabling in Parliament of a Green Paper on the National Policy and Plan of Action on International Migration and Development (IMD). The IMD Policy and Plan of Action was supported by initiatives to mainstream migration within development processes as well as to build data and monitoring and evaluation capacity. Efforts to develop the Civil Registration and Vital Statistics System included a modernization programme supported by capacity building of technological, human resource and data quality and management systems. Efforts to strengthen data coordination and quality, including submission to Cabinet for amendments to the Statistics Act 1949 (Amended 1984) to facilitate the establishment of a National Statistics System has important implications for demographic and health data. Progress was also made toward the establishment a National Identification System (NIDS), which should facilitate more effective assessment of the needs of different demographic groups and delivery of state services. Whilst the NIDS is not yet operational, key developmental work has been completed, including stakeholder engagement and consultations to address data and systems interoperability requirements.

State-led focus on the development of the health sector included strengthening primary care, health promotion, disease surveillance, and preventative care. Sustainable and adequate health financing, an improved and coordinated National Health Information System (NHIS), resource capacity building including infrastructure, services, human resources and technology and improved governance of the health sector were also among state policy and programme focus. Increased priority attention was given to Non-Communicable Diseases (NCDs), while the continued significance of managing Communicable Diseases (CDs) was highlighted as part of ensuring balanced and holistic management of health issues.

Key policies and strategic plans were also developed, strengthened and/or reviewed during the reporting period such as the Healthy Lifestyle Policy, and The Non-Communicable Disease

Prevention and Control Strategic Plan (2012-2017). These efforts largely promoted: enhanced citizen capacity to better manage their health needs and contribute to their care, more efficient and effective utilization of resources, and better patient care - which should all facilitate future reductions in required state expenditure on health. The timely reporting of health related data and utilization of health information to inform patient care were identified as key areas to be developed in achieving the development goals for the health sector.

The Health Thematic Working Group (TWG) provided a useful forum for sectoral discourse and coordination on key issues. Under the current MTF, the Health TWG reconvened in December 2013 after a break to facilitate preparation of the MTF. One of the major issues explored within the TWG is that of the indicator framework for health and means of bolstering the national outcome indicators included in Vision 2030 Jamaica to better represent direct health outcomes. Specifically, the discussions within the Health Thematic Working Group (TWG) led to a reassessment of the national outcome indicators with a view to develop an integrated national health indicator framework that comprises sector level input, process, output and outcome indicators that are clearly aligned with relevant and representative national outcome indicators. Discussions commenced with the Pan-American Health Organization/World Health Organization (PAHO/WHO) Jamaica, which sits on the TWG, to support a consultancy to develop the national health indicator framework. Preliminary work on an assessment of the current body of health indicators commenced.

### **National Outcome Indicators and Targets – Update**

The performance in relation to the national outcome indicators showed that both the 2012 and 2015 targets had been met or exceeded for three of the five indicators – Life Expectancy at Birth (Total), Life Expectancy at Birth (Female) and Population Growth Rate. It must be noted, that due to revisions of estimated data values, the 2012 and 2015 targets were rendered inappropriate for the Population Growth Rate and Life Expectancy at Birth (Male) as the targets signalled lower levels of development than the baseline 2007 data values. In the case of “Life Expectancy at Birth (Male)”, the 2012 and 2015 targets were lower than the revised 2007 baseline value, which rendered both targets irrelevant as milestones towards achieving the 2030 target. For “Population Growth Rate”, the 2012 and 2015 targets were higher than the 2007 baseline value, which also rendered both targets irrelevant as milestones towards achieving the 2030 target of zero (0) “Population Growth Rate”.

The population growth rate continued its downward trend towards the desired growth rate of zero, representative of stable population growth. While it is generally expected that the life expectancy of females will be higher than that for males, the approximately 8 years difference

coupled with a lower computed life expectancy for males from the 2011 Population and Housing Census data compared with that of 2001, is some cause for concern. However, generally, life expectancy for both males and females is still relatively high. Jamaica’s performance measured in the Human Development Index (HDI) showed positive signs within the context of economic austerity measures and little to no growth over the review period. Jamaica remained in the second tier of the Index – the High Human Development Group – ranking 96 in 2013 and 93 in 2012. Despite the fall in the ranking, the HDI value remained constant for both years at 0.715.

**Table 2: Indicators and Targets – A Healthy and Stable Population**

<b>National Outcome # 1 - A Healthy and Stable Population</b>									
<b>Indicators</b>	<b>Baseline</b>	<b>Actual</b>					<b>Targets</b>		
	<b>2007</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2012</b>	<b>2015</b>	<b>2030</b>
Human Development Index (HDI)	0.701	0.729	0.712	0.714	0.715	0.715	0.745	≥0.754	≥0.800
Life Expectancy (LE) at Birth – Total (years)	72.7	72.7	72.7	74.15	74.15	74.15	72.80	73.40	76.40
Life Expectancy (LE) at Birth – Male (years)	71.26	71.26	71.26	70.4	70.4	70.4	69.8	70.4	73.4
Life Expectancy (LE) at Birth – Female (years)	74.13	74.13	74.13	78.02	78.02	78.02	75.8	76.4	79.4
Population Growth Rate (%)	0.3	0.4	0.3	0.3	0.3	0.2	0.45	0.35	0

**Table 3: Priority Strategies and Actions - A Healthy and Stable Population**

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 1-1: Maintain a Stable Population</b>				
<b>Sector Strategy: Develop and strengthen systems and mechanisms to measure international migration flows for monitoring demographic characteristics</b>				
1. Finalize the National Policy and Plan of Action on International Migration and Development including Implementation Plan and Monitoring and Evaluation Framework	Policy to be finalised and approved by FY2013/2014 Implementation Plan and Monitoring and Evaluation Framework to be executed FY FY2013/2014 – FY2014/2015	PIOJ, MFAFT	The draft <b>National Policy and Plan of Action on International Migration and Development</b> was finalized and submitted to Cabinet October 2014 for tabling in Parliament as a Green Paper.	The overall objective is to improve the capacity of all stakeholders to identify, formulate and implement policy and programme objectives for migration and development and ensure inter-institutional coherence among policy areas and interventions with an aim to maximizing the benefits of migration. It should improve the government’s capacity to monitor and manage international migration in line with Jamaica’s socio-economic development objectives.  The Implementation Plan and M&E Framework will be undertaken during Phase 2 of the Mainstreaming of the Migration into National Development Project 2015/2016.
2. Undertake proposed Phase 2 of Mainstreaming Migration into National Development Project	FY2013/2014 – FY2014/2015	PIOJ, MFAFT	Commencement date of Phase 2 of the Global Project on Mainstreaming Migration in National Development was February 2014 for a period of 4 years. A draft MOU was prepared between GOJ and IOM, and GOJ and UNDP outlining implementation modality for the Project.	Activities to be undertaken under Phase 2 are:  Implementation Plan and M&E Framework Development of National Migration Database Capacity Development activities for stakeholder Ministries, Departments and Agencies (MDAs)
3. Prepare Diaspora and Development Policy	FY2013/2014 – FY2014/2015	PIOJ, MFAFT	Collaborated with the Ministry of Foreign Affairs and Foreign Trade in the formulation of Draft Diaspora Policy. It is	Final Draft to be completed by MFAFT. Date to be determined.



National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			anticipated that a Draft Policy will be prepared and submitted to Cabinet by June- July 2015.	
<p>4. Undertake development and updating of Migration Profile:</p> <p>i. Capacity Assessment</p> <p>ii. Training for MDAs in the field of Migration</p> <p>iii. Research Programme on Migration and Development</p>	<p>Migration Profile developed and launched in FY2012/FY2013</p> <p>FY2013/2014 – FY2014/2015</p>	<p>PIOJ, MFAFT, STATIN</p>	<p>Development and launch of the Extended Migration Profile, September 2012 – the first in the English speaking Caribbean;</p> <p>Completion of a Capacity Assessment and Capacity Development Strategy, June 2013.</p> <p>Increased national and international visibility through the publication of articles and other communication materials as well as presentations made locally and internationally on the project.</p> <p>Work has begun on National Migration Database in collaboration with STATIN to finalize indicators and metadata sheets.</p> <p>Migration indicators to be uploaded in JAMSTATS Database.</p>	<p>There was further advancement and recognition in this area as Jamaica participated in the Organization for American States (OAS) Continuous Reporting System on International Migration in the Americas 2014 (SICREMI Report 2014)- Each country was required to provide a historical overview since independence highlighting the evolution of migration and its main features: immigration, emigration, transit to other countries, socioeconomic characteristics of immigration and emigration (sex, age, educational level, etc.), main factors of immigration/emigration, among other issues</p> <p>UN High-Level Dialogue on Migration and Development:</p> <ul style="list-style-type: none"> <li>o Participation as a panellist in Roundtable 1 - “Assessing the effects of international migration on sustainable development and identifying relevant priorities in view of the preparation of the post-2015 development framework”</li> <li>o Statement to the General Assembly</li> <li>o Jamaica was one of the countries highlighted in the Side Event – “Putting migration on the development agenda: How to integrate migration into development planning and the post-2015 development agenda?”.</li> </ul> <p>Ministry of Health undertook a study on Jamaica-Canada Health Worker Migration.</p>
<b>Sector Strategy: Improve the Civil Registration and Vital Statistics System</b>				
<p>5. Complete Phase 1 of Modernization Programme of the Civil Registration</p>	<p>FY2012/2013 – FY2013/2014</p>	<p>RGD, PIOJ, JCF</p>	<ul style="list-style-type: none"> <li>• Developed Manual on <b>Standard Definitions of Vital</b></li> </ul>	<p>The <b>Modernization Programme of the Civil Registration and Vital Statistics System</b> sought to address the reliable collection of vital data, and the accurate and timely</p>

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
and Vital Statistics System			<p><b>Statistics and Vital Events &amp; Standards for Calculations of Vital Statistics</b> with support from UNFPA.</p> <ul style="list-style-type: none"> <li>• Proposal for a common technological platform to be shared by all of the stakeholder agencies and to allow for greater inter-connectivity and inter-operability across each of the agencies' systems.</li> <li>• Methodology developed, completed, and approved to track an individual's vital history from birth to death across each agency that collects vital data.</li> <li>• Development of software, protocols and manuals, and purchase and installation completed (including appropriate testing) of hardware and software, to link vital events in the RGD database. A server and Storage Area network (SAN) and software licenses were procured to bolster technological base for the storage and management of records.</li> <li>• Finalization of the</li> </ul>	<p>processing into vital statistics. This is a critical element in government planning and service provision, as well as for measuring compliance with the Millennium Development Goals (MDGs). For this reason, the Government of Jamaica (GoJ) has placed particular emphasis on strengthening national civil registration (CR) and vital statistics (VS) systems. Work was undertaken to continue the facilitation and implementation of outputs that enable Jamaica to modernize its vital statistics and civil registration systems by focusing on three primary areas, namely (i) data collection and management (ii) institutional linkages and policies and (iii) human resource base.</p> <ul style="list-style-type: none"> <li>○ <b>Data Collection and Management</b> – lack of coordination among the agencies that currently collect vital information on death in Jamaica. Intra-agency processing backlogs have created difficulties in tying reported deaths to birth records and a chronic problem of underreporting death.</li> <li>○ <b>Institutional Linkages and Policies</b> – to create coherent and coordinated government policies that promote and facilitate effective and efficient communication and information sharing across existing stakeholder agencies directly involved in registration and vital statistics data management.</li> <li>○ <b>Human Resources and Training</b> – modernization of the civil registration and vital statistics system requires the physical and human resources to adequately carry forward its mission. This component aims to strengthen the CR&amp;VS staff with the skills and</li> </ul>

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>publication on <b>Quality and Completeness of Death Registration: Jamaica 2008</b>. This was a comprehensive review of the current process of death registration and reporting for each of the relevant stakeholder agencies (in order to propose innovations to improve the quality and coverage of vital statistics on death and to ensure the proper reporting of all death information).</p> <ul style="list-style-type: none"> <li>• Technical review to analyze the legal framework and technical requirements for the introduction of a unique identifying number under the National Identification System (NIDS).</li> <li>• Facilitation of training sessions aimed at improving the proficiency of mortality and morbidity coders in the use of the International Statistical Classification of Diseases and Related Health Problems, Tenth Revision (ICD-10) in collaboration with the Ministry of Health</li> <li>• Produced second edition of</li> </ul>	competencies necessary to carry forward the work of the stakeholder agencies

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Manual on Deaths and Foetal Deaths for Jamaica.</p> <ul style="list-style-type: none"> <li>Public education material developed on all registration processes with support from UNICEF.</li> </ul>	
6. Implement system to link births and deaths	FY2012/2013 – FY2013/2014	RGD, PIOJ, JCF	In 2012, there was focus on building capacity to link births and deaths in the Civil Registration System. This was supported by work on defining the requirements for a unique numerical identifier for each citizen's vital events.	Under Phase 1 of the Modernization Programme, the system was developed.
7. Improve capacity of Police Statistics Units to collect data on sudden and violent deaths	FY2013/2014 – FY2014/2015	JCF, PIOJ, RGD	Digitization of 60,000 death records pertaining to sudden and violent death completed in FY 2013/2014.	Data submitted as part of reporting requirement to RGD to improve death registration.
8. Publish Death Validation Study	FY2013/2014 – FY2014/2015	RGD, PIOJ, JCF	<p>Study completed in 2013 and provides recommendations for institutional strengthening for death registration – MOH&lt; Hospitals, Courts, Police particularly, child and maternal mortality.</p> <p>Report has been circulated to all stakeholders and recommendations to be submitted to Cabinet for further action by June 2015.</p>	
<b>Sector Strategy: Review and revise existing policies and action plans for children</b>				
9. Review and update the	FY2013/2014 –	MYC, CDA	TBD	

<b>National Outcome # 1 - A Healthy and Stable Population</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
National Policy for Children	FY2014/2015			
10. Review and develop recommendations for amendments to the Child Care and Protection Act and the Adoption of Children Act	FY2013/2014 – FY2014/2015	<b>MYC, CDA</b>	Consultations were held and policy papers drafted to amend the Child Care and Protection Act 2004 (CCPA) and the Children (Adoption of) Act 1958.	
<b><i>Sector Strategy: Implement effective programmes for care and well-being of children</i></b>				
11. Implement the National Plan of Action Against Violence Towards Children	FY2013/2014 – FY2014/2015	<b>MYC, CDA, civil society</b>	The draft National Plan of Action for an Integrated Response to Children and Violence was completed and submitted to the CDA in 2012. A National Child Diversion Policy was drafted by the Ministry of Justice and shared with key stakeholders for feedback.	
12. Establish and operationalize the Children Support Taskforce	FY2013/2014 – FY2014/2015	<b>MYC, CDA</b>	The Children Support Taskforce was established in 2013 with voluntary membership requested from among political and civil society stakeholders. The Taskforce is to promote public awareness of the development rights and needs of children.	
13. Establish and maintain Child Protection	FY2013/2014 – FY2014/2015	<b>MYC, CDA</b>	Child Protection Committees (CPCs) have been established	

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
Committees (CPC) and Children Councils			and meetings are being held.	
<b>National Strategy 1-2: Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system</b>				
<b>Sector Strategy: Enhance early screening/detection programmes</b>				
14. Strengthen surveillance systems <sup>4</sup> for effective response to emerging and re-emerging health conditions			Efforts were made to strengthen surveillance systems; and improvements in the response to emerging and re-emerging health conditions were recorded.	While there were improvements in reporting on health conditions, and the dissemination of surveillance bulletins by the Ministry of Health (MOH), stakeholders expressed concerns regarding the actual receipt and use of the data/information by health service providers. The MOH currently does not have the requisite data to respond to this concern.
i. % of Class 1 notifiable diseases reported to the Parish Health Department/National Surveillance Unit within 24 hrs	100% by 2015	MOH	13% of target (Passive reporting <sup>5</sup> system that is dependent on the health provider)	Within the context of inadequate public health financing, passive reporting has the advantage of being inexpensive and low effort. However, it presents risks to the timeliness and general quality of data.
ii. % of Class 1 notifiable diseases that have been reported (other than TB, AFP, HIV/AIDS, and CRS)	60% by 2015	MOH	33%	

<sup>4</sup> Health surveillance systems comprise “systematic ongoing collection, collation, and analysis of data and the timely dissemination of information to those who need to know so that action can be taken” (World Health Organization (WHO). [http://www.cdc.gov/globalhealth/fetp/training\\_modules/5/ncd-surveillance\\_ppt\\_final\\_09132013.pdf](http://www.cdc.gov/globalhealth/fetp/training_modules/5/ncd-surveillance_ppt_final_09132013.pdf). Accessed March 22, 2015.

<sup>5</sup> “Passive” reporting comprises the “initial report for public health authorities”. The most common types for data collection used are from: standard forms submitted by “healthcare providers and laboratories”; and “data collected for other reasons.” [http://www.cdc.gov/globalhealth/fetp/training\\_modules/5/ncd-surveillance\\_ppt\\_final\\_09132013.pdf](http://www.cdc.gov/globalhealth/fetp/training_modules/5/ncd-surveillance_ppt_final_09132013.pdf). Accessed March 22, 2015.

<b>National Outcome # 1 - A Healthy and Stable Population</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
<p>completely investigated within six (6) weeks of notification</p> <p>iii. % of weekly surveillance bulletins sent to the field electronically or otherwise (i.e. hard copies)</p>	80% by 2015	MOH/Private Health Institutions	100%	
<p>15. Operationalize Outbreak Investigation and Response Mechanism</p> <p>i. % of outbreaks reported and completely investigated in a timely manner</p> <p>ii. % of outbreaks for which lab confirmation of the aetiological agent has been received</p>	<p>80% by 2015</p> <p>50% by 2015</p>	MOH/Private Health Institutions	<p>41% (reported on time)</p> <p>100% investigated in a timely manner</p> <p>(17/41 cases) 41.5%</p>	
16. Strengthen Malaria surveillance island-wide in primary- and secondary-care facilities and the general community	Jamaica to be recertified as Malaria-free by 2015	MOH	Jamaica recertified since 2012	
17. Re-develop the Health Information System (HIS) to include the National Surveillance Information System	FY2013/2014 – FY2014/2015	MOH	NHIS Strengthening & e-Health Strategic Plan 2014-2018 is in final draft stage with costing completed and now to be embedded.	The focus under this strategy should be on the Electronic Health Record (EHR) System which speaks directly to a software application, and not the big picture of people, processes, policies, etc. to which the National Health Information System (NHIS) refers.

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p><b><u>Develop the national Electronic Health Record System to include a National Surveillance module.</u></b></p> <p>With reference to the National Health Information System Strengthening &amp; e-Health Strategic Plan 2014-2018, the fifth Strategic Objective refers to the development of a national electronic Patient Administration System (ePAS) as the core module of a national Electronic Health Record (EHR) System. The national surveillance system would represent a module of the EHR System.</p> <p>The policy, legislative and regulatory frameworks to support the ePAS have also been given priority attention.</p> <p>95% of the required specifications for the National Electronic Patient Administration System (ePAS) were completed in February, 2014.</p> <p>The Ministry was in progress of</p>	



National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>planning for the implementation of the ePAS at 8 Pilot Sites (4 Centres of Excellence and 4 Regional Hospitals) with the first COE to go live during the first two weeks of June 2014.</p> <p>The Pilot should have a duration of 6 months. Following that, the MOH will implement on a Phased basis over a 4-year period.</p>	
18. Pilot a diabetic retinopathy screening programme to detect diabetic eye disease at an early stage and delay onset of diabetic eye disease	FY2013/2014 – FY2014/2015	MOH	This activity was not undertaken during the review period.	An ophthalmologist was not employed as planned due to lack of resources.
<b>Sector Strategy: Strengthen primary, secondary and tertiary prevention measures</b>				
19. Improve Health Centres to standard of offering wide range of diagnostic and treatment services	4 centres of excellence established by 2015	MOH	<p>Infrastructural improvements commenced – pending completion of this there will be improved services</p> <p><b>Santa Cruz, St. Elizabeth – SRHA</b> - Progress on Phase 2 was 95% completed. Phase 2 dealt with the construction of two buildings and external work.</p> <p><b>Darliston, Westmoreland – WRHA</b> - Phase 2 has to be re-tendered.</p>	

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p><b>Isaac Barrant, St. Thomas – SERHA</b>                      - Phase 1 has been completed. Technical drawings for Phase 2 are being reviewed.</p> <p><b>Claremont, St. Ann – NERHA</b>                      - Phase 1 and Phase 2 have obtained practical completion.                      - Official opening by Honourable Minister of Health Dr. Fenton Ferguson scheduled for June 27, 2014.</p>	
<p>20. Strengthen maternal and child health:</p> <p>i. Plan and implement the European Union MDG 4 and 5 Project - five High Dependency Units (HDU) to be established</p> <p>ii. Train nurses and clinicians in Neonatology</p>	<p>5 HDUs by 2015</p> <p>2 HDUs staffed by 2015</p>	<p><b>MOH</b></p> <p><b>MOH</b></p>	<p>The EU and GOJ signed the Financing agreement at the end of November 2013.</p> <p>Consultations held with PIOJ, EU, UWI and other stakeholders to facilitate the development of the TORs for training of doctors and nurses, the employment of an interim Project Manager and HR consultant. The draft proposal for the training to be contracted to UWI was completed. Work commenced on the preparation of the start-up Price Estimates for the first</p>	

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>six months of the project (February-August 2014). There was a request for proposal for management team to oversee the project in line with EU requirements. The NCC has approved the standardization of all equipment associated with the project.</p>	
21. Establish a new children’s hospital in Western Jamaica	FY2013/2014 – FY2014/2015	MOH	TBD	
National Strategy 1-3: Strengthen the Health Promotion Approach				
<i>Sector Strategy: undertake stakeholder consultations in support of healthy schools, workplaces and communities</i>				
22. Establish a framework for behaviour change programmes targeting alcohol, tobacco cessation, reduction of salts, fats and sugars and increasing physical activity and the consumption of fruits and vegetables	Health promotion established in 60 pilot-testing schools by 2015	MOH, private sector	<p>60 schools were targeted with a result of 56 schools being surveyed. Data collected, entered and analyzed. Reports were done on the findings for each school and this has been shared with over 90% of the schools. Action plans have been completed and are being implemented for 12 of the planned 56 model schools. UNESCO is supporting the initiative. The action plans that have not yet been completed will be done by the end of the first term.</p> <p>The comprehensive report on the overall findings for the schools has been completed and</p>	

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			at least one stakeholder consultation should take place to discuss results.	
23. Review relevant manuals and protocols for health promotion	Review of Workplace /Corporate Wellness manual to be completed by 2015	MOH	Based on review, a draft resource guide has been compiled for the physical activity component of workplace wellness (Physical Activity is the 4 <sup>th</sup> leading risk factor for global mortality, WHO 2010). Plans to have a wider work place wellness initiative are still in place.	
24. Establish a Physical Activity Taskforce to finalize a National Plan for promotion of physical activities and begin implementation phase	Taskforce established and implementation of plan commenced by 2015	MOH, MOE, MOAF, private sector, NGOs	Meetings have taken place with the adviser to the Minister without portfolio in the Ministry of Sports and a brief meeting with the Minister of Health. They have committed to co-chair a Physical Activity Task Force/Working Group. It should be established in the second quarter of fiscal year 2014/2015.	
<b>Sector Strategy: Review existing policy legislation and create new policies</b>				
25. Review the Healthy Lifestyle Policy including the policy framework for promotion of healthy families	Review of Policy to be completed by 2015	MOH	The National NCD Strategic Plan which was passed in Cabinet speaks to the areas that the Healthy Lifestyle policy addressed and more. A more specific framework for the promotion of healthy families is still to be completed.	

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
26. Undertake development and implementation of the National Strategic Plan for NCDs	FY2013/2014 – FY2014/2015	MOH	The Non-Communicable Disease Prevention and Control Strategic Plan (2012-2017) has been approved by Cabinet. Key components include: Cardiovascular disease, diabetes mellitus, chronic respiratory disease, neuropsychological disorders and Cancer  Developed and costed a NSP for NCDs and have commenced implementation of the plan	
27. Develop a National Health Promotion and Education Plan for NCDs and CDs	Plan to be completed by 2015	MOH		
<b>National Strategy 1-4: Strengthen and emphasize the Primary Health Care Approach</b>				
<b>Sector Strategy: Broaden primary health care services to improve accessibility, targeting and convenience</b>				
28. Refurbish health care facilities	FY2013/2014 – FY2014/2015	MOH	The following Health centres refurbishment was started or completed in 2013/2014:  <b>Kingston &amp; St. Andrew</b> 1. Hope Glade Health Centre 2. Nannyville Health Centre (In progress) 3. Padmore Health Centre (In progress) 4. Rock Hall Health Centre (In progress) 5. Red Hills Health Centre (In progress) 6. Lawrence Tavern Health Centre (In progress)	

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<b>Portland</b> 1. Portland Health Department Infrastructure Project <b>St. Ann</b> 2. St. Ann’s Bay Health Department 3. Ocho Rios Health Centre 4. Blackstonedged Health Centre 5. Moneague Health Centre <b>St. Mary</b> 6. Brainard Health Centre <b>Clarendon</b> 1. James Hill Health Centre	
29. Define service delivery for primary health care (PHC)	To be completed by 2015	MOH	MOH has prepared a document to be sent as a Cabinet Submission outlining the Primary Health Care Service delivery package and strategies to be pursued.	
30. Increase access of ophthalmic services to diabetics in the primary health care centres	FY2013/2014 – FY2014/2015	MOH	A National Diabetic Retinopathy (DR) Project proposal has been submitted to the Queen Elizabeth Diamond Jubilee Trust for funding. If approved, this should start next year, 2015, and would involve primary health care screening of diabetics.	
<b>Sector Strategy: Build adequate support services and mechanisms to ensure seamless transition throughout the care pathway – from primary to tertiary</b>				
31. Strengthen human	FY2013/2014 –	MOH	Ongoing	

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
resource capacity to deliver a renewed PHC service	FY2014/2015		Deployment of Cuban trained professionals, doctors and nurses, to the PHC system.  The Health Sector Reclassification of Posts Exercise was implemented seamlessly.	
32. Develop and implement programme to ensure seamless transition through the care pathway for persons with diabetic eye disease	FY2013/2014 – FY2014/2015	MOH		The National Diabetic Retinopathy Project is to be developed and will involve developing national guidelines for managing diabetic eye disease.
<b>National Strategy 1-6: Establish and Implement a Sustainable Mechanism for Supporting Human Resources</b>				
<b>Sector Strategy: Develop a Human Resources Plan</b>				
33. Conduct an assessment of the ideal numbers and types of personnel needed in the context of international and national obligations	Manpower needs assessment conducted under the Dalhousie sponsored HRH to be completed by FY 2013/2014	MOH	A manpower needs assessment was conducted under the Dalhousie sponsored HRH. Results are being analyzed.	
34. Conduct migration study of all categories and levels of health workers	To be completed by March 2014	MOH	The results of an Ottawa University sponsored Migration Study (related to nurses, midwives, doctors and dentists) are being analysed. The report will increase understanding of the factors driving migration of health workers from Jamaica,	The study did not include all levels of health workers; it focused on 4 levels of health workers, namely doctors, dental auxiliaries, midwives and nurses.





National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
training and use				
<b>National Strategy 1-7: Establish Effective Governance Mechanisms for Health Care Delivery</b>				
<b>Sector Strategy: Strengthen the leadership at MOH with regard to governance matters</b>				
37. Strengthen leadership training throughout the health sector, including leadership and governance in the eye health system	FY2013/2014 – FY2014/2015	MOH	MOU was signed between the Southern Regional Health Authority (SRHA) and the Caribbean Council for the Blind (CCB) which will include strengthening the leadership and governance of eye care services. National Strategic plan for eye care being developed for 2014/2015 financial year.	
<b>Sector Strategy: Develop and implement an effective management system</b>				
38. Strengthen the eye health data management system including the use of the health information system for use in managing planning and evidence-based policy development	FY2013/2014 – FY2014/2015	MOH	The National HMIS will be rolled out in July 2014. This should involve the generation of more eye health data.	
<b>Sector Strategy: Develop quality assurance mechanisms for both public and private providers of health services</b>				
39. Strengthen client complaint mechanism for reporting and resolution of complaints including revision of manual/policy and customer service training	FY2013/2014 – FY2014/2015	MOH	The manual is being further revised to include the complaint procedure for pharmacy services which was recently taken over by NHF. A statement writing guideline for health care workers has also been drafted as a part of the manual. No customer service training has	

National Outcome # 1 - A Healthy and Stable Population				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			been conducted as yet.	
40. Improve use of the Service Level Agreement mechanism	2 new service level agreements to be completed by 2015	MOH	Service Level Agreement signed with the RHAs. UHWI is preparing a draft of the SLA to submit to the Ministry for review.	
<b>Sector Strategy: Develop an integrated policy framework for interlinking the primary and secondary health care components of the health system</b>				
41. Strengthen mechanism for the Referral/Linkages system	FY2013/2014 – FY2014/2015	MOH	Currently reviewing the Linkage Manual and framework. Preparing a consultation document. Consultations are set to begin in September 2014.	
42. Promote re-establishment of District Health Management Teams	FY2013/2014 – FY2014/2015	MOH	Consultations will be held with Primary Health Care physicians in May 2015. This deliverable is to be developed into a project to facilitate implementation.	The re-establishment of the District Health Management team is a strategy under the Primary Health Care Renewal Policy.
<b>Sector Strategy: Develop a mechanism for sustainable health financing</b>				
43. Complete the development of a paper on Health financing options	End of 2012/2013	MOH	Draft Health Financing paper completed.	
44. Revise User Fees for User Fees gazette	November 2012	MOH, Cabinet Office	Proposed Gazette is completed and awaiting approval from Cabinet.	
45. Complete the development of a universal coverage roadmap	End of 2014/2015	MOH		
46. Support the development of health and wellness/medical tourism	FY2012/2013 – FY2014/2015	MOH, MTE		

## **National Outcome # 1 – A Healthy and Stable Population (Youth)**

### **Overview**

The significance of youth to Jamaica's development was clearly represented in policy and programmatic action over the review period. Generally, state policy focus over the period encompassed a wide range of areas including: protection against violence and abuse; capacity building and socialization to discourage youth participation in violence and crime; juvenile justice; and strengthening parental skills. The priority strategies and actions under the MTF included focus on strengthening the framework for holistic development of youth - psycho-social, productive and entrepreneurial skills - and the protection of children in state care. Achievements included building the capacity of state agencies to respond to the needs of youth generally, with special attention given to the needs of youth not effectively integrated in society, such as those in conflict with the law and those in state custody. Consultation and responsiveness to identified youth needs, and youth empowerment were important themes that reverberated throughout the priority actions and strategies implemented. Efforts to strengthen the policy framework included commencement of the revision of the National Youth Policy and completion of a Mainstreaming Youth Project and Youth Programme Inventory.

The promotion of employment and entrepreneurship within a context of an average youth unemployment rate of 37.7 per cent, clearly demonstrated the relevance of the policy directions pursued regarding youth mainstreaming, productive and life skills development, and inter-sectoral partnerships to address the holistic needs of youth.

**Table 4: Priority Strategies and Actions - A Healthy and Stable Population (Youth)**

<b>National Outcome # 1 - A Healthy and Stable Population (Youth)</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
<b>National Strategy 1-1: Maintain a stable population</b>				
<b>Sector Strategy: Review and revise existing policy and plans of action for youth development</b>				
1. Complete and promulgate new National Youth Policy and Strategic Plan of Action	National Youth Policy and Strategic Plan of Action to be completed by FY2013/2014	MYC, NCYD	Draft Green Paper on the revised National Youth Policy.	
2. Complete the National Youth Database and Youth Club Database	FY2012/2013-FY2013/2014	NCYD, MYC, SDC, youth clubs	Completed 2013/14	Being updated
<b>Sector Strategy: Increase availability and access to services for adolescent and youth development</b>				
3. Complete establishment of Youth Information Centres and develop multi-purpose centres allowing cultural centres in all parishes	FY2012/2013-FY2014/2015	NCYD, MYC, MOH, JCDC, Edna Manley College	Completed and launched the May Pen, Westmoreland and Manchester Youth Information Centres.	Broke ground in Hanover to be completed 2015/16
4. Improve psychosocial services for youth and children	FY2012/2013-FY2014/2015	CDA, MYC, MOJ, DCS, MOE	Launched the Smiles Mobile Unit in November 2013.  Implemented a Mobile Mental Health Service for the South East Region.	
5. Develop a coordinated framework for a national mentoring strategy and action plan	FY2013/2014-FY2014/2015	MYC, NCYD		
6. Increase level of resourcing for child-centred agencies and entities to improve responsiveness and level of care and protection provided for children	FY2013/2014-FY2014/2015	MYC, MOFP	Transferred the Ananda Alert System to OCR in March 2012/13.  Launched the Child Abuse Reporting System (CARS) application.  Completed OCR Records Management Manual in February 2013.	

<b>National Outcome # 1 - A Healthy and Stable Population (Youth)</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
			Established 3 OCR offices in Manchester, St. Ann and Westmoreland.  Cabinet approved the roll-out with Child Case Management System (CCMS).	
7. Utilize non-traditional strategies to ensure wider youth participation	FY2013/2014-FY2014/2015	<b>MYC, NCYD</b>	Employed programmes using the Creative Arts, Creative Advocacy and Social Media Network.	
<b><i>Sector Strategy: Target adolescents and youth for social development, entrepreneurial, education and training opportunities</i></b>				
8. Implement the National Strategic Plan for Youth Mainstreaming in Jamaica	FY2013/2014-FY2014/2015	<b>MYC, NCYD</b>	Strategic Plan developed.	Awaiting the adoption of the revised National Youth Policy to implement strategies.
9. Promulgate and mainstream youth programmatic inventory and create wider access	FY2013/2014-FY2014/2015	<b>MYC, NCYD, Youth Development Sector</b>	Completed	Inventory is being updated and revised.
10. Position NYS as viable post-secondary option	FY2013/2014-FY2014/2015	<b>MYC, NCYD</b>	Revised Programmes to include: Events and Production Management Entrepreneurship Programme Graduate Work Experience Access to Higher Education and others.	
11. Create entrepreneurial framework for youth	FY2013/2014-FY2014/2015	<b>MYC, JBDC, UWI, Junior Achievement</b>	Entrepreneurship Programme launched in 2014/15.	
<b><i>Sector Strategy: Ensure proper treatment of children and youth in state care or in conflict with the law</i></b>				
12. Support reform of laws relating to minor offences	FY2012/2013-FY2014/2015	<b>MOJ</b>	Amendment of the Dangerous Drugs Act to accommodate proposal for Reform of the Law Relating to small	This draft Bill is currently being reviewed.

<b>National Outcome # 1 - A Healthy and Stable Population (Youth)</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
			quantities of Ganja/marijuana.  Under the Justice Undertakings for Social Transformation (JUST), a review of legislation related to minor offences was conducted.	Further work is to be carried out in this regard.
13. Ensure that youth and children in state care and detention are provided with the levels of care and protection that meet the best global standards	FY2012/2013-FY2014/2015	<b>MOJ, DCS, CDA, MYC, MNS, MOH</b>	Implement the Innovative Sports and Arts for Youth Improvement “I Say I” Programme launched in 2012.  Provided guidance for programmatic implementation in the spaces.	The “I Say I” Programme utilises creative arts and sports therapy to support juveniles in conflict with the law and offenders and those on probation and Most At-Risk Young Persons (MARYP). (ESSJ, 2012)
14. Promulgate strategic laws to reduce re-traumatization of abused children	FY2012/2013-FY2014/2015	<b>MOJ, CDA, CSOCA, OCA, OCR</b>	Cabinet Approved the removal of the label of “uncontrollable behaviour” ascribed to children who display extreme behavioural problems.	
15. Intensify public education programme to address child abuse	FY2012/2013-FY2014/2015	<b>CDA, OCA, OCR, MYC</b>	Launched OCR’s Publication and Statistical Report 2007-11.	
16. Ensure that children in need of care and protection are kept in separate facilities from adults accused and/or convicted of crimes	FY2013/2014-FY2014/2015	<b>MNS, MOJ, DCS, CDA, MYC</b>	Removed all children from adult correctional institutions.	
17. Undertake construction of a Juvenile Remand and Correctional Centre for girls and juvenile-only facilities in each parish for children who come in contact with the police	FY2013/2014-FY2014/2015	<b>MNS, DCS, MYC, MOJ, CDA</b>	Completed Child Friendly spaces: Bridgeport ( St. Catherine) Moneague (St. Ann) Barrett Town (St. James)	

<b>National Outcome # 1 - A Healthy and Stable Population (Youth)</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
18. Create a Model Place of Safety to provide therapeutic medical care for children on Remand and Correctional Orders by the Court	FY2013/2014-FY2014/2015	<b>MNS, DCS, MYC, MOJ, CDA</b>	Conducted Strategic Planning Exercise to transform Maxfield Park Children’s Home into a Model Child Care Centre.	
19. Introduce extra-curricular activities in Children’s Homes and Places of Safety	FY2013/2014-FY2014/2015	<b>MYC, CDA, Jamaica School of Music / School of Art</b>	Initiated the “Art for Life” Performing Arts as therapy and recreation at South Camp Correctional Centre.	

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

### Overview

Over the review period, educational development policy and programmes focused on: improving and institutionalizing regulations, standards and accountability framework; the integration and holistic capacity building of learning resources, environment, and instructors/agents of socialization; and the utilization of social partnerships to achieve desired learning outcomes. There was increased emphasis on developing parenting skills and parental involvement in the education of children, and equipping teachers to be greater facilitators of integrated and lifelong learning. There were demonstrations of state-led efforts to institutionalize a culture and structured approach to parenting skill development and parental engagement. The implementation of the National Parenting Support Policy was bolstered by the establishment of the National Parenting Commission which became operational in June 2013. The significance of the community as an environment for socialization and a critical source of ‘surrogate parents’ for the abandoned and those ‘inadequately parented’, was emphasized. Emphasis was also given to the importance of the school as an agent of socialization in fostering acceptable social values and norms in the individual and preparing him/her for integration in and contribution to societal development, through such initiatives as the reintroduction of Civics in schools.

Key Performance Targets for the Ministry of Education include:

- Achieve high levels of educational outcomes
- Citizens committed to lifelong learning
- All youth 19-24 engaged in some form of attachment
- Building citizenship through involvement in community service and volunteerism
- Competent educators to match needs of the system by education level, number, geographic distribution and specialisation are attracted and retained (Licensing and registration of teachers against agreed standards.)
- Inclusive education promoted and supported. (A comprehensive policy has been drafted and recommendations for amendments to the Education Act in respect of Special Education have been prepared and will be done in the legislative review to be undertaken this year.)
- Stakeholders kept informed of developments in the education sector
- Safe and secure learning environment (physical, psychosocial and emotional climate) available to support teaching and learning in schools.

Early childhood development and education was a major focus area; and the Early Childhood Commission (ECC) bolstered its capacity, structures and institutional arrangements for improved governance and policy management of the sector. This was achieved through monitoring and evaluation, process and results-oriented management, and the enhancement and improved enforcement of certification standards. Key focus was given to increasing the



proportion of trained teachers in Early Childhood Institutions (ECIs) and providing mentoring to pre-trained teachers by those trained.

Greater focus was given to the integration of traditional learning and skills training, and the linkage of training with productivity demands and entrepreneurship that recognizes economic comparative advantage. Accordingly, there was increased focus on the integration of Technical Vocational Education and Training (TVET) within schools as a critical component of and complement to the traditional academic curriculum. Progress was made in the integration of Science, Technology, Engineering and Mathematics (STEM) in the school curriculum; and increased focus was given to competency-based learning and certification.

The capacity of the education system was also enhanced in the areas of infrastructure and technology. Through partnerships, including support from UNESCO, The Information and Communication Technology in Education Policy was completed in December 2013 and the Master Plan Completed in February 2014. Both documents were to be presented to key stakeholders in early 2014/2015 for discussion and the engagement of technical and financial support to facilitate implementation.

The Jamaica Tertiary Education Commission (J-TEC) became operational during the reporting period and is being developed for increased quality assurance, coordination and development of a demand-driven tertiary education sector. Focus was also given to tertiary level education financing and included commitments to improve the availability and accessibility of loan funds under the Student Loan Scheme. This commitment was included among the conditions of the arrangement between the Government of Jamaica and the International Monetary Fund under a four-year Extended Fund Facility (EFF) approved by the IMF Board on May 1, 2013<sup>6</sup>. The HEART Trust/NTA, the Jamaica Foundation for Lifelong Learning (JFLL) and the Caribbean Maritime Institute (CMI) continued to impact the area of skills development and re-tooling, with both the HEART Trust and the CMI offering regionally and internationally accepted certification.

The Education and Training Thematic Working Group (TWG) under Vision 2030 Jamaica, chaired by the Permanent Secretary of the Ministry of Education (MOE) and vice-chaired by the Executive Director of the HEART Trust/NTA, effectively coordinated the monitoring of the alignment of organizational corporate plans with MTF 2012/2013 – 2014/2015 and progress reporting in achieving the medium term targets. The TWG membership comprises the MOE and key agencies, other Ministries, Departments and Agencies (MDAs), representatives from the tertiary level educational sector including academia, the Jamaica Teachers' Association

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<sup>6</sup> Source: <https://www.imf.org/external/np/sec/pr/2013/pr13150.htm>, accessed March 19, 2015.

(JTA), the private sector including the Jamaica Chamber of Commerce (JCC), and international development partners (IDPs) including UNESCO and the Inter-American Development Bank.

## National Outcome Indicators and Targets – Update

The majority of national outcome indicators for education and training showed general improvement over the baseline, 2007 values. “Total Adult Literacy Rate” and “Adult Literacy Rate”- “Male” and “Female” achieved the 2012 targets prior to 2012, while “Grade 4 Literacy Rate” – ‘Both Sexes’ and ‘Male’ achieved the 2012 targets in 2013. While the remaining indicators failed to achieve the targets, all showed improvement over the baseline value, with the exception of “Gross Enrolment Rate at the Tertiary Level”.

Female literacy rates were generally higher than that of males, even though females unlike males, failed to achieve the 2012 target for “Grade 4 Literacy Rate”. The 2012 target for “Gross Enrolment Rate at the Tertiary Level” was not met, and was attributed to a number of factors, including a revised population estimate for the 20-24 age cohort emanating from the 2011 Population and Housing Census and lower levels of access due to challenges with affordability. . However, the focus on restructuring of the tertiary education system to ensure that programme offerings are more market demand-driven and improving the loan structure of the Student Loan Bureau provide policy and programmatic responses to key challenges.

**Table 5: Indicators and Targets – World-Class Education and Training**

National Outcome # 2 - World-Class Education and Training									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Adult Literacy Rate (15 and over) - Both sexes (%)	86.0	91.7	91.7	91.7	91.7	91.7	89.7	≥ 91.6	≥ 98.3
Adult Literacy Rate (15 and over) – Male (%)	80.5	89.4	89.4	89.4	89.4	89.4	84.4	≥ 88.2	≥ 98.3
Adult Literacy Rate (15 and over) – Female (%)	91.1	93.5	93.5	93.5	93.5	93.5	93.0	≥ 94.9	≥ 98.3
Grade 4 literacy rates (%) – Both sexes (1)	63.5	70.1	66.9	71.4	73.7	76.4	75	100	100
Grade 4 literacy rates (%) – Male	53.2	59.1	56.4	61.5	64.6	67.9	65	100	100
Grade 4 literacy rates (%) – Female	76.6	81.3	77.5	81.6	83.2	85.2	86	100	100
% of students sitting CSEC exams passing 5 or more subjects including English Language and/or Maths	29.5	35.9	36.7	36.3	31.9	31.9		40-50 (prov.)	60-80 (prov.)
Gross Enrolment Rate at the tertiary level (%)	31.5	30.8	32.8	33.1	29.5	28.9	35 (prov.)	35-45 (prov.)	50-70 (prov.)
% of labour Force (14 to 65) that is certified - Both sexes	18.52	20.1	21.2	23.2	23.5	24.4	25 (prov.)	30 (prov.)	90

1. Literacy targets are as % of educable cohort.

**Table 6: Priority Strategies and Actions - World-Class Education and Training**

<b>National Outcome # 2 - World-Class Education and Training</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
<b>National Strategy 2-1: Ensure that children 0-8 years have access to adequate early childhood education and development programmes</b>				
1. Increase access to publicly funded Early Childhood institutions	Begin process by 2012/2013	MOE, ECC	72 basic schools have been mapped to primary schools  Thirty-two schools have been identified to date for September 2014-15, two of which will be stand-alone infant schools. The remaining 30 will be infant departments. Supervision of these schools will be carried out through the collaborative efforts of development officers (teaching and learning supervision) and education officers (administrative supervision).	Estimates have been prepared for 30 infant departments. Procurement commenced for 32 infant departments and schools.  170 additional schools have been identified for conversion over the next two years.
2. Increase the entry requirements for teaching at the Early Childhood level to a first degree	Begin implementation in FY2013/2014	MOE, ECC	CHASE currently offers a scholarship for persons interested in pursuing a first degree in Early Childhood Education.  Associate Degree programme has been developed for early childhood practitioners. Approval is being sought from the Ministry of Finance for a salary scale to be approved for the qualification.  Preliminary talks have begun with key teacher training institutions to get at least one programme online for ECE practitioners.	It must be noted that the education system is not short on the supply of trained early childhood teachers. The Ministry is seeking to put systems in place to create access to trained teachers. 1 trained teacher per 2 schools; 240 teachers to be deployed in this way.
3. Ensure that there is at least one trained teacher in every Early Childhood institution	By FY2014/2015	MOE, ECC	Based on the Early Childhood Commission's (ECC) MIS system, currently 25% of the ECIs have a trained teacher. To address this, several strategies have been implemented: the trained teacher volunteer programme (JEEP); the rationalization initiative, partnerships in teacher training with CHASE and Food for the Poor, etc.	Approximately 370 early childhood institutions have been identified without a trained teacher employed by the MOE across the regions. Should this be addressed, 11,905 children would be

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>240 trained teacher coaches to be placed in 480 early childhood institutions for the academic year 2013/2014 to provide access to trained teachers. The initiative is estimated to assist 629 practitioners and impact 16,103 children.</p> <p>Related activities include the identification of clusters of schools that do not have a trained teacher employed and which require the services of the coaches to boost the quality of teaching and learning.</p> <p>Additionally, ECIs that do not have trained teachers employed by MOE but have the services of the Early Childhood Trained Teacher on staff paid by the school are also to be identified.</p>	impacted.
<b>Sector Strategy: Strengthen school/home relationships and parental involvement in early childhood education</b>				
4. Implement structured programme for training of parents including utilising PTA meetings	FY2012/2013-	MOE, ECC, PTAs, Parenting Commission	<p>Through the Parenting Partners Curriculum, Development officers train in specific areas which allows for the programmes to have a degree of standardization as the context will not vary. So while each person may be creative in their execution, the objectives remain the same.</p> <p>2 ECD focused Parents' Places are established to cater to the unique needs of parents with children 0-8 yrs. Training sessions at the EC Resource Centres are held monthly by ECC Development Officers who provide training on parenting based on the Parenting Partners Curriculum.</p>	<p>The Relationship with National Parenting Support Commission (NPSC) and the ECC continues with both Agencies exchanging information on the strategic direction for parenting and the expanded use of EC Resource Centres.</p> <p>The ECC, along with its partners, continues to identify parenting education and support programmes that exist island wide. A database has been created to capture this information and is updated based on feedback from</p>

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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				parenting stakeholders.
5. Partner with communities for the use of school facilities for community development	In at least 50% of schools by 2015	<b>MOE,</b> Parenting Commission, ECC, SDC	<p>The ECC has been mandated to address the gap in early childhood development by working with local partners to strengthen the local governance structure and facilitate the development of ECIs that are managed properly. This they have sought to do through a reform process which involved the development of a Guide for the Management and Administration of ECIs in Jamaica, which will enable the Jamaica Early Childhood Association (J.E.C.A.), the parish and community governance bodies (Parish Boards, Zone Action Committees and ECI Management Committees) to properly manage and administer the affairs of the ECI, thus enabling the children to receive quality services.</p> <p>Jamaica Early Childhood Association (JECA) is a community based NGO that has been established to ensure that EC best practices are supported in institutions and in communities. They also advocate for the needs of practitioners. With the support of international partners, they assist in mobilizing community efforts to ensure that institutions and their communities strengthen their partnerships for increased short and long term benefit to the community.</p>	
6. Establish at least one parent place in each Quality Education Circle	FY2012/2013- FY2014/2015	<b>MOE, ECC,</b> PTAs	<p>Two Parents' Places have been established in EC Resource Centres, one in Montego Bay and another in Clarendon. Additional steps are being taken to establish 12 Parents' Places through partnership with UNICEF.</p> <p>The Ministry through the USAID has established 60 Parent Places. Equipment and materials were procured by USAID for the</p>	12 additional EC Resource Centres are slated to become Parent Places. Some of the Resource Centres are not presently operational. However it is expected that two (2) Parent Places will be established in Regions 1 and 6 by

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			establishment of these Parenting Places at the primary level. Another 60 of these parent places are to be established by the end of this school year. These are to be promoted and utilized along with the existing ones to facilitate parent education in literacy and other relevant areas.	January 2015. The other eight (8) will be budgeted for in the 2015 - 16 financial year. Challenges exist with two of the Resource Centres located in St Elizabeth and Portland as they are located on rented premises.
<b>Sector Strategy: Put mechanisms in place to address the psychosocial needs of children</b>				
7. Undertake systematic assessment of child/children at age four (4)	FY2012/2013- FY2014/2015	MOE, MOH	<p>The 4 Year Old Assessment will begin full roll out by 2015/2016, making it a part of the National Assessment system within the MOE.</p> <p>This facilitates a full year of diagnosis and intervention. There are three outcomes expected after this evaluation:</p> <ul style="list-style-type: none"> <li>•Entrance into the normal school system without any additional support</li> <li>•Entrance into the normal school system but requiring some additional support</li> <li>•Entrance into the special education school system, which includes gifted students.</li> </ul> <p>Training manuals have been completed and a 'Training of Trainers' exercise was carried out. A pilot of the assessment was carried out in Westmoreland and the analysis of the data from the pilot has commenced.</p>	<p>The pilot of the 4 year old assessment will be completed in April 2014. The Ministry is awaiting the report. Sensitisation will continue in the new school year. This is being considered as a compliment to the Grade One Individual Learning Profile (GOILP) which will be modified accordingly.</p> <p>The year 4 Assessment Approach will be used to identify areas of greatest need for the 5 year olds. This will be used to inform teachers at the Primary level.</p>
8. Develop and implement the National Guidance and Counselling Policy	FY2012/2013	MOE, MOH	The Policy was approved. Awaiting document for printing and distribution.	
9. Develop and implement the Grade 2 diagnostic test to replace the Grade 3 diagnostic test	Begin FY2012/2013	MOE	<p>Work is advanced on Grades 2 &amp; 9, test to be based on "evidence centered design"; will be a test of achievement designed to be used for diagnosis.</p> <p>This is being worked on in tandem with the development</p>	The CEO has been working closely with the HEART Trust and providing information related to the Grade 9 Diagnostic Test to support the development of the

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			of the New Curriculum to be rolled out in 2018.  The Grade 9 test will identify weaknesses to support the CSEC level.	National Diagnostic Assessment and Referral (NDAR) Test
<b>Sector Strategy: Strengthen the framework for establishing, legislating and enforcing standards in all early childhood education institutions</b>				
10. Enforce adherence to education requirement according to standards guided by the inspection reports	FY2012/2013- FY2014/2015	MOE, ECC	Currently institutions which submit completed applications and operate under circumstances in which no conditions exist, that compromise the health and safety of the children and practitioners at the institution, are issued with a Permit to Operate upon recommendation made by the EC Inspector.	This is also applicable to the Independent schools where schools have to be registered before they are permitted to operate
11. Enforce development of implementation plans	FY2012/2013- FY2014/2015	MOE,ECC	An early childhood development plan has been created. Development Officers were trained on the plan on August 13, 2014 in order to provide support to ECIs starting in September 2014.  A Strategic Plan was developed and is to be disseminated to the system. Working with CARICOM to ensure that they are replicated throughout the Caribbean.	
12. Ensure that Early Childhood trained practitioners are assigned to Grades 1-3 at the primary level	Starting FY2013/2014	MOE, ECC	A training plan is to be developed from the analysis of the training needs of the primary schools.  This is expected to commence in Sept. 2014/15.  Bulletins are routinely sent out to schools to advise that Early Childhood trained practitioners should be employed once the vacancies exist. Primary level institutions are also encouraged to organize their classrooms in accordance with the EC standards at grades one to three.	

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 2-2: Enable a satisfactory learning environment at the primary level</b>				
<b>Sector Strategy: Institutionalize diagnostic testing and provide the requisite support for teachers and students</b>				
13. Revise the National Assessment Framework	FY2012/2013	MOE, MOH	Curriculum Framework is completed. Work is 90% completed in developing the accompanying teachers' guides. Preparation for piloting to commence this school year is in train.  A pilot of Grades 4-6 was completed and the review is currently taking place. The Pilot of Grades 1-3 and 7-9 will begin in September 2014 in 47 institutions over the next two years.	
14. Monitor and report on student progress and performance based on the revised National Assessment Framework	FY2014/2015-ongoing	MOE	A Secretariat has been put in place to monitor pilot and to document feedback.	
<b>National Strategy 2-3: Ensure that the secondary school system equips school leavers to access further education, training and/or decent work</b>				
<b>Sector Strategy: Create mechanisms that will enable the school system to integrate new and emerging technologies and ideas to improve the teaching and learning process</b>				
15. Provide the framework to facilitate ongoing professional development of teachers	FY2012/2013-FY2014/2015	MOE, Teachers Colleges	Data on professional needs are being extracted from NEI records. In addition there is collaboration with the Regions and Units within the Ministry regarding areas for development training.	Development training takes place during the summer for all areas in the system to build capacity.
16. Revise the secondary school curriculum to make it learner centred and relevant to the national development needs	Beginning FY2012/2013	MOE, Teachers' Colleges	Curricularization of the CSEC syllabi has been undertaken in nine subjects to grades 10 & 11 and in four subjects to grade 7.  The grade one to nine curriculum is being revised.	



National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Widen curricula to expose all students to academics, vocations, a foreign language, physical education, and the arts</b>				
17. Provide adequate number of teachers trained to deliver the curriculum in specialised areas	FY2012/2013- FY2014/2015	MOE	An Audit of the system is being undertaken to determine the availability of specialists which will be required for the delivery of the new curriculum. There is on-going training of teachers as the new areas in the curriculum are developed.	Decisions have been taken by the Senior Policy group to use an integrated approach for new subject areas at the primary level.
<b>Sector Strategy: Foster partnerships with industry and other key stakeholders to generate practical learning opportunities</b>				
18. Extend the Work Experience and Apprenticeship Programme.	Beginning in FY2012/13	MOE, Teacher training institutions, private sector	An Apprenticeship board is in place to identify students; and a stakeholder consultation was also convened in March 2014.  A Work experience manual has been completed. The Programme will allow participants to acquire credits to towards NVQ and CVQ subjects.  Six (6) new firms were engaged for the Apprenticeship Programme.  Provisions are made for HEART Trust Trainees to participate in a minimum of 140 hours of Work Experience.	
<b>Sector Strategy: Ensure an adequate number of secondary school places for all students</b>				
19. Increase the provision of quality places including expanding the capacity to offer an increasing range of TVET programmes at the secondary level	FY2013/2014	MOE, Secondary / High Schools	One new secondary school was constructed (Cedar Grove). This will add 1,200 places. Two Junior High Schools are making the gradual transition to high schools (Aberdeen and Bellevue). Two new institutions have become grant aided and will create 2,400 places. (Belair and Mount St Joseph) Sydney Pagon has been converted into a Stem Academy, a full high school focussing on Science, Technology, Engineering and Maths (STEM). Plans are afoot to add 4,200 additional places by the end of 2015 through the expansion of existing schools.	

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>M&amp;E schedule developed to facilitate audits and support for the Technical Vocational Education and Training (TVET) System.</p> <p>The Monitoring &amp; Evaluation Model for the TVET programme is 85% complete. Framework document has been completed for Capacity Building of TVET Professionals.</p> <p><b>HEART Trust/NTA</b> Initiatives have been implemented to facilitate the development of a Service Level Agreement with the MOE to facilitate the Integration Framework. The TVET Integration document has been developed. Technical support provided to MOE schools to support TVET Integration include: Career Consultations/training impacting 379 teachers from 241 schools; Assessor Training for 135 teachers from 55 schools; Training for Guidance Counsellors; Development and deployment of Instructional Materials for occupations/skills in demand; Competency-Based Education and Training (CBET) Training for 80 teachers; the provision of technical training in 5 skills areas – Call Centre Operations, Digital Animation, Automotive A/C Repairs, Crop Production and Food and Beverage Services.</p> <p>Support provided to 67 schools to facilitate TVET integration in the formal education system.</p> <p>Audits of MOE schools conducted by the NCTVET for approved centre status.</p> <p>A proposal towards TVET Regulatory Framework</p>	

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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>developed.</p> <p>A Quality Assurance system developed and implemented to monitor Career Advancement Programme (CAP) schools – 37 schools were audited.</p>	
<b>Sector Strategy: Create opportunities and programmes to enable students to be responsible and caring citizens</b>				
<p>20. Institutionalise community service/volunteerism and strengthen the Citizenship Education Programme in all schools</p>	<p>FY2012/2013</p>	<p>MOE, Teachers' Colleges, Private Sector, MYC</p>	<p>The Citizenship Education Programme (CEP) has been developed and is being rolled out to schools. The behaviour management initiative is also woven into the CEP.</p> <p>The Valuable Pathways Programme, an initiative on values and attitude, which was implemented in 2004 in the Technical High Schools is being developed and will be reintroduced.</p> <p>Safety and Security Policy and Manual have been developed and the programme is being implemented in secondary schools.</p>	<p>Training in positive behaviour support for school wide discipline was done and is to be implemented in 18 pilot schools prior to full roll out.</p> <p>Three-year Behaviour Modification Plan using the life cycle approach will be followed.</p> <p>One aspect of the behaviour modification programme is the School-Wide Positive Behaviour Intervention and Support (SWPBIS) Framework.</p> <p>Piloting has started in 56 of the neediest schools in the country. It places emphasis on the:</p> <ul style="list-style-type: none"> <li>–prevention of problem behaviour</li> <li>–development of pro-social skills</li> <li>–use of data-based problem solving for addressing existing behaviour concerns</li> </ul>
<p>21. Implement the Civics Programme and complete the development of the</p>	<p>Beginning FY2012/2013</p>	<p>MOE, Teachers' Colleges, Private</p>	<p>The Civics programme was developed in 2012 and will now be expanded to include a module on Norman Washington Manley.</p>	

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
Civics curriculum		Sector, MYC		
22. Strengthen and expand co-curricular activities in all schools	FY2012/2013 – on-going	MOE, Teachers' Colleges, Private Sector, MYC	105 new uniformed groups have been introduced 87% (690 of 791) of primary schools offered at least 4 co-curricular activities (April-June 2014) 76% (148 of 196) of secondary schools offered at least 4 co-curricular activities (April-June 2014)	
<b>National Strategy 2-4: Accelerate the process of creating and implementing a standards-driven and outcomes-based education system</b>				
<b>Sector Strategy: Establish frameworks for improving the quality stock of teachers</b>				
23. Review the existing pre-service and in-service training programmes and develop new ones as necessary	FY2012/2013- FY2014/2015	MOE	The Teacher Training Colleges are being encouraged to re-invent and re-organise programmes so that they can operate in a more targeted way as well as support other areas. Colleges are developing their strategic plans.	
<b>Sector Strategy: Increase the use of technology as a tool for enhancing teaching and learning</b>				
24. Increase the use of technology to enable quality in service support for educators and trainers	FY2012/2013- FY2014/2015	MOE	The ICT policy was presented to the Senior Policy Group. A Cabinet Note was prepared and is awaiting legislative input from the Legal Unit. The tablets in schools project will be piloted in 38 schools including one special education school. 7025 tablets were distributed in these schools in July.  E- Learning is to provide access to institutions that want to come on board. Educators are being trained- over 2000 teachers and Education Officers were trained in basic introduction to Computers. Training was also undertaken using the integrative approach. Coaches have also been employed to provide support for the process.  A Committee chaired by the ACEO, Core Curriculum has	

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>been tasked with the responsibility of ensuring that appropriate curriculum materials have been identified to be loaded onto the tablets.</p> <p>45 free applications have been acquired. Approximately 10% of the material to be loaded on the tablets is aligned to the curriculum. The other 90% is support material.</p>	
<b>Sector Strategy: Introduce a competency-based approach to education at all levels</b>				
25. Identify and define standards, regulations and expectations at all levels of the system	FY2012/2013- FY2014/2015	MOE	<p>The Ministry's National Education Strategic Plan (NESP) sets out a number of standards and expectations for the system.</p> <p>Performance targets for the Ministry are as outlined below:</p> <ul style="list-style-type: none"> <li>- Achieve high levels of educational outcomes</li> <li>- Citizens committed to lifelong learning</li> <li>- All youth 19-24 engaged in some form of attachment</li> <li>- Building citizenship through involvement in community service and volunteerism</li> <li>- Competent educators to match needs of the system by education level, number, geographic distribution and specialisation are attracted and retained (Licensing and registration of teachers against agreed standards.)</li> <li>- Inclusive education promoted and supported. (A comprehensive policy has been drafted and recommendations for amendments to the Education Act in respect of Special Education have been prepared and will be done in the legislative review to be undertaken this year.)</li> <li>- Stakeholders kept informed of developments in the education sector</li> </ul>	<p>Planned actions and initiatives include:</p> <ul style="list-style-type: none"> <li>• Competence-Based Transition Policy. Effective December 2014 students who have not attained mastery at the grade four level will only re-sit in June. Number of chances has reduced from four to two.</li> <li>• Secondary Pathway Programme to be implemented in 2015. The programme includes three pathway that progressively target increasing need for specialized attention.</li> <li>• A targeted approach to identify students who need special intervention will be implemented in September 2014 starting from grade one through to grade six</li> <li>• All students at the secondary level must sit an exit examination in at least five</li> </ul>

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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<ul style="list-style-type: none"> <li>- Safe and secure learning environment (physical, psychosocial and emotional climate) available to support teaching and learning in schools.</li> </ul> <p>An Accountability Framework for the Ministry which sets out standards and expectations at all levels of the Ministry is in draft. Some of these include but are not limited to :</p> <ul style="list-style-type: none"> <li>- Use of Performance Management Appraisal System (PMAS)</li> <li>- Development of Strategic Business and Operational Plans aligned to Vision 2030 and MTEF</li> <li>- Timely and accurate response provided to internal and external customers.</li> <li>- Develop and maintain a culture of good customer service/relationship.</li> <li>- Ensure that reports are submitted within stipulated timeframe and in accordance to set standards</li> </ul> <p>All schools have developed their School Improvement Plans which are aligned to the NESP</p>	<p>subjects at the end of secondary. – CSEC, CVQ, NVQJ and City and Guilds.</p> <ul style="list-style-type: none"> <li>• All students must pursue at least one TVET subject and sit in an examination by 2014</li> <li>• Piloting of the 4-year-old Readiness Evaluation was completed in May and June. This will inform changes to be made to the Grade One Individual Learning Profile</li> <li>• The design and concept has been developed and approved for a National School Leaving Certificate. The document is to be finalized and implementation plan developed. The Programme will be implemented in all secondary institutions</li> </ul>
<b>Sector Strategy: Ensure that schools are Inclusive and gender sensitive</b>				
26. Ensure that the learning resources address the different learning styles and needs of males and females and that both sexes have equal opportunity for success at all levels of the system	Ongoing	MOE, Teacher training institutions	Under the USAID Project a Gender Specialist was engaged to support gender equity (parity) Focus group sessions have been conducted with selected principals. A draft gender manual has been developed and circulated to stakeholders for comments. Resources provided by the MOE are reviewed /evaluated to ensure gender sensitivity. This revision includes curricula, books, CDs etc.	
27. Develop and introduce	Ongoing	MOE,	A comprehensive policy has been drafted and	<ul style="list-style-type: none"> <li>• The Professional Registry is still</li> </ul>

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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
a curriculum for children with intellectual disabilities		Teacher training institutions	<p>recommendations for amendments to the Education Act in respect of Special Education have been prepared and will be done in the legislative review to be undertaken this year.</p> <p>In partnership with UNICEF, a Draft Curriculum for students with moderate to severe /profound intellectual disabilities has been developed for three disciplines (Language &amp; Communication, Mathematics and Life Skills). This has been submitted to MOE along with Draft Pilot Protocol “Child Find” (identification of students with special needs) continued in Regions 1, 2, 4, 6 &amp; 5 and Region 3 to commence shortly A major initiative with support from the Private Sector has provided for over 137 “Enrichment Centres &amp; carts” in schools to support performance of children with varying types of learning challenges.</p>	<p>in place with approximately 360 registrants covering a wide range of specializations.</p> <ul style="list-style-type: none"> <li>• Training support for educators to identify and treat with autism was done to build competencies in behaviour management and instructional practices for children with autism.</li> <li>• A School to Work Transition programme is to be implemented; contract to be awarded for technical assistance to design the programme. Work is scheduled to late 2014.</li> <li>• The Ministry will partner with the Voluntary Organisation for the Upliftment of Children (VOUCH) to establish the institution as a diagnostic, assessment, and treatment centre for children with special needs at the early childhood level, particularly from ages two up to eight.</li> <li>• The MOE has planned for 20 “pull-out” classrooms designed for children with special educational needs to be established in schools across the island.</li> </ul>
28. Strengthen	Ongoing	MOE,	A programme for the gifted and talented (APEX) has been	

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
programmes for children with exceptionalities		Teacher training institutions	developed for introduction to the system by 2015. This is being addressed in the curricula being developed.	
<b>National Strategy 2-5: Develop and establish financing and management mechanisms for schools</b>				
<b>Sector Strategy: Develop and implement strategies to support the financing of education</b>				
29. Strengthen partnerships for funding the development of the education and training sector	Ongoing	MOE, private sector, JDI, IDPs and other partners	Work is shortly to commence on the marketing of National Education Trust (NET). A Financial Specialist is to be engaged to set up NET's financial system to enable the company to receive and manage investments and endowments.	NET continues to partner with organisations such as CHASE and JSIF in the construction, renovation and rehabilitation of schools. Owing to disruptions due to the prolonged interruptions in the supply of potable water, a feasibility study is being undertaken to identify the schools with the greatest need for water storage systems.
30. Design and implement an Effective Schools Management Information System (EMIS)	FY2013/FY2014	MOE	Negotiations for the provision of technical assistance of an EMIS Project Manager completed. Approval from the Procurement Committee is pending.	
<b>National Strategy 2-6: Ensure a physical environment in all schools that is safe and conducive to learning at all levels of the school system</b>				
<b>Sector Strategy: Create a positive, healthy, secure, resource-efficient and environmentally-friendly atmosphere at all school plants</b>				
31. Implement aspects of the Child Friendly Schools Strategy in all schools	FY2014/2015	MOE, Private sector	UNICEF developed a Child Friendly Schools Manual which is aimed at creating a positive environment in which children can develop to their fullest potential	
32. Ensure the passage and implementation of the Safe Schools Act	FY2014/2015	MOE, Cabinet Office	Review of Safety and Security Policy 95% completed. This Policy will have to be approved by Cabinet.	
33. Strengthen the school		MOE, MLSS,	Under the Modernisation of the School Feeding Project a	Schools have asked for oil as well



National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
feeding programme		MOFP	<p>Meal options pilot study of three meal production and delivery options in region 1 was completed and results are being analysed.</p> <p>Draft School Feeding Policy was developed and is being reviewed by the Steering Committee and National School Feeding Policy Committee. MOE Senior Policy Committee to approve. Training programme in food preparation, menu planning etc. for school personnel has been conducted.</p> <p>MMIS system has been developed and will be pilot tested in Region 6 in the upcoming school year. Project Summary Report is being prepared.</p> <p>Breakfast Programme</p> <ul style="list-style-type: none"> <li>• The Programme has been expanded to provide free breakfast to seventy percent (70%) of the EC cohort or 138,000 children, including PATH beneficiaries.</li> <li>• Remaining thirty percent (30%) have the option to make a contribution or pay in full.</li> </ul> <p>Breakfast will be produced by Nutrition Products Limited (NPL) as well as provided at the individual school level.</p> <p>NPL will also be providing lunch to over 200, 000 students at the upper and lower secondary school. Under the Ministry's School Feeding Programme, schools will now only receive rice in bulk from the Ministry. Funds will be sent to the institutions to procure other supplies required to prepare meals. This will also promote local produce.</p>	
<b>National Strategy 2-7: Ensure that adequate and high quality tertiary education is provided with emphasis on the interface with work and school</b>				
<b>Sector Strategy: Create platforms to facilitate alternative methods of accessing tertiary education</b>				

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
34. Broaden financing alternatives for tertiary students	FY2012/2013 onwards	MOE, SLB, MOFP, tertiary institutions	JAMVAT, a 'work-study' programme managed by the National Youth Service (NYS), aids tertiary students in need of financial assistance by paying 30 per cent of their school fees, as well as provide them with a stipend of \$10,000.  One of J-TEC's explicit mandates is to provide 'Policy Advice on and Identify Strategies for Financing Tertiary Education'. As such a Committee chaired by the Commissioner, J-TEC has been meeting to review different options for financing the sector. One option <i>inter alia</i> being explored is the burden sharing model where financing becomes a shared responsibility with parents/responsible persons undertaking savings, etc. to be able to invest in future education.	
<b>Sector Strategy: Develop and implement curricula that are broad-based and relevant to meet the developing needs of society</b>				
35. Increase collaboration between the private and public sector to provide opportunities for students to gain knowledge and experience relevant to the workplace/world of work	Ongoing	MOE, Private sector, tertiary institutions, trade unions, HEART Trust/NTA PIOJ	Research being conducted towards the development of the Partnership Framework between the private and public sector	
<b>Sector Strategy: Enforce a National Quality Assurance Mechanism</b>				
36. Fully empower the Jamaica Tertiary Education Commission (JTEC)	FY2014/FY2015	MOE, Cabinet Office, JTEC	J-TEC is operational with a Commissioner supported by skeletal staff. Legislation has been drafted and consultations done; bill currently with the Chief Parliamentary Counsel (CPC) for preparation of discussion draft. Legislation reviewed pending receipt of comments. Consequential amendments discussed and Position Paper pending. Regulations scoped.	Clarity needed regarding the continued role of various oversight bodies with the establishment of J-TEC. Issues being sorted out with CCCJ and UCJ.

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			There is expectation that it will be tabled in the 2014 legislative period.	<b>Need to have legislation passed.</b> However, there are competing priorities on GOJ legislation programme.
<b>National Strategy 2-8: Expand mechanisms to provide access to education and training for all including unattached youth</b>				
<b>Sector Strategy: Improve access to training and increase the range of training programmes for unattached youth</b>				
37. Strengthen collaboration among training institutions to ensure coverage of training needs	FY2012/2013- FY2014/2015	<b>HEART Trust/NTA, JFLL, CAP, NYS, NCYD</b>	<p>Learning resources provided to support programmes in MOE schools. 18 curricula have been submitted to CAP. STEM Integration Strategies developed and implemented at Sydney Pagon Agricultural School</p> <p>Curricula and related Videos listing per programme submitted for MOE.</p> <p>Orientation on the use of the curricula for TVET Programmes was conducted for MOE Teachers for two (2) skill areas</p> <p>Draft High School Diploma Equivalency (HSDE), a curriculum for Literacy, Numeracy and Life Skills were launched and is being piloted in 60 schools.</p> <p>The HEART Trust deepened/maintained collaborations with MOE and institutions/ Organizations including JFLL, CAP and NYS to expand training opportunities to meet the needs of industry. Labour Market Information was compiled and shared with stakeholders to inform the development and delivery of demand-driven programmes.</p> <p>The HEART Trust conducted sector surveys/reports, including: Aviation, Maritime and Animation. Jobs required</p>	<p><b>JFLL</b></p> <p>JFLL systems continue to be upgraded to facilitate the expected referrals from NDAR.</p> <p>Working with MOE, HEART/NCTVET towards the repositioning of the Career Advancement Program (CAP). It is proposed that CAP General will be administered through tertiary institutions island wide.</p> <p>Partnerships with NGOs that focus on training, with a view to introduce the new curricula on adult education and training.</p>

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>to support the operation of the Logistic Hub Project have been identified and documented.</p> <p>A National Diagnostic and Assessment Referral system (NDAR) was developed, training conducted and scheduled for piloting across selected HEART Trust and JFLL sites. The National Diagnostic and Referral (NDAR) system was developed to facilitate the online application and psychometric testing; and to ensure that trainees are assessed and placed in the appropriate instructional programme.</p> <p>JFLL has been establishing relationships with high schools particularly in rural communities with a view to transform them into multi learning centres for members of the community.</p>	
38. Establish three new Workforce Colleges and three new TVET institutes	FY2012/2013- FY2014/2015	<b>HEART Trust/NTA</b>	<p>Two (2) Workforce Colleges evaluated for accreditation by NCTVET.</p> <ul style="list-style-type: none"> <li>▪ HEART College of Hospitality Services (HCHS)</li> <li>▪ HCCS gained re-affirmation</li> </ul> <p>One (1) institution has been accredited. Ten (10) programmes approved for accreditation:</p> <p>Evaluations conducted:</p> <ul style="list-style-type: none"> <li>- NTEI – 12 programmes;</li> <li>- Ebony Park – 11 Programmes</li> <li>- HEART College of Beauty Services -14 programmes</li> </ul> <p>Evaluation verification conducted for two institutions: JAGAS and HCCS.</p>	

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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Evaluation re-verification conducted for Boys' Town VTC, South West TVET Institute (Black River Campus) for Business Admin. Mgmt. Level 3.</p> <p>Granville achieved NCTVET accreditation for 4 new programmes (Hospitality &amp; Early Childhood Areas)</p> <p>Workforce Colleges established:</p> <ol style="list-style-type: none"> <li>1. HEART College of Beauty Services (HCBS) with NVQ-J accredited programmes</li> <li>2. HEART College of Construction Services (HCCS) - with NVQ-J accredited programmes</li> <li>3. HEART College of Hospitality Services (HCHS) with NVQ-J accredited programmes</li> </ol> <p>Three TVET institutes have been launched:</p> <ol style="list-style-type: none"> <li>1. South West TVET Institute</li> <li>2. North West TVET Institute</li> <li>3. Eastern TVET Institute</li> </ol>	
39. Develop and implement additional training programmes to meet the demand of unattached youth	FY2012/2013 onward	<b>HEART Trust/NTA</b>	<p>Concept paper has been developed and submitted to the Minister of Education, Permanent Secretary and the Board Chairman of HEART/NTA for approval.</p> <p>A total of 76 Community Training Interventions are currently being funded by HEART Trust/NTA. A number of these projects cater to unattached youth. Additionally, a number of our HEART Trust/NTA owned and operated institutions (e.g., LEAP Centre) provide training support for unattached youth. The CDF also supports training for unattached youth.</p> <p>The Stand-up for Jamaica project is geared towards</p>	An At Risk Youth project is to be funded by HEART Trust -NTA

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			training of 100 inmates across three (3) correctional facilities in three (3) skill areas for rehabilitation and reintegration into the general society.	
<b>National Strategy 2-9: Promote a culture of learning among the populace</b>				
<b>Sector Strategy: Promote broad-based education with holistic approach to training that includes life skills, technical skills, and cognitive skills</b>				
40. Modify curriculum to allow for a seamless transition between education and training programs	FY2012/2013-ongoing	MOE, HEART Trust/NTA, JFLL, CAP, NYS, NCYD	<p><b>Career Advancement Programme</b></p> <p>A revision of CAP was carried out to allow for two streams – General Stream (to be administered by JFLL) and Technical Stream (to be administered by HEART and the MOE)</p> <ul style="list-style-type: none"> <li>• Programme to be offered in a Technical Sixth Form. Students will be placed on a career path</li> <li>• Programme to be expanded to include Community Colleges and Tertiary Institutions</li> </ul> <p>Twelve (12) schools will be involved in the 6<sup>th</sup> Form Programme this year.</p> <p>To date a total of 313 students were referred for the JFLL programme and 1530 referred to the Technical Programme</p> <p><b>HEART Trust/NTA</b></p> <p>The development of new certification products in Adult Literacy and Adult Numeracy to support the TVET system is in progress. The development of Technical Certificates to support the NVQ-J in the STEM is also well advanced.</p> <p>A Programme Development and Accreditation Model (PDAM) has been developed and implemented by the Organization. The process for the alignment, validation and ratification for the equivalency of certification has been documented and implemented.</p>	<p><b>JFLL</b></p> <p>High School Diploma Equivalency (HSDE) designed with exit points to HEART Trust/NTA. Learners can transition smoothly into technical programs.</p> <p>Life skill curricula developed and now a mandatory part of the HSDE.</p> <p>HSDE offered in the workplace and communities. Continuing education.</p> <p>HSDE offered in under-utilised schools to make them community centred.</p>

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p><u>JFLL</u> HSDE curricula developed using standards from HEART Trust/NTA</p> <p>JFLL Facilitators sensitized to the CBET (Competency Based Education &amp; Training) methodology to be used in the planning and delivery of the HSDE curriculum at the Intermediate Level (Grades 7-9). This is to ensure the readiness of learners as they transition to HEART</p> <p>High School Equivalency Programme (HSEP) learning materials re-purposed for use at the Intermediate Level of the HSDE programme. Learning materials and other supports have been acquired from NCTVET.</p> <p>Constant review of learning materials to facilitate the transition into training institutions.</p>	
<b>National Strategy 2-10: Establish a National Qualification Framework</b>				
<b>Sector Strategy: Ensure that local standards are aligned with international norms and accepted globally</b>				
41. Ensure that curriculum and assessments reflect international standards and quality assurance	FY2012/2013- FY2014/2015	MOE,HEART Trust/NTA	<p>The Ministry undertook a Study Tour to a University in England to gain first hand insight into global and international standards for transference into local programmes of the Ministry. The Ministry also collaborates with the UWI to ensure that this happens. Verification was conducted in forty (40) schools: 8 MOE schools and 32 firms.</p> <p><u>HEART Trust/NTA</u> Compliance with ISO 9001:2008 standards maintained; NCBJ Transfer certificate received</p> <p>Improvements to IT solutions for the processing and</p>	

National Outcome # 2 - World-Class Education and Training				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			management of the assessment and certification data implemented. Strategy improved for reporting of certification information/results. Increased compliance with NCTVET Assessment and Certification nationally, through the implementation of Quality Assurance mechanisms and a Monitoring and Evaluation Framework throughout the TVET system.	
42. Extend qualifications across the education and training systems	FY2012/2013- FY2014/2015	<b>MOE,HEART Trust/NTA</b>	<p>A consultant has been recruited by J-TEC to develop a National Qualification Framework.</p> <p>Standards have been developed and made available to the training system nationally. The sectors for which standards have been developed include :</p> <ul style="list-style-type: none"> <li>-Animation Industry: Digital Animation</li> <li>-BPO: Call Centre Operations</li> <li>-Logistic: Warehouse Operations</li> <li>-Heavy Duty Equipment Maintenance</li> <li>-Renewable Energy Efficiency</li> </ul>	
<b>National Strategy 2-11: Strengthen the mechanisms to align training with demands of the labour market</b>				
<b>Sector Strategy: Implement cooperative education and work-based learning, including summer internships</b>				
43. Develop corporate outreach strategy to better link training with internships, mentoring and employment	FY2012/2013- FY2014/2015	<b>MOE, HEART Trust/NTA, private sector, trade unions</b>	<p>Three qualifications were revised in line with the need for identification/ prioritisation of competency standards programmes though labour market research.</p> <p>Lead Group established for the following:</p> <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Apparel and textile</li> <li>• Renewable energy</li> </ul> <p>Eight (8) programmes identified for development of Facilitator's Manual.</p>	<p>Qualifications revised;</p> <ul style="list-style-type: none"> <li>• Draft - Power Line Construction &amp; Maintenance Level 1</li> <li>• Completed - Power Line Construction &amp; Maintenance Level 2</li> <li>• Executive Housekeeping Management Level 4</li> </ul>



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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>2 Programme outlines developed for review.</p> <p>2 Programme outlines developed and submitted to the programme review committee for review/approval. The following programmes were reviewed:</p> <p>A number of labour market studies/activities have been conducted to inform programme development.</p> <p>Strategies/initiatives developed and implemented include:</p> <ul style="list-style-type: none"> <li>- The development of a National Diagnostic Assessment and Referral (NDAR) system. It is the central point for TVET applicants to carry out the following: 1) Enter Biographical Data, 2) Complete Psychometric Assessment, 3) where applicable, complete Diagnostic Assessment and complete Proficiency Assessment for greater facilitation of employment placement.</li> <li>- The establishment of strategic partnerships with public and private sector organizations/institutions</li> <li>- Targeted marketing and communication strategies to promote TVET</li> <li>- Establishment of a Service Level Agreement with the MOE.</li> <li>- Support (financial and technical) provided for the establishment of ATOs and Approved Centres</li> </ul>	<p>Programmes outlines for review:</p> <ul style="list-style-type: none"> <li>• Hotel Operations L3</li> <li>• Hotel and Restaurant Management L4</li> </ul> <p>Programme outlines submitted to programme Review Committee:</p> <ul style="list-style-type: none"> <li>• Heavy Duty Vehicle Maintenance L3.</li> <li>• Plant Maintenance (Mechanical) L4.</li> </ul> <p>Labour market studies/activities conducted:</p> <ul style="list-style-type: none"> <li>• Tracer Study Sampling 10% completed</li> <li>• Sector Study: Labour Market Specialist contracted to carry out Mining and Quarrying Sector Study</li> <li>• Sampling of Firms for Gaming Industry Study completed</li> <li>• Fieldwork activity for Gaming Industry Study 10% completed</li> <li>• Labour Market Specialist contracted to carry out Mining and Quarrying Sector Study</li> </ul>

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

### **Overview**

Over the review period, state-led strategic focus under social protection included improved policy and programme coherence and coordination. The development and approval of a national Social Protection Strategy, which was advanced by the Planning Institute of Jamaica (PIOJ), represented a significant stride in policy-driven coordination for social protection across agency and sectoral interests. The Social Protection Strategy involves a comprehensive life cycle approach to social protection, which extends beyond vulnerabilities and gives focus to age and other demographic related social protection needs. The Poverty Reduction Coordinating Unit (PRCU) was established within the PIOJ to develop the policy framework and coordinative mechanisms for poverty reduction efforts. The Ministry of Labour and Social Security (MLSS) as the arm of government charged with promoting the social security of citizens continued to strengthen and implement social welfare and empowerment programmes. The MLSS also promoted evidence-based decision making, including the development and implementation of programmes aimed at monitoring and evaluation. The MLSS was supported by: its agencies and departments; the Planning Institute of Jamaica (PIOJ) and other ministries, departments and agencies (MDAs); international development partners (IDPs); non-government organizations (NGOs); and civil society. Information based systems were developed for improved efficiency and effectiveness, including the Enterprise Content Management System (ECMS) to strengthen the institutional capacity of the MLSS. Work on the pilot of the ECMS was advanced in 2013 as part of social safety net reforms.

Particular focus was given to the vulnerable, although the current policy direction as stated in the Social Protection Strategy emphasises equity in the protection of the well-being of all citizens. The policy focus on the vulnerable was demonstrated under the Extended Fund Facility arrangement with the International Monetary Fund (IMF), country programmes of International Development Partners (IDPs) and GoJ initiatives, including the Programme of Advancement through Health and Education (PATH), which marked its tenth anniversary in 2012<sup>7</sup>. Specific attention was given to empowerment of the vulnerable to promote transition from dependence to self-reliance, through the policies and programmes of the MLSS, such as the Steps-To-Work component of the PATH. There was focus on the poor, including children and youth; and a tiered approach was adopted to the allocation of PATH benefits within select groups based on differences in needs.

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<sup>7</sup> ESSJ 2012

The MLSS also increased its focus on Persons With Disabilities (PWD) and the elderly. The MLSS worked to advance the enactment of the Disabilities Act. The Jamaica Council for Persons with Disabilities (JCPD) continued to promote greater equity in the provision of economic and social services, and design of the built environment to facilitate effective economic and social participation by Persons With Disabilities. As Jamaica continues to experience the intermediate stage of the demographic transition, which is characterised by an increasing working age and elderly population, and a decreasing children and youth population, greater focus was given to policy and programmes aimed at promoting and sustaining good health, income security and social participation by the elderly.

### National Outcome Indicators and Targets – Update

The performance under the national outcome indicators for effective social protection suggests that while poverty has increased, those covered under the main national social safety net programme, PATH, has increased. Data for the first five years of implementation of Vision 2030 Jamaica show a consistent increase in the National Poverty Rate over the 2007 baseline data value (14.3), ending at 19.9 per cent in 2012. This is largely attributed to the global financial crisis, 2008/2009, which severely negatively affected the Jamaican economy, coupled with persistent low levels of growth, which pre-dated the crisis. The Percentage of Children in Quintile 1 receiving PATH benefits (%) was 82.3 per cent in 2012 (JSLC, 2012) and surpassed the 2015 target of 80 per cent. Data for Percentage of PATH beneficiaries in consumption quintiles 1 and 2 (%) (1) was available up to 2010 and were lower than the 2007 baseline data value.

**Table 7: Indicators and Targets – Effective Social Protection**

National Outcome # 3 - Effective Social Protection									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
National Poverty Rate (prevalence) (%)	14.3 (2006)	16.5	17.6		19.9		12.1	10.5	≤10
Percentage of children in quintile 1 receiving PATH benefits (%) (1)	65.8	68.2	72		82.3			80	
Percentage of PATH beneficiaries in consumption quintiles 1 and 2 (%) (1)	75	66.5	67.1					80	

(1) Note: Targets for these indicators are provisional.

**Table 8: Priority Strategies and Actions – Effective Social Protection**

National Outcome # 3 - Effective Social Protection				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 3-1: Infuse poverty and vulnerability issues in all public policies</b>				
<b>Sector Strategy: Develop a coordinated poverty reduction programme</b>				
1. Establish the poverty reduction coordination unit	FY2013/2014- FY2014/2015	<b>PIOJ</b> , MLSS	The Poverty Reduction Coordinating Unit (PRCU) was established within the PIOJ in December 2013. The Unit is currently staffed by a Programme Manager and Programme Associate. The PRCU is the government’s focal point for the coordination of poverty reduction policy and programmatic interventions and aims to: <ul style="list-style-type: none"> <li>• Develop a national Poverty Reduction Policy and Programme and replace the 1997 Poverty Eradication Policy and Programme</li> <li>• Develop and implement an institutional monitoring mechanism</li> <li>• Ensure alignment of the Poverty Reduction Policy and Programme with wider social, economic and sustainable development policy directions</li> </ul>	
2. Strengthen collaborative mechanisms among the various planning development partners to support poverty reduction	FY2013/2014- FY2014/2015	<b>PIOJ</b> , MLSS, MOH, MOE, MLGCD	Consultations and review of poverty related programmes offered by MDAs to inform the development of a gap analysis entitled “Conceptual Framework: Poverty Reduction Coordination in Jamaica”. <p>There were also preliminary discussions to identify the appropriate mechanism to coordinate the contributions of MDAs to the development of the Poverty Reduction Policy and Programme.</p>	

National Outcome # 3 - Effective Social Protection				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 3-2: Expand opportunities for the poor to engage in sustainable livelihoods</b>				
<b>Sector Strategy: Empower poor households</b>				
3. Provide incentives to marginalized groups for their participation in the formal economic system, including the poor, and unattached youth	FY2012/2013- FY2014/2015	MLSS, MIIC, MNS, MA		
4. Encourage entrepreneurial learning as a core component of education and training programmes i. 1000 steps- to- work (STW) clients to be trained by JBDC	FY2012/2013- FY2014/2015	MLSS, JBDC	Entrepreneurial Training was delivered to STW clients as follows: <ul style="list-style-type: none"> <li>• 2012/2013 – 990 trained by the JBDC</li> <li>• 2013/2014 – 390 clients trained by the JBDC, and a further 650 trained in Good Agricultural Mgmt Practices by the JAS</li> <li>• 2014/2015 – (up to December 2014) 591 clients trained by the JBDC</li> </ul>	
<b>Sector Strategy: Design and implement programmes that support poor households to seek and retain employment</b>				
5. Support the process of achieving security of tenure for the poor	FY2012/2013- FY2014/2015	NLA, MLSS, MTWH, Food for the Poor, ADRA, private sector, civil society		
6. Seek micro financing and grants to assist the poor in business	FY2012/2013- FY2014/2015	MLSS, MIIC, DBJ, Private Sector	Through the STW Project, the MLSS has provided Entrepreneurship Grants as follows: <ul style="list-style-type: none"> <li>• 2012/2013 - \$40m delivered to 563 clients</li> <li>• 2013/2014 - \$34m delivered to 485 clients</li> <li>• 2014/2015 – (up to December) \$33m delivered to 350 clients</li> </ul>	
<b>National Strategy 3-3: Create and sustain an effective, efficient transparent and objective system for delivering social assistance services and programme</b>				
<b>Sector Strategy: Develop a comprehensive social protection policy</b>				
7. Complete and distribute the comprehensive social protection strategy document	FY2012/2013- FY2014/2015	PIOJ, MLSS	Approved by Cabinet in March 2014 for launch later in the year.	

National Outcome # 3 - Effective Social Protection				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
8. Develop and commence implementation of the plan of action to support the social protection strategy	FY2013/2014- FY2014/2015	PIOJ, MLSS	This activity was not undertaken in the review period	
9. Initiate and strengthen strategic public-private partnerships for social protection including financing	FY2012/2013- FY2014/2015	MLSS, Private Sector Organisations		
10. Develop social housing policy	FY2012/2013- FY2014/2015	MLSS, MTWH, NHT	TBD	Under a Memorandum of Understanding (MOU) signed by the MLSS and Food for the Poor on May 19, 2012, both entities partnered to provide social housing to approximately 120 PATH beneficiaries under a project valued at \$20.0 million. <sup>8</sup>
11. Create transitional housing facilities for youth that are leaving state care	FY2012/2013- FY2014/2015	CDA, MYC, MLSS, MTWH, NHT, HAJ	TBD	
12. Increase public education and sensitization on the rights of senior citizens	FY2012/2013- FY2014/2015	MLSS, NCSC	The National Council for Senior Citizens (NCSC) implemented programmes in schools to facilitate interactions between the elderly and youth where the elderly showcased their talents and promoted the appreciation of the elderly in assignments and competitions.	
13. Review and update the National Policy on Senior Citizens	FY2013/14- FY2014/2015	MLSS, NCSC, PIOJ	There was no progress in this area over the review period.	Over the review period, the National Council for Senior Citizens (NCSC) focused on implementing

<sup>8</sup> ESSJ, 2012, pg. 25.14

National Outcome # 3 - Effective Social Protection				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				the policy.
14. Strengthen the database of vulnerable population groups	FY2012/2013- FY2014/2015	<b>MLSS</b> , MLGCD, MOH, MOE, PIOJ, MTWH	TBD	
15. Strengthen the system of identification of beneficiaries and delivery of public assistance programmes	FY2012/2013- FY2014/2015	<b>MLSS</b> , PIOJ	Plans to implement this activity were undertaken during the review period.	The MLSS planned to develop an electronic register of persons who benefit from social assistance Programmes in the 2014/2015 fiscal year  Over the review period, work advanced on the Review of Current and Emerging Vulnerability Study.
16. Strengthen the effective targeting of beneficiaries under PATH	FY2012/2013- FY2014/2015	<b>MLSS</b>	An impact evaluation and a Targeting Assessment of PATH were completed in 2013.  In 2013, a model for recertification of PATH beneficiaries was also conducted; and a recertification exercise of 38,000 families was completed to inform a graduation and exist strategy.  “With the assistance of the PIOJ, the (BIS) used to identify and select beneficiaries for PATH was reviewed and revised. With the use of the latest socio-economic and demographic data in the JSLC, the variables in the formula were updated in order to improve the targeting efficiency of the Programme. By extension, the questionnaire	

National Outcome # 3 - Effective Social Protection				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			completed on application for PATH was also reviewed and revised incorporating changes made to the BIS <sup>9</sup>	
<b>National Strategy 3-4: Promote greater participation in, and viability of social insurance and pension schemes</b>				
<b>Sector Strategy: Increase the coverage of NIS and private pension schemes</b>				
17. Promote multi-pillar pension coverage	FY2013/2014- FY2014/2015	MLSS, MOFP, private sector	TBD	
18. Expand the pension registration drives for targeted groups	FY2013/2014- FY2014/2015	MLSS	TBD	
<b>Sector Strategy: Increase the range of social security benefits</b>				
19. Rationalize pension schemes in the public sector	FY2013/2014- FY2014/2015	MOFP, MLSS	TBD	
20. Conduct feasibility study on unemployment insurance	FY2013/2014- FY2014/2015	MLSS	Unemployment insurance studies were conducted in 2013, through funding and technical assistance from the Inter-American Development Bank (IDB).	
21. Continue social insurance and pension reform	FY2013/2014- FY2014/2015	MLSS, MOFP	A White Paper on Pension Reform was tabled in 2012. A report from a Joint Select Committee of Parliament was tabled in Parliament in October 2012, followed by commencement of the revision of the White Paper.	
<b>Sector Strategy: Improve efficiency in the delivery of pension benefits under the NIS</b>				
22. Reengineer business processes for NIS delivery	FY2013/2014- FY2014/2015	MLSS, NIS	1. Procedures utilized by one operational area fully documented; procedures utilized by another unit approximately 70% completed.	

<sup>9</sup> Ministry of Labour and Social Security's Annual Report 2012/2013, pgs. 12-13



National Outcome # 3 - Effective Social Protection				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			2. Started review and revision of procedures for three benefit types, and a subsidiary service that impacts on the processing of a benefit type. Two draft Operations Procedure Manuals prepared; another manual is scheduled to be completed by the end of the 2014-2015 financial year.	
23. Acquire a robust electronic system for NIS	FY2013/2014- FY2014/2015	MLSS, NIS	The creation of a new IT system for the NIS is a component of loan signed by the GOJ and IBD early in 2014. At present working with IT Consultant to prepare a Systems Specification document and TOR for the creation of two modules for the new NIS-IT system. Documents to be completed by the end of the 2014-2015 financial year.	
24. Increase contribution base for NIS	FY2013/2014- FY2014/2015	MLSS, NIS	Accelerated public education programme, particularly targeting persons in the informal sector.  In 2013/2014, NIS officers participated in 669 of 825 targeted public education fora, achieving 81.1% of the target. New persons registered totalled 51,385, representing 73.4% of the targeted 70,000 persons.	Funding support for a Marketing Campaign not received in budget for 2013-2014 and 2014-2015.
25. Implement a modern pension payment method	FY2013/2014- FY2014/2015	MLSS, NIS	Payment by direct deposits commenced in 2013-2014; still in test phase.	
26. Reduce the rate of non-compliance among employers	FY2013/2014- FY2014/2015	MLSS, MOFP	In 2013/2014, \$562.268M of outstanding contributions were collected from delinquent employers, which represents 70% of the targeted \$804M.	Budgetary support not received in 2014-2015 to conduct baseline survey that would inform compliance effort.

National Outcome # 3 - Effective Social Protection				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Activities commenced to strengthen the compliance function of the NIS through the preparation of a Compliance Manual, among other activities. Currently in draft, targeted completion time is March 2015.	
27. Conduct regular actuarial review of NIS	FY2013/2014- FY2014/2015	MLSS, MOFP, NIS	A reduction in the actuarial review period from 5 to 3 years forms a part of the deliverables of the GOJ/IDB loan. Activities have commenced to have the period reduced. Actuarial review conducted during the review period.	
<b>National Strategy 3-6: Create an enabling environment for persons with disabilities (PWDs)</b>				
<b>Sector Strategy: Advance the policy, regulatory, institutional and legislative framework for PWDs</b>				
28. Increase public education and sensitization for the rights of persons with disabilities	FY2013/2014- FY2014/2015	MLSS, JCPD	On-going  Public education and sensitization programmes have primarily targeted persons with disabilities to sensitize them on their rights under the Disabilities Bill. Participants are exposed to the content of the Bill and they are consulted for recommendations to inform the drafting of the Code of Practice.	
29. Strengthen the disability registry system	FY2013/2014- FY2014/2015	JCPD	Work to establish the Disability Registry System was conducted under the IDB supported Project, Support to Improve the Lives of Persons with Disabilities. Approximately 10,000 persons were registered up to end December 2013 through the national registration drive. 30,000.	The Disability Registry System is intended to support policy formulation and programme implementation.
30. Review and update the national policy for persons with disabilities	FY2013/2014- FY2014/2015	MLSS, JCPD	This activity was not undertaken during the review period.	

<b>National Outcome # 3 - Effective Social Protection</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
31. Pursue the enactment of the disability bill	FY2013/2014- FY2014/2015	MLSS, JCPD	The Disabilities bill was reviewed and amended, including two submissions to the Attorney General's Chambers in 2013.	The Disabilities Bills is informed by the International Convention on the Rights of Persons with Disabilities
<b>Sector Strategy: Build the capacity of service providers including the JCPD</b>				
32. Undertake mainstreaming of the training of human resources personnel to effectively interact with persons with disabilities	FY2013/2014- FY2014/2015	MLSS, JCPD, MIND	Training has commenced with the public sector and employers. Areas covered include: employment, redeployment of persons who develop disabilities in adulthood. The training programmes are delivered through partnerships between various organizations serving persons with disabilities.	
33. Train service providers to interface with persons with disability	FY2013/2014- FY2014/2015	MLSS, JCPD, MIND	There has been wide scale training in schools including non-traditional vocational institutions, and business entities. While training has been primarily focused on Front-line service providers, management and other staff have also been included.	
34. Include orientation programme on disability in curricula at all levels of education and training institutions	FY2013/2014- FY2014/2015	MLSS, JCPD, MIND, MOE	This activity was not undertaken in the review period.	
<b>Sector Strategy: Improve the physical environment and information access for persons with disabilities</b>				
35. Pursue the implementation of the new building code	FY2013/2014- FY2014/2015	MLSS, JCPD, BSJ, MTWH	TBD	
36. Promote the mainstreaming of children with disabilities in education facilities	FY2013/2014- FY2014/2015	MOE, JCPD, MLSS	Through the Early Stimulation Programme, the MLSS referred 202 children with developmental disabilities for placement in both regular and special education primary level educational institutions. Over half	

National Outcome # 3 - Effective Social Protection				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			(56%) were successful placed – 79 in special education institutions and 35 in regular schools.	
37. Promote the use of appropriate technologies and media for access to information for PWDs	FY2013/2014- FY2014/2015	JCPD, MLSS, Cabinet Office, JLS	An ICT conference was held in December 2013 to expose PWDs to technology. While information on relevant useful technologies was presented, participants were not able to experience practical applications as prototypes and samples were not available.	In June 2014, McCam Child Development Agency will host a conference to build the training capacities of teachers and educational agencies serving children with disabilities.
38. Implement a public awareness programme around universal design	FY2013/2014- FY2014/2015	JCPD, MLSS	On-going – targets wider society and PWDs.	Universal Design refers to the creation of environments that adequately cater to the needs of all people and facilitate holistic inclusion of PWDs.
<b>Sector Strategy: Increase the level of inclusion of all persons with disabilities in opportunities for education, training and employment</b>				
39. Initiate training/sensitization seminars with employment institutions	FY2013/2014- FY2014/2015	MLSS, JCPD	TBD	
40. Conduct needs assessment survey on education, training and employment needs	FY2013/2014- FY2014/2015	MLSS, JCPD, MOE	TBD	A 2-day conference on Labour Market Inclusion of Persons with Disabilities will be held in June 2013. The conference will include the launch of the Social and Economic Inclusion of Persons with Disabilities Project which aims to promote human capital development and poverty reduction among vulnerable groups,

National Outcome # 3 - Effective Social Protection				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				including persons with disabilities. The Project will be supported through a grant agreement between the GOJ and the World Bank (Japanese Policy Human Resources Development Grant).
41. Institute incentive schemes to encourage employers to employ persons with disabilities	FY2013/2014- FY2014/2015	MLSS, Cabinet Office, MOFP, private sector	This activity was not undertaken during the review period.	
<b>Sector Strategy: Develop mechanism for the monitoring and evaluation of the implementation of the CRPD</b>				
42. Establish an independent government monitoring body for convention	FY2013/2014- FY2014/2015	MLSS, JCPD, private sector	This activity was not undertaken during the review period.	Jamaica Country Report on the Implementation of the Convention on the Rights of Persons with Disabilities 2007-2011 was completed over the period.

## National Outcome # 4 – Authentic and Transformational Culture

### Overview

Over the reporting period, Jamaica made important strides in the marketing, promotion and development of its authentic culture. Culture was celebrated and utilized as a transformative tool. The country marked the 50<sup>th</sup> anniversary of its independence on August 6, 2012 and celebrated the event in traditional Jamaican style, culminating in a Grand Gala. Policy thrust included focus on the promotion of values, Jamaica’s cultural heritage and the family as the central unit in the development process. Education and sports were promoted as key tools to promote culture and social cohesion. Focus was also given to ensuring the integrity of the local culture and its products, including sport which has evolved into an attractive business enterprise as well as one of the hallmarks of the nation’s global identity. The commitment to effective management of the development of sports and to ensure its integrity were demonstrated in initiatives to develop sports policy, infrastructure, research and development and institutional arrangements that require sports practitioners to adhere to both local and international rules regarding performance and use of performance aids.

### National Outcome Indicators and Targets – Update

Performance under the "Use of cultural resources" Index showed that by 2013 the country had not achieved the 2012 target though it remained consistently at 1.6 over the entire period of the implementation of Vision 2030 Jamaica to date.

**Table 9: Priority Strategies and Actions – Authentic and Transformational Culture**

National Outcome # 4 – Authentic and Transformational Culture									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
"Use of cultural resources" Index (Tourism Competitiveness Index)	1.7 (2008)	1.6		1.6		1.6	2.1	2.5	4.73

**Table 10: Priority Strategies and Actions – Authentic and Transformational Culture**

National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 4-1: Promote core/ transformational values</b>				
<i>Sector Strategy: Implement a sustained national programme to promote core values</i>				
1. Implement a sustained national programme to promote core values	FY2013/2014 - FY2014/2015	OPM, MYC, PIOJ, MOE, SDC	There are various programmes being explored and/or implemented by the public and private sector and International development Partners (IDPs) to promote core values. However, a framework or comprehensive national led programme was not in effect during the reporting period.	
<b>National Strategy 4-2: Promote the family as the central unit of human development</b>				
<i>Sector Strategy: Build parenting capacity</i>				
2. Implement National Parenting Strategy	FY2013/2014 - FY2014/2015	MOE, ECC, MYC	The National Parenting Policy is in place and efforts are underway for implementation of a National Parenting Strategy.	
<b>National Strategy 4-3: Preserve, develop and promote Jamaica's cultural heritage</b>				
<i>Sector Strategy: Implement appropriate measures to protect and preserve cultural expressions</i>				
3. Complete new National Cultural Policy and Action Plan	FY2012/2013 - FY2013/2014	MYC	Developed Concept Paper for the National Cultural Policy	
4. Create public arts programme	FY2013/2014 - FY2014/2015	MYC, MTE	No Report	
5. Make revised submission for Blue and John Crow Mountains as World Heritage Site	FY2013/2014 - FY2014/2015	JNHT, MYC	Dossier re-submitted and international evaluation conducted of the site.	
6. Make submission for Port Royal as World Heritage Site	FY2013/2014 - FY2014/2015	JNHT, MYC		Focus is on lobbying for the approval of the Blue and John Crow Mountains.
7. Develop national cultural information and accreditation/authentication and heritage information/validation system	FY2013/2014 - FY2014/2015	MYC, JNHT	No Report	
8. Promote Jamaica's culture through	FY2013/2014 -	MYC, MTE, JBDC,	Supported representatives to CARIFTA	

National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
cultural exchanges and participation in international fora, festivals, conferences and trade fairs	FY2014/2015	JNHT		
9. Include culture and creative education and entrepreneurship in primary and secondary education, including through Culture in Education Programme and Citizenship Education Programme, with curriculum development that includes the participation of cultural/creative practitioners	FY2013/2014 - FY2014/2015	MOE, MYC	To Be Completed	
10. Strengthen the Performing and Visual Arts offerings of secondary and primary schools	FY2013/2014 - FY2014/2015	MOE, MYC	MYC partnered with MOE to implement Theatre Arts in high school (CSEC)/Introduction of Arts Management as a degree at Edna Manley.	
11. Broaden education and training in arts and culture, including in cultural management	FY2013/2014 - FY2014/2015	MYC, Edna Manley College, JCDC, IOJ, JBDC, CPTC Private Sector, Media, Prof. Associations	Coordinated the placement of thirty (30) Graduates as Performing Arts Specialists in each parish to help with talent development.	
12. Promote a policy and programme that recognises the national language of the society in the formal education system while emphasizing the need to learn and use the official language, English, as the language of formal social interaction	FY2013/2014 - FY2014/2015	MOE, MYC	TBD	
13. Complete Simon Bolivar Cultural Centre	FY2013/2014 - FY2014/2015	MYC, IOJ, JNHT	Cabinet approved the establishment of the Centre.	
14. Complete establishment of Jamaica Music Museum	FY2013/2014 - FY2014/2015	MYC, IOJ	Concept Paper developed.	Action Plan to be implemented.
15. Carry out digitization of cultural content to preserve heritage and develop digital cultural repository for education,	FY2013/2014 - FY2014/2015	National Archives, NLJ, IOJ, MYC, JLS, PBCJ, CPTC	Sourced a transfer equipment (Telecine Machine) at the National Library of Jamaica (NLJ).	The Worldcat Local-Library Management System will be launched



National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
research, information and tourism purposes				/made public in October 2014.
<b>National Strategy 4-4: Integrate Jamaica's Nation Brand into developmental processes</b>				
<b>Sector Strategy: Undertake comprehensive National Branding for Jamaica</b>				
16. Advance Jamaica's Nation Brand	FY2013/2014 - FY2014/2015	MYC, MTE, MIIC, JAMPRO, JBDC	This is being explored. However, currently, there is no budgetary allocation.	
<b>National Strategy 4-5: Strengthen the role of sport in all aspects of national development</b>				
<b>Sector Strategy: Strengthen sport development programmes and competitions at all levels</b>				
17. Strengthen primary school level sports programmes	FY2012/2013 – FY2014/2015	Insport, OPM, MOE, SDF	<p>An extensive sport programme was developed and implemented at the Primary School level during the period. The focus of the programme was on the age group 8-12 years. The main disciplines advanced, as part of the programme, were football, netball, basketball, and track &amp; field.</p> <p><b>Competitions</b></p> <p><b>In 2012/13 – 391 primary schools</b> participated in national competitions in football, and track &amp; field.</p> <p><b>2013/ 2014 – 510 primary schools</b> participated in national competitions. This represents a 30% increase in the level of participation among primary schools.</p> <p><b>Training – in 2013/14</b></p> <p><b>92 seminars</b> were held in <b>9 parishes</b> and <b>385 coaches, competition &amp; school officials</b> participated. Training targeted the following three (3) disciplines, football, basketball and track &amp; field.</p>	Data for some disciplines not available.
18. Develop and promote Inter-Secondary	FY2013/2014 –	ISSA, OPM, MOE,	Over the reporting period there has been an	

National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
Schools' Championship as a premier secondary track event globally	FY2014/2015	Insport, SDF	<p>upsurge in the number of schools participating in this event.</p> <p><b>In 2012/13</b> – a total of <b>223</b> high schools participated at the Inter-Secondary Schools' Championship.</p> <p><b>In 2013/14</b> - a total of <b>251</b> high schools participated in Inter-Secondary Schools' Championship. The growth of the event now necessitates the hosting of regional qualifying competitions that facilitate the selection of the best competitors for the Championship.</p> <p>The competition is now streamed live internationally and is broadcast internationally on cable network television.</p> <p>The independent secondary schools also have national competitions that are now widely promoted.</p> <p>There are also other secondary school, e.g. football competitions, that are equally promoted as this track &amp; field event.</p> <p>While track and field remains the dominant and most widely publicised sport, other disciplines have grown exponentially e.g. – cricket, netball, basketball, and swimming.</p>	
19. Strengthen partnerships between communities, private and public sector to build local capacity to organize, host and manage sport activities	FY2012/2013 – FY2014/2015	<b>Insport</b> , OPM, SDC	Marketing, hosting & managing sport events - a collaborative approach has been taken whereby the National Council on Sport – the OPM, the Sport Tourism Committee and other sport related MDAs; work with the Jamaica Tourist Board and the Planning Institute of Jamaica (PIOJ) to execute	

National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>synergistic programmes that meet its objectives to position Jamaica as a major sport tourism destination.</p> <p>A Sport Tourism Committee was established in September, 2012, which brought OPM (sport), Ministry of Tourism and Entertainment and other partners together to promote and market Jamaica as a training &amp; rehabilitation/ and wellness location to the international market. In 2013/14, the Committee developed a draft strategic plan and began reporting the National Sport Council: - Sport financing and sport economic development subcommittee.</p> <p>The JAMAICA SPORT is focussed on the following <b>four (4)</b> key areas:            -Development of guidelines for the hosting of regional and international events along with mechanisms to bid on/host strategically important sport events and indicate the number, type and allocation of funding for each category of sport events that will be hosted, supported or facilitated over the short (1-3 years), medium (4-10 years) and long term (over 10 years).            The OPM/National Council on Sport has shared its draft Hosting and Bidding Guidelines for Sport,            -Develop a methodology and system to identify and select indigenous sport events to be endorsed. The aim of such interventions is to boost tourist arrivals and raise the stature of Jamaican athletes and Jamaica as a major</p>	

National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>sport destination in the region.</p> <p>Coordinate with the PIOJ and JTB, an economic model to assess sport events – <i>ex ante</i> and <i>ex post</i>. That the Sport Tourism Economic Analysis Model (STEAM) or a similar model be used to assess the impact of sport on Jamaica’s economy.</p> <p>In 2014/15 - <b>BILD</b> - The BILD JAMAICA project, a collaborative effort between Ministry of Sport, local partners &amp; International partners, was officially launched in October, 2014. This project is expected to be implemented over a four (4) year period. Implementation has commenced in two parishes and will be extended to other parishes during the course of the project.</p> <p>To date a total of <b>seven</b> trainers received advanced training. <b>202 young persons</b> (ages 16-25) have been trained as youth Sport leaders. This leadership development training through sports, seeks to enable young persons to make decisions, lead activities and make positive changes/contributions in their lives and communities.</p> <p>-Approximately <b>1000 children</b> have been engaged in organized sport and recreational activities put on by these Youth Sport Leaders as a practical means of demonstrating the impact of their training in events planning and management.</p>	
20. Develop academic course, research	FY2012/2013 –	MOE, OPM, Insport,	The University of Technology (UTECH) has	

National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
capabilities and advanced sport programmes at tertiary institutions, including the G C Foster College	FY2014/2015	SDF, Sport Associations, Tertiary Institutions	<p>established The Caribbean School of Sport Sciences in the Faculty of Science and Sport. <b>The first cohort of 14 students graduated in 2014.</b> Examples of other post graduate academic courses now offered, by tertiary institutions such as UTECH, GC Foster College and the University of the West Indies (UWI), are Physical Education and Sport Medicine.</p> <p><b>2012/13</b> -G.C. Foster College graduated 160 students in areas of coaching and physical education and related fields.</p> <p><b>2013/14</b> G.C. Foster College graduated <b>200 students</b> in areas of coaching and physical education and related fields.</p> <p>The tertiary institutions are also involved in scientific research programmes and the publication sport research findings. This facilitates the increased exposure of technicians, athletes and professionals to the new sport research findings.</p> <p>Also there are more annual symposiums and seminars being hosted by these institutions for example, in <b>2012/13</b> a symposium was held by GC Foster College with 65 participants.</p> <p>UTECH commenced hosting of an Annual Coaching Seminar since 2011</p> <p>UWI hosts an Anti - Doping In Sport Conference, which commenced in 2010.</p> <p>These events bring input from overseas</p>	

National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			universities, and other researchers and private sector scientific groups.	
<b>Sector Strategy: Update the Sport Policy and align it with other policies that affect sport</b>				
21. Complete and promulgate new National Sports Policy	FY2012/2013 – FY2013/2014	OPM	<p>The National Sport Policy was tabled in Parliament in March 2013.</p> <p>A workshop was convened with all sport associations (42) and other bodies to promote the policy document. The document was disseminated to all Ministries Departments and Agencies. A popular version of the Policy document was also published and disseminated. All Jamaican overseas missions and consulates were sent the policy document.</p> <p>The three year strategic plan for sport was developed based on the Policy. The National Council on Sport/OPM is responsible for the monitoring of the implementation of the Policy.</p>	
<b>Sector Strategy: Strengthen the availability and use of information for planning and development of the sport sector</b>				
22. Undertake process for development of database on sport indicators	FY2013/2014 – FY2014/2015	OPM, Sport Associations, STATIN, PIOJ	<p>PICA, effective 2013, has included sport as a category on the immigration form which requires the reason for the visit to Jamaica. This facilitates the tracking of persons traveling for sport tourism.</p> <p>Since 2012/13, there has been a maintained database of sport events for each calendar year.</p>	<p>OPM seeking PIOJ support for the development of the Monitoring and Evaluation framework for the National Sport Policy and the Cultural and Creative Industries</p> <p>OPM in 2015/16 will be seeking to conduct a study on the impact of sport on GDP, which is in line with current Sport</p>

National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				indicators being tract at the Ministry level.
<b>Sector Strategy: Rationalize existing institutions for sport</b>				
23. Restore National Sports Council	FY2013/2014 – FY2014/2015	OPM, Insport	<p>The National Council on Sport was re-established in October 2012 by a Cabinet Decision. The membership of the Council constitutes representatives from sport organisations, private sector, media, other government MDA and individuals with special competencies in sport administration.</p> <p>The Council has established 4 committees reflecting policy priorities - namely, 1. <i>Capacity Building and Infrastructure</i>; 2. <i>Standards, Regulations and Anti-Doping</i>; 3. <i>Athlete Development and Well-Being</i>; and 4. <i>Sport Financing, Sport Tourism and Economic Development</i>.</p>	<p>The National Council on Sports is the advisory body to the Government of Jamaica on matters related to sport and sport development. The Council Advises the Government of Jamaica on relevant aspects of sport development and coordination of sport activities to ensure that they are in keeping with the National Sport Policy. The Council analyses and assesses the impact of government’s policy directives and initiatives, and makes appropriate recommendations for the amendment of the National Sport Policy.</p> <p>The Committees carry out the mandate of the Council, working closely with the Sport administrative and policy Unit in the OPM.</p>
24. Strengthen mechanisms for	FY2013/2014 –	OPM , Insport,	The Ministry of Education is moving toward	The Ministry of

<b>National Outcome # 4 – Authentic and Transformational Culture</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
collaboration between national federations and schools at all levels	FY2014/2015	MOE, Sport Associations,	having all school sport competitions managed by ISSA. Currently, sporting associations and federations introduce their respective disciplines in schools.	Education, ISSA and the Jamaica Olympic Association are represented on the National Council for Sport.
<b><i>Sector Strategy: Develop effective anti-doping programmes</i></b>				
25. Strengthen the role and capacity of the Jamaica Anti-Doping Commission (JADCo)	FY2013/2014 – FY2014/2015	<b>OPM, JADCo</b>	The Government of Jamaica as part of its strategic priority to further strengthen all aspect of anti-doping in sport, has strengthened the institutional capacity of JADCO by supporting the recruitment of its full staff complement. 2013/14 was a period of transition at JADCO, with recruitment at critical levels within the organisation and the introduction of new processes and required training to enhance service delivery.	The Government of Jamaica as part of its strategic priority to further strengthen all aspect of anti-doping in sport, has strengthened the institutional capacity of JADCO by supporting the recruitment of its full staff complement. 2013/14 was a period of transition at JADCO, with recruitment at critical levels within the organisation and the introduction of new processes and required training to enhance service delivery.
26. Promote international best practices in anti-doping policies and practices in sport	FY2013/2014 – FY2014/2015	<b>OPM, JADCo</b>	The Jamaica Anti-Doping In Sport Act was repealed in December 2014 and the new Act became effective January 1, 20 15.  The review process for the updating of the Anti-Doping In Sport Rules and Regulations commenced in 2014/15 and is expected to be completed in the first quarter of 2015/16.	



National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			All these initiatives will ensure that Jamaica remains in compliance with the new WADA code which will come in force in January.	
<b>Sector Strategy: Ensure national sporting infrastructure to meet the long-term development of sport</b>				
27. Develop long-term national plan for sport infrastructure island-wide	FY2013/2014 – FY2014/2015	OPM, IPL, SDF	<p>The government through its various ministries, departments and agencies has spent over the last two years well over a billion dollars on sport development generally and sport infrastructure development.</p> <p>This investment is part of the broader strategic objective to have sport become central to the economic development of Jamaica.</p> <p>Some Infrastructure Achievements Installation of Flood Lights at the Sabina Park Cricket Complex</p> <p>Stadium pool filters replaced and a modern filtration system installed. The previous system had been installed in 1964.</p> <p>New Hockey Turf installed to facilitate hosting of world tournament &amp; ensure that Jamaicans are given the opportunity to build their talent base and showcase their skills internationally.</p> <p>Plans for the resurfacing of the running track at GC Foster College of physical education &amp; sport have been completed and the actual work is expected to commence in March 2015.</p>	

National Outcome # 4 – Authentic and Transformational Culture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			In November, 2013, the Government launched the High School Sport Infrastructure Improvement Project (HSSIIP) which anticipates investment of j\$250 million over two years in the improvement of 24 schools across the island. Phased implementation has begun. Needs assessments and consultations completed for 14 of the schools.	
28. Develop and implement medium and long- term plan for the Trelawny Multi-Purpose Stadium	<b>FY2012/2013 – FY2013/2014</b>	OPM, IPL, SDF	A marketing plan for Trelawny has been completed. The objective is to develop the facility in keeping with the new Sports Tourism thrust of the GOJ. There are proposals for the development and expansion of the physical infrastructure to ensure the facility's viability.	
29. Establish and maintain a state-of-the-art facility to provide comprehensive medical, diagnostic, therapeutic and general wellness services for all national athletes	<b>FY2013/2014 – FY2014/2015</b>	OPM, IPL, SDF	The Government of Jamaica through the Athlete Development and Well-Being Committee of the National Council on Sport/OPM is examining the feasibility of the development of a Wellness Centre which will provide a state-of-the-art facility with comprehensive medical, diagnostic, therapeutic and general wellness services for all national athletes. The Jamaica Athlete Health (JAIP) Insurance Plan was developed as a component of the Athletes development and well-being programme. The roll-out for the Plan is expected for the first quarter of the new fiscal year 2015/2016. This plan will initially target approximately 1500 national athletes	

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

### **Overview**

Over the review period, the Ministry of National Security (MNS) continued its policy focus on the integration of community based social development with intelligence led crime management of national security concerns and policing. The MNS implemented a comprehensive programme geared at addressing the gamut of major crime and violence related concerns that impact the health, security and development of the individual and state. There was enhanced structuring of policies and programmes; and mechanisms were created and utilized to institutionalise a revised culture of improved relationships between communities and the security forces, and the use of less lethal force in policing activities. This was supported by strengthening of the legislative and strategic planning framework.

A new National Security Policy was approved which provided a framework for more structured and broad based planning, implementation, and monitoring and evaluation. The Criminal Justice (Suppression of Criminal Organizations) Bill was tabled in Parliament in June 2013. The National Anti-Narcotics Strategic Plan (2010 – 2012) was updated and the National/Master Drug Abuse Prevention Control Plan 2013-2017 was commissioned. The MNS also partnered/collaborated with other MDAs to support improved national security, including: MoJ and PIOJ in the design of the Justice Security and Accountability & Transparency programme; and the Ministry of Local Government and Community Development to establish Parish Safety and Security Committees in 12 of the 14 Local Authorities (LA).

The MNS also launched the UNITE for Change programme which utilises holistic social development tools to enact targeted response to crime and violence, at the community level. The revised National Crime Prevention and Community Safety Strategy, which was adopted by Cabinet, provided the strategic framework for the launch of the UNITE for Change Campaign. UNITE for change was supported by partnerships and such programmes as the MNS led Citizen Security and Justice Programme (CSJP), which was being reviewed for implementation of Phase 3 to Commence in 2014/2015. The Community Renewal Programme, within the PIOJ, supported crime prevention efforts through coordination of development interventions at the community level to inform policy and best practice models. Focus was also given to promoting crime reduction in schools through the Safe Schools Programme.

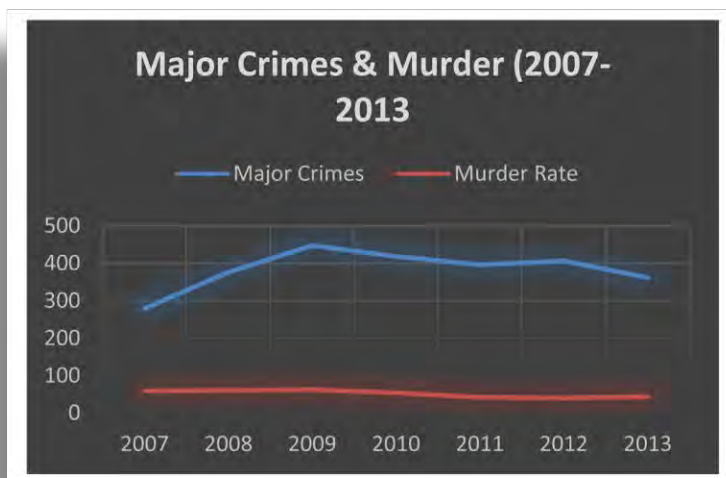
The MNS partnered with local, regional and international partners to build its capacity for crime management and enhanced national security that included border control. Focus was given to improved investigative capacity, including skills and technology as well as improved data quality and information management. Transparency and accountability was promoted through

encouraging the significance of the role of INDECOM in ensuring professionalism and respect for the rule of law, and rights of citizens by the security forces. This was coupled with training and increased focus on the provision of adequate resources to the police force.

There were noteworthy reductions in Major Crimes and activities associated with criminality.

Significant increases in firearm, ammunitions and narcotics seizures were recorded in 2013/2014 when compared with 2012/2013: 69 per cent increase in firearm recovery; 105 per cent increase in ammunitions recovery; and 44 per cent increase in narcotics seizure.

These increases were viewed by the security forces as evidence of greater effectiveness of their operations. While the performance under the national outcome indicators for security and safety showed that only the murder rate achieved the target for 2012, there were also positive trends in the major crime rate even though it remained higher than the 2007 baseline figure. There was a positive signal in the rate of recidivism in 2013 with a slight decline after reasonably steady increase since 2007.



Rates per 100,000 population

Under its International Security Relations Unit (ISRU), the MNS continued to seek, establish and maintain critical regional, international and local partnerships to both demonstrate Jamaica's commitment to international protocols and agreements on security and to also impact decisions and actions. Locally, the ISRU along with the Offender Management Unit maintained membership on the Human Rights Steering Committee, established by the MFAFT in February 2014; and provided status updates on the recommendations of the International Covenant on Civil and Political Rights (ICCPR) and Universal Periodic Review Reports (UPR). The ISRU also participated in meetings with external partners and pursued bilateral agreements, including the GOJ/Brazil Defence Cooperation Agreement. Lack of adequate financial resources limited the ability for adequate external representation and participation in such areas as CARICOM Security. However, the MNS sought to affirm and demonstrate its commitment to the achievement of the objectives of the Crime and Security Strategy (CCSS), and a Cabinet submission regarding means of funding was made.

Jamaica demonstrated its responsiveness to international standards for action, which included regaining its tier two placement in the United States (US) State Department’s 2013 Trafficking in Persons Report after being downgraded to Tier 2 Watch List in the 2012 report, owing to stated deficiencies in such areas as Prosecution and Prevention. The National Task Force against Trafficking in Persons (NATFATIP) also continued to coordinate activities in relation to prevention, victim support and prosecution of perpetrators.

The MNS also strengthened its capacity for evidence based decision making and planning through the work of the Research and Evaluation Unit. Critical data collection and reporting activities, including monitoring and evaluation were conducted. The 2012-2013 Jamaica National Crime Victimization Survey and the Lesbian Gay Bisexual Survey were completed and shared with stakeholders through consultations. The comprehensive final evaluation (December 2009 – December 2012) of the Citizen Security and Justice Programme II was also completed and presented to internal and external stakeholders, including NGOs and International Development Partners (IDPs). The Jamaica Crime Observatory (JCO) was strengthened through technical capacity building and increased partnership with other MDAs and external partners. By the end of the reporting period, there were 13 MDAs that were signatory to the JCO with the Ministries of Health, Transport and Works, and Justice being the latest partners. The Integrated Crime and Violence Information System (ICVIS) is the web-based information platform and early warning system under the JCO. During the review period focus was given to rolling out the ICVIS in the first five targeted parishes of Kingston, St. Andrew, St. Catherine, Clarendon and St. James. The ICVIS’s database housed statistics for the period 2011-2013 on five indicators of crime and violence – homicide, fatal shooting, sexual assault, traffic fatality and suicide. The JCO also produced bulletins, an annual report and other reports, including Youth Violence Report and Community Programme Evaluation Needs for the period 2011 – 2013. While the MNS noted resource and data quality challenges among its capacity building needs, it also presented improved strategic planning and organization as well as strategic partnerships with international partners as part of the actions going forward to promote achievement of objectives.

JCO – ICVIS Database

Currently covers

Five parishes:

- Kingston
- St. Andrew
- St. Catherine
- Clarendon
- St. James

Five Indicators:

- Homicide
- Fatal shooting
- Sexual assault
- Traffic fatality
- Suicide

The Security and Justice Thematic Working Group (TWG) responsible for monitoring implementation of the strategies and priority actions under the areas of National Security and Justice was separated in 2013/2014 to facilitate creation of the National Security TWG and

Justice TWG. The National Security TWG is chaired by the Permanent Secretary, MNS and the membership comprises agencies of the MNS, civil society representatives and academia, and International Development Partners (IDPs). Over the review period, the work of the National Security TWG included: alignment of the strategies and priority actions in MTF 2012-2015 with the recommendations of the new National Security Policy and the MNS's policy outcomes; and compilation of information on national security projects and programmes supported by International Development Partners (IDPs) to inform increased harmonisation. The TWG informed the 2-Year Progress Report, led by the Ministry of National Security.

## National Outcome Indicators and Targets – Update

**Table 11: Indicators and Targets– Security and Safety**

National Outcome # 5 – Security and Safety									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Major Crimes/100,000 population	279.81	447.23	418.31	395.91	406.12	361.66	216	182	43
Murder Rate/100,000 population	59.49	62.77	53.78	41.97	40.59	44.20	50	35	10
% Recidivism	20.8	23.8	26.7	25.8	29.4	27.8	≤ 20	≤ 15	≤ 10

There were positive trends in the performance of the national outcome indicators for security and safety even though only one indicator – Murder Rate/100,000 population – surpassed the 2012 target from 2011, and continued to surpass the 2012 target up to 2013.

Over the period 2007 to 2013, there were noticeable fluctuations in major crimes, while the murder rate per 100,000 showed a reasonable steady downward trend. While the 2013 (362) rate of Major Crimes was higher than the baseline figure for 2007 (280), there was a reasonable steady decrease since it peaked in 2009 (447), with the exception of 2012 when a slight increase was recorded. The murder rate trended around 60 per 100,000 population over the period 2007 - 2009 and peaked in 2009 at 63; it then showed a reasonably steady decline over 2010 – 2012 with a slight increase in 2013. It should be noted, however, that the murder rate was under 45 per 100,000 population for the period 2011-2013.

There was a positive signal in the rate of recidivism in 2013 with a slight decline after reasonably steady increase since 2007. However, in 2013, the rate of recidivism was 7.8 per cent higher than the 2012 target, compared with the 2007 baseline where it was only 0.8 per cent higher than the 2012 target.

While performance under the national outcome indicators suggest decreasing trends in crime, the rate of recidivism is a cause for concern, as it suggests inadequate rehabilitation of those who have served time in the island's correctional facilities.

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**Table 12: Priority Strategies and Actions – Security and Safety**

National Outcome # 5 – Security and Safety				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 5-1: Strengthen the capacity of communities to participate in creating a safe and secure society</b>				
<b>Sector Strategy: Improve the implementation of targeted community interventions</b>				
1. Implement the Community Renewal Programme (CRP)	FY2012/2013 – FY2014/2015	MLGCD, PIOJ, JSIF, MNS, SDC, NGOs, CBOs	<p>The secretariat for the 10-year CRP was established in 2011 and implementation commenced in May 2012 with the launch of a pilot programme in Majesty Gardens. The CRP is to be implemented in two phases: phase 1 commenced in fiscal year 2012/2013 and phase 2 is scheduled to begin in fiscal year 2016/2017. Phase 1 includes the engagement of 41 of 100 targeted communities. Over the review period, over half of the communities were engaged with plans to engage the remainder by the end of December 2014. Three main development areas are given focus under Phase 1: Improved Governance Structures; Entrepreneurship/Employment; and Social Transformation. The main achievements under the review period include:</p> <ul style="list-style-type: none"> <li>• Consultations to develop draft indicator framework</li> <li>• Mass sensitization and consultation with 300 residents from phase 1 communities</li> <li>• Training of 81 individuals through the JBDC Transforming lives Through Enterprise (TALE) programme. (2013/14)</li> <li>• NHT initiative to complete 48 apartment units for residents</li> </ul>	<ul style="list-style-type: none"> <li>• The Revised National Crime Prevention and Community Safety Strategy of the Ministry of National Security (MNS) – is being carried forward under the Unite for Change (UFC) Campaign. Within this national campaign the CRP and other programmes are provided a platform for sharing information and coordinating implementation in communities towards violence prevention</li> <li>• COMET II will be establishing community resource centres (CRCs) in 25 targeted communities. These CRCs will be managed by CDCs/CBOs. The model of operation will be driven by Social Entrepreneurship principles and practice. The CRCs will be equipped to respond to the community needs in the event of a natural or man-made disaster. The CRCs will also advance the JCF ‘Proximity Policing’/Community Policing mandate</li> </ul>



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Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<ul style="list-style-type: none"> <li>• Training of 129 parents under the EHF parenting programme</li> </ul> <p>USAID/Community Empowerment and Transformation Project – Phase II (COMET II) also worked in partnership with the CRP to achieve:</p> <ul style="list-style-type: none"> <li>• Baseline data related to the Project’s 25 targeted CRP communities collected</li> <li>• GIS mapping of all targeted communities conducted</li> <li>• Governance Assessment of selected CDCs and CBOs in targeted communities conducted</li> <li>• Vulnerability Assessment of existing CDCs in targeted communities conducted</li> <li>• First five communities to begin targeted intervention (establishing community resource centres) identified</li> </ul> <p>USAID is also carrying workforce development and livelihood activities as well as building four homework/community centres in CRP communities in and around Kingston. The Mission is also carrying out education/literacy interventions in CRP schools across the island.</p>	
2. Ensure successful completion of the implementation of the Citizen Security and Justice Programme (CSJP)	FY2012/2013 – FY2014/2015	MNS, CSJP	<ul style="list-style-type: none"> <li>• CSJP III will be presented to the IDB Board for approval in mid-2014</li> <li>• Processes are in train to meet conditions precedent and to have the Programme fully operational in October 2014.</li> </ul> <p>The impact evaluation for CSJP II was successfully completed.</p>	

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Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			The evaluation had two main components namely improving community action and institutional strengthening of the MNS. This will provide an opportunity for improving several dimensions of the CSJP III programme, including governance structures, incorporating into the programme those most at risk and the management of cases using an electronic case management system	
<b>Sector Strategy: Implement holistic programmes focusing on prevention and suppression of youth involvement in crime</b>				
3. Collaborate with partners to ensure qualified counsellors in schools to deal with violence-related issues and trauma affecting children and teachers	FY2012/2013 – FY2014/2015	PIOJ, MOE, MNS, MOH, Academic Institutions	<ul style="list-style-type: none"> <li>The Ministry of National Security is collaborating with the Ministry of Education to design a Behaviour Modification project in 56 Schools. The project focuses on building the capacities of the school administration to manage children with behavioural problems. Implementation is expected to commence in the first term of the new school year 2014</li> </ul>	<p>International Development Partners have been supporting GoJ efforts.</p> <p>COMET II has been working with the JCF and other NGOs partners in this regard:</p> <ul style="list-style-type: none"> <li>COMET II conducted an assessment on the Safe School Program</li> <li>PALS was awarded a small grant to work with youth in the Western Kingston division</li> </ul> <p>COMET II is preparing to work with other NGOs to implement a School Suspension Program within its five targeted parishes and catering to its 25 targeted CRP communities. COMET II will be working closely with partners and other stakeholders to promote various at-risk programs particularly in the areas of prevention and rehabilitation. The focus will be on community based programs.</p>

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Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
4. Collaborate with appropriate entities and individuals to ensure that psycho-social interventions are utilized to address the needs of violence prone youth	FY2012/2013 – FY2014/2015	PIOJ, SDC, YOU, MOE, MNS, MYC, Academic Institutions	<ul style="list-style-type: none"> <li>• Psycho – social interventions targeting violence prone youth are designed within the CSJP III. The CSJP III is expected to commence in October 2014</li> <li>• The MNS is also collaborating with the Ministry of Youth and Culture (MYC), Ministry of Health (MOH) and UNICEF to implement a mobile clinic providing psychological services to juveniles in state institutions. The mobile clinic has been operationalized and has completed services in 5 homes. To date 209 children have received services. The mobile unit will be deployed in 5 other homes in September 2014. A midterm evaluation is slated for mid-August 2014.</li> </ul>	In support of the GoJ efforts, USAID is partnering with OAS to work in South Camp and provide the girls with psychosocial support and trauma counselling. The OAS program will also provide case managers/social work support for those girls exiting South Camp as well as the boys exiting Metcalfe.
<b>National Strategy 5-2: Reform and modernize the law enforcement system</b>				
<b>Sector Strategy: Modernize the approach to policing activities</b>				
5. Adopt a total policing strategy with intelligence-led policing and superior information management	FY2012/2013 – FY2014/2015	JCF, MNS	<p>The MNS has established databases to record information regarding the marking of state owned weapons and weapons owned by private citizens in order to facilitate traceability during the conduct of investigations</p> <ol style="list-style-type: none"> <li>1. The JCF intelligence arm, National Intelligence Bureau (NIB), disseminates bulletins, assessments, intelligence briefs and casings daily to Divisions which inform policing plans and operational strategies.</li> <li>2. The input of the Divisional Intelligence Unit (DIU) at weekly tasking meetings helps to guide the deployment of resources in relation to</li> </ol>	

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Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>investigations at the Divisional Level.</p> <p>3. Installation of systems such as the Communication Automated Data Systems (CADS) at the CFCU to assist with intelligence and forensic examinations.</p> <p>4. Establishment of an ICT Branch.</p> <p>4. Other intelligence apparatus such as the introduction of the CIB Background and Enquiries Team were implemented.</p> <p>5. Inclusion of community based policing provides opportunities for intelligence-led policing.</p>	
<p>6. Institutionalize the use of predictive analytics software such as the Criminal Reduction Utilizing Statistical History (CRUSH) which look for patterns in criminal records, intelligence briefings, offender profiles and other data to identify where particular types of crimes are most likely to occur</p>	<p>FY2012/2013 – FY2014/2015</p>	<p>JCF, MNS, Crime Observatory</p>	<p>The MNS signed an MOU with 18 stakeholders from governmental organizations and private entities to facilitate the exchange of information for the Jamaica Crime Observatory - Integrated Crime Violence Information System (JCO-ICVIS). The JCO-ICVIS also produced several documents that assisted with crime prevention initiatives.</p> <p>The data sharing protocol document has been developed. The objectives of this document are to (a) outline the principles underpinning information sharing (b) state the responsibilities and commitments of partners to this agreement and (c) agree on the arrangements for monitoring and review.</p> <p>The JCF while desirous is not in possession of a predictive analytics software.</p>	<p>Currently crime pattern analysis is done manually. The software would greatly enhance capability</p> <p>Plans are in place for the expansion of the Jamaica Crime Observatory to include data capture for 10 parishes –up from 5, and to 8 incidences –up from 5.</p>

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Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
7. Install automatic automobile number-plate recognition system	FY2013/2014 – FY2014/2015	MNS, MTWH JCF,	JCF not in possession of this system.	
8. Ensure that the Integrated Ballistics Information System (IBIS) contains records of all guns in Jamaica (including military and police weapons)	FY2012/2013 – FY2014/2015	JCF, MNS	<p>1. This process is ongoing. All new firearms acquired in the last three (3) years are being entered on a database.</p> <p>2. Privately owned firearms are being managed by FLA. However, the JCF has access to the database.</p>	The process is not yet completed but all firearms will be uploaded on a phase basis.
9. Strengthen the forensic capacity of the JCF	FY2012/2013 – FY2014/2015	JCF, MNS	<p>In May 2014, the GoJ signed the Financing Agreement for the EU funded Justice Security Accountability and Transparency Project. One key component is the strengthening of the forensics capabilities through support to the Government Laboratory with the construction of an annex and supply of equipment.</p> <p>A Forensic Crime Scene Investigators (FCSI) training programme was implemented and 200 persons have been trained to date. Twenty-four (24) are certified to international standard.</p> <p>2. A Forensic Master Plan has been implemented to support the forensic and scientific priorities for the JCF.</p> <p>3. Twelve (12) mobile forensic labs are currently functioning with an additional four (4) to be deployed by September 2014.</p> <p>4. Additional resources are being procured to improve the Scene of Crime Hub with the</p>	Implementation of the project is expected to commence by January 2015.

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<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
			purchasing of Cadaver tents, Laminator, Archive Imaging Fingerprints records and crime scene processing lights.	
10. Improve the training in non-lethal options	FY2012/2013 – FY2014/2015	JCF, MNS	Cabinet Submission is currently being reviewed by the Attorney General’s Chambers.  Five hundred and thirty-three (533) personnel were trained in less lethal devices by the end of 2013.	Budgetary constraint has restricted further training.
11. Strengthen police capability in community policing	FY2012/2013 – FY2014/2015	JCF, MNS	A draft Cabinet Submission has been prepared seeking approval of limited roll out of Proximity Policing. This type of policing is a form of Community Policing that supports the locating of police personnel over an extended period in selected communities at high risk of violence.  1. Continuous training is given in Community Based Policing islandwide. 2. The NPCJ training curriculum currently includes the Community Based Policing Model. 3. Proximity Policing which is a variant of Community Policing is now being established in some communities.	A formal request was made through the MNS for Cabinet to approve a budget to support the full roll out of Proximity Policing in selected communities islandwide.
<b>Sector Strategy: Strengthen accountability frameworks within law enforcement agencies</b>				
12. Investigate every use of deadly force by the police through an independent body and make public the results	FY2012/2013 – FY2014/2015	INDECOM, JCF, MNS, MOJ	All cases in which deadly force is used by the police are investigated by INDECOM. The JCF administrative investigation is conducted by BSI	

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<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
13. Increase transparency with regard to major failures of proper procedure, with independent investigation of fatal shootings	FY2012/2013 – FY2014/2015	<b>INDECOM, JCF, MNS, MOJ</b>	<p>1. SOPs have been established with INDECOM to facilitate prompt investigations of police shootings</p> <p>2. The BSI has completed 102 fatal shooting files for submission to the DPP for ruling.</p> <p>3. Forty-two (42) rulings have been received.</p>	
14. Strengthen the capacity and authority of the Independent Commission of Investigations (INDECOM)	FY2012/2013 – FY2014/2015	<b>MNS, INDECOM, JCF, MOJ</b>	As part of the JSAT Project, one of its components will seek to strengthen the capacity of INDECOM through the provision of equipment	<p>The MNS provides the following areas of support to the INDECOM:</p> <ol style="list-style-type: none"> <li>1. Process request for importation and clearance of security equipment such as ballistic vests</li> <li>2. Provide technical support regarding the security of facilities through the conduct of security audits</li> <li>3. Facilitates security vetting of all employees before engagement</li> </ol>
<b>Sector Strategy: Support the reform of the Justice System</b>				
15. Support the development of measures surrounding court cases to ensure the protection of the rights of victims and limit the powers of suspected criminal gang members in line with recommendation 2 of the National Security Policy (2012)	FY2012/2013 – FY2014/2015	<b>MNS, MOJ, JCF</b>	<p>1. Witness Management Standard Operating Procedures were developed.</p> <p>2. Continuous training is being done.</p> <p>3. Implementation of a Justice Support Unit at CIB HQ to support the Ministry of National Security's Witness Protection Programme.</p>	
16. Use plea bargaining and	FY2012/2013	<b>MNS, MOJ,</b>		The JCF continues to embrace the

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Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
alternative dispute resolution methods for minor crimes to reduce the burden on the courts	– FY2014/2015	JCF		concept of mediation and restorative justice as an approach to solve minor crimes.
<b>National Strategy 5-4: Strengthen the anti- crime capability of law enforcement officers</b>				
<b>Sector Strategy: Improve communication and information technology infrastructure</b>				
17. Introduce a national identification card system	FY2012/2013 – FY2014/2015	OPM, MNS, RGD	<ul style="list-style-type: none"> <li>The NIDS Project Technical Cooperation Grant Agreement was signed on September 22, 2011.</li> </ul> <p>Progress over the reporting period:</p> <ul style="list-style-type: none"> <li>As at December 31, 2014, the NIDS Project completed 50% of the activities required under the preparatory phase.</li> <li>MOU signed July 2012 between Fiscal Services Ltd. (now eGov Jamaica Ltd.) &amp; Office of the Prime Minister – National Identification System (NIDS) Project; to support the NIDS ICT design.</li> <li>Communication &amp; Behaviour Change Strategy Consulting firm contracted April 2014</li> <li>Baseline Research Consultancy (phase 1) – perception index - completed May 2014</li> <li>ICT Architecture Design completed June 2014</li> <li>Study Tour conducted of the Republic of Ecuador – national civil registration and identification system viewed; and participated in an international workshop in June 2014</li> <li>Technical assistance to finalize the NIDS</li> </ul>	<ul style="list-style-type: none"> <li>The preparatory phase for the NIDS Project (which is currently being funded by the Inter-American Development Bank, through the Korean Poverty Reduction Fund), is scheduled to end in September 2015.</li> <li>Funding for a Strategic Review of RGD being finalized</li> <li>NIDS bridge financing being discussed</li> <li>NIDS implementation is estimated at US\$20 million over 4 years, to include: <ul style="list-style-type: none"> <li>NIDS ICT System hardware &amp; software</li> <li>Identity vetting integration support</li> <li>Implementation support</li> <li>Enhancements to proof of identity data</li> <li>Business process re-engineering support</li> </ul> </li> </ul> <p>Procurements in progress: Institutional Framework; Economic &amp; Cost Benefit Analysis; Technical Evaluation; &amp; External Audit;</p>



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			<p>Policy development completed September 2014</p> <ul style="list-style-type: none"> <li>Senior executive participated in the 1<sup>st</sup> IDB funded international identity management conference in the Republic of South Korea, September 2014</li> <li>Legal Framework Consultancy contract signed; phase 1 to be completed January 2015</li> </ul>	Funding for the implementation phase is to be secured, with implementation targeted to commence in 2016/2017. The implementation phase will be executed over 5 years, targeting different age groups.
18. Develop and enact Policy for implementation of the Mandatory Registration of Subscriber Information (MRMSI)	FY 2013/2014 – FY2014/2015	MNS, MSTEM, OUR, Cabinet Office	TBD	
19. Modernize the system of records and chain-of-evidence management	FY2012/2013 – FY2014/2015	MNS, JCF, MOJ	JCF has implemented numerous policies relative to records management and chain of custody of evidence.	
<i>Sector Strategy: Undertake institutional reforms to strengthen the anti- crime capability of law enforcement officers</i>				
20. Establish a task force to focus on facilitators of crime and major criminal offenders	FY2013/2014 – FY2014/2015	MNS, JCF	1. MOCA was established.	
21. Establish a court to address tier 1 crime threats	FY2013/2014 – FY2014/2015	MOJ, MNS, JCF	The Criminal Justice (Suppression of Criminal Organizations) Act 2013 was passed.	Efforts are also being made toward legislation to establish a single anti-corruption entity for Jamaica.
22. Improve conditions of police stations and motor vehicle fleet	FY2012/2013 – FY2014/2015	<b>MNS</b>	<p>412 motor vehicles has been procured at a cost of approximately \$847 M including patrol cars, small SUV's, pickups, trucks, motorcycles and small buses.</p> <ul style="list-style-type: none"> <li>For the period 2012 – 2014, assistance was provided by the EU under the Poverty</li> </ul>	<p>No funds were allocated for any significant purchase of motor vehicles for the JCF for the 2014/2015 financial year.</p> <p>PRPIV Financing Agreement will be signed in November 2014</p>

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			Reduction Programme II to refurbish three (3) police stations - Hunts Bay (Lockup), Tivoli Gardens and Spanish Town in the amount of €450,000. The allocations also supported the equipping of the five (5) stations that were renovated during the 2010 – 2012 period – Allman Town, Cross Roads, Half Way Tree Counselling Centre, Matilda’s Corner and Hunts Bay. Under the upcoming PRP IV, additional stations will be supported.	
<b>Sector Strategy: Improve the JCF capacity for financial investigation</b>				
23. Increase the capacity within the Financial Investigation Division (FID)	FY2012/2013 – FY2014/2015	JCF, FID, MNS, MOJ	Over the reporting period, there was no increase in staff to the Financial Investigations Division and there was a reduction in the annual budgets.  1. Continuous training is being done.	In 2003, the Division underwent a Strategic Change Management Programme increasing efficiencies within the office by remodelling the business structures.  The development of the ‘Intelligence Fusion Centre’ should greatly assist in the division being more proactive and intelligence-led.
24. Mandate the FID to focus on the most serious cases	FY2012/2013 – FY2014/2015	JCF, FID, MNS, MOJ	The Division identified this requirement back in 2012, more focus is placed on intelligence development and analysis using a tasking and co-ordination process preparing quality packages for investigation of the facilitators and kingpins aiming to ‘take the profit out of crime’.  1. This is currently being done.	
25. Strengthen the technical	FY2012/2013	JCF, FID, MNS,	A significant investment (US\$800,000) has been	

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capacity and capabilities needed to detect and unravel complex money laundering operations	– FY2014/2015	MOJ, MOFP	made in purchasing GoAML, a new IT/IS system produced by the UNODC. This new system will greatly enhance intelligence collection, analysis and packages in a more timely manner. This new IT/IS is a case management system that will produce greater efficiencies in the investigations both internally at the FID but also with strategic partners.	
<b>Sector Strategy: Undertake legislative reforms to support the anti-crime capability of law enforcement officers</b>				
26. Amend the Proceeds of Crime Act (POCA) to incorporate Article 416 of the Italian Penal Code	FY2013/2014 – FY2014/2015	MOFP, MNS, JCF, MOJ	A draft strategy was developed and circulated for review by the MNS and other stakeholders.	The MNS provides technical support which contributed to the development of a National Cyber Security Strategy through our membership on the National Cyber Security Task Force (NCSTF). The NCSTF is domiciled at the MSTEM and chaired by the Minister of State.
27. Amend the Legal Profession Act as required	FY2013/2014 – FY2014/2015	MOJ, Bar Association of Jamaica, MNS	Act was amended and gazetted.	
28. Review legislation relating to cybercrime, fraud and extortion	FY2013/2014 – FY2014/2015	MOJ, MOFP, MNS, MSTEM, MIIC	Legislation passed: <ul style="list-style-type: none"> <li>• The Cybercrime Amendment Act.</li> <li>• Law Reform (Fraudulent Transactions) (Special Provisions) Act 2013 (to address lotto scamming).</li> </ul>	
29. Review the Parole Act and Bail Act to ensure that particular categories of criminals (homicide, violent	FY2013/2014 – FY2014/2015	MOJ, MNS	Consultations were held with representatives from the Department of Correctional Services and the Office of the Public Defender relating to the review of the Parole Act. A number of areas	

National Outcome # 5 – Security and Safety				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
and sex crimes) are normally ineligible for bail where there is an unequivocal risk that witnesses will be intimidated or murdered, or evidence destroyed			for amendment were identified and additional research is in progress to determine best practice and alignment with international standards	
30. Introduce Anti-Gang legislation to make gang membership and association an offence	FY2013/2014 – FY2014/2015	MNS, MOJ	Legislation is slated to be passed and implemented by early 2014/2015	
31. Amend the Interception of Communications Act to allow the JCF electronic access, with a warrant to a wider set of databases in the pursuit of crime including bank accounts, tax records, shipping manifestos, etc. with adequate provisions for protection of privacy rights	FY2013/2014 – FY2014/2015	MOJ, MOFP, MSTEM, MIIC, MNS	No progress.	
<b>Sector Strategy: Disrupt transnational and organized crime, gangs and criminal structures</b>				
32. Use plea bargaining to get lesser offenders to give information on major offenders	FY2012/2013 – FY2014/2015	MOJ, MNS, JCF	The Plea Bargaining legislation is currently under review.	
33. Use focused deterrence strategy, violence reduction initiatives and community based policing to address local street gangs	FY2012/2013 – FY2014/2015	JCF, MNS, SDC, PMI, CRP	<ul style="list-style-type: none"> <li>A draft Cabinet Submission has been prepared seeking approval of limited roll out of Proximity Policing (see action 11 above).</li> </ul> <ol style="list-style-type: none"> <li>To date 480 Police Youths Clubs and 379 Neighbourhood watch groups are active.</li> <li>Safe school programme was launched in 133</li> </ol>	

National Outcome # 5 – Security and Safety				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>schools.</p> <p>3. Proximity Policing was rolled-out islandwide to embrace community Policing.</p> <p>3. Launch of the Proactive Violence Interruption Strategy (PVIS).</p> <p>4. Partnerships were established with CSJP, NCU and other organizations aimed at reducing violence.</p>	
34. Use focused deterrence strategy and clear, hold and build tactics to address major gangs that operate in more than one area	FY2012/2013 – FY2014/2015	JCF, MNS, SDC, PMI, CRP	<p>1. An 'Operations Resilience' strategy was launched islandwide.</p> <p>2. Implementation of counter gang strategy.</p> <p>3. Intensification of activities such as coordinated VCPs, Spot Checks, Snap and Targeted Raids, Cordon &amp; Search and Curfews are ongoing.</p> <p>4. Divisional Fugitive Apprehension Teams (DFAT) were activated across the 19 geographic Divisions.</p> <p>5. Divisional Operation Plans were reviewed to respond appropriately to changing crime patterns.</p>	
35. Use intelligence led operations, financial profiling, strong proceeds of crime legislation and international cooperation between law	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ	<ul style="list-style-type: none"> <li>Under JSAT an expected result is the "improved networking and data-sharing capability and strengthened professional capacity of key entities to investigate and</li> </ul>	Challenges with law enforcement exchanging information on a regular basis, mainly due to personnel changes, email and other technological challenges

National Outcome # 5 – Security and Safety				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
enforcement agencies, to address sophisticated international criminal structures			present for prosecution, cases of corruption, money laundering and organised crime”. This will entail training and the implementation of a case management system linking Financial Investigation Division (FID); Major Organised Crime and Anti-corruption Task Force (MOCA); Revenue Protection Division (RPD); Organised Crime Investigative Division (OCID) of the JCF; Transnational Crime & Narcotics Division (TCND)  • Proactive investigative units were established in the JCF.	
36. Focus on tracing money and seizing criminal assets	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ	Proactive Investigative Units, MOCA and FID target these areas.	
37. Build personal and financial profiles of TNOG membership and their key facilitators	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ	Proactive Investigative Units, MOCA and FID target these areas.	
38. Mandate the task force established for focusing on facilitators of crime to trace funds and seize assets	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ	Proactive Investigative Units. MOCA and FID target these areas.	
39. Ensure that POCA is used to seize all assets proven not to be clean	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ	Proactive Investigative Unit, MOCA and FID target these areas.	
40. Strengthen support for victims and witnesses of crime	FY2012/2013 – FY2014/2015	MNS, JCF, MOJ	Court Liaison Officers and Family Liaison Officers were established to support victims and witnesses.	
41. Ensure that containers and other shipments coming into our ports are scanned	FY2012/2013 – FY2014/2015	Jamaica Customs Department,	UNODC assisted Container Control Programme working successfully (scanning of containers, intelligence exchange globally) at two major sea	Additional scanners required

National Outcome # 5 – Security and Safety				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
		PAJ, MNS, JCF	<p>ports</p> <p>The MNS continues to provide support to the discussions surrounding a program called AIRCOP which will serve to protect Jamaica’s borders through several agreements such as:</p> <ol style="list-style-type: none"> <li>1. establishing Joint Airport Interdiction Task Forces (JAITF), capable of tackling the threats posed by international criminal networks, particularly in international airports; and</li> <li>2. combating illicit drug trafficking and other trans-national crimes throughout the international airports in Kingston and Montego Bay, etc.</li> </ol> <p>In this regard, a draft MOU between the UNODC and the Government of Jamaica is being circulated for review by September.</p> <p>UNODC assisted Container Control Programme working successfully (scanning of containers, intelligence exchange globally) at two major sea ports.</p> <p>Support provided by MNS to the AIRCOP Programme and the development of a draft MOU between MNS and UNODC</p> <p>The Protective Security Unit of MNS carries out inspections of vital installations to include inspections of air and sea ports.</p>	The BSC Unit will be embarking on a series of activities aimed at monitoring the Container Security Initiative currently in place at the seaports and will be represented on the AIRCOP Taskforce

National Outcome # 5 – Security and Safety				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Ensure that the implementation of the national security strategy addresses the concerns of the tourism industry</b>				
42. Ensure adequate security and safety measures in all resort towns including installing CCTVs; and put in place security stands among tourism enterprises	FY2012/2013 – FY2014/2015	MNS, MTE, TPDCO, Resort Boards, JHTA	<ul style="list-style-type: none"> <li>25 CCTV systems installed in Montego Bay and Ocho Rios 31 cameras expected by end 2014 Falmouth, Negril &amp; Portland installations to commence during FY2015/16</li> <li>Draft CCTV Policy in place and to be aligned to the plans of the NRSC to ensure congruence</li> </ul>	<ul style="list-style-type: none"> <li>Absence of adequate local experience and understanding of the technology hampers clarity of expectations for policy development</li> <li>Training and development needed for policy, technical and operational officials in the area to minimize inadequate or improper investment</li> </ul>
<b>National Strategy 5-5: Strengthen the management, rehabilitation and reintegration of clients of correctional services</b>				
<b>Sector Strategy: Expand the framework for rehabilitation of inmates and offenders</b>				
43. Increase the use of diversion in sentencing options for adults and children in particular	FY2012/2013 – FY2014/2015	MOJ, MNS, JCF, DCS, Civil Society, NGOs	<ul style="list-style-type: none"> <li>The MNS collaborated with the MOJ in the drafting of a Youth Diversion Policy. The Policy is to be considered by Cabinet.</li> <li>Support for implementation of Diversion is included in the Community Justice Services Component of CSJP III</li> </ul>	The MOJ has prime carriage of this matter
44. Improve the physical and social environment of individuals in state custody	FY2012/2013 – FY2014/2015	DCS, MNS, MOJ, MYC	Plans are being formulated to construct a modern adult facility through a Public Private Partnership arrangement. Discussions are well advanced with partners to construct a 2-storey block at Tamarind Farm Adult Correctional Centre to house low – medium risk inmates.	
45. Build additional holding areas	FY2012/2013	DCS, MNS,	Since 2013, juveniles have been segregated from	



National Outcome # 5 – Security and Safety				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
and facilities to ensure that children are not housed in adult correctional institutions	– FY2014/2015	MOJ, MYC	the adult population. The South Camp Road Facility was retrofitted to house girls on remand and on Correctional Orders.	
46. Develop/strengthen the model of care for public institutions charged with the responsibility of caring for children in state custody	FY2012/2013 – FY2014/2015	MYC, CDA, DCS, MNS, MOJ,	The DCS, in collaboration with local and international partners, implemented programmes in the Juvenile/Remand Correctional Centres geared towards developing the wards' technical, vocational, social and psychological skills.	
47. Increase the capacity of the DCS for the management of rehabilitation and diversionary programmes	FY2013/2014 – FY2014/2015	DCS, MNS, MOJ, NGOs, Civil Society, Private Sector	Two staff audits were completed and DCS is currently seeking to review the organization structure and increase the establishment.	

## National Outcome #6 – Effective Governance

### Overview

The Bill entitled Constitution (Amendment) (Local Government) for the entrenchment for local government in the Constitution was prepared in draft as part of the overall process of Local Government Reform. A fundamental change was made to the draft bill which now speaks to the inclusion of local government in the Constitution as opposed to entrenchment, as it was recognized that entrenchment would require a referendum.

The thrust towards deepening the process of citizen participation in governance was strengthened over the period and emphasis was placed on enabling local authorities and local communities and stakeholders to collaborate in creating development in local communities. To this end, the MLGCD implemented over the period the Local Economic Development Initiative and the Caribbean Local Economic Development (CARILED) as a pilot in five parishes – Kingston and St. Andrew, St. Catherine, Clarendon, Manchester, Westmoreland and the Municipality of Portmore. Six projects were implemented over the period including the Riverton Recycle Project, Spanish Town Tourism Project and the Beeston Spring Organic Training and Agro-processing project in Westmoreland.

With respect to strengthening public sector institutions to deliver efficient and effective public goods and services, the Cabinet Office, since 2010, has been implementing an integrated results-based Performance Monitoring and Evaluation System (PMES) on a phased basis across Government. Phase one commenced in November 2010 with the introduction of Ministries to the Whole-of-Government business planning approach and sensitization to PMES. Phase two commenced in 2011 with the introduction of Ministry-level business plans, and performance monitoring, evaluation and reporting to Ministries and Executive Agencies. Phase three commenced in 2012 with the introduction of PMES to thirty-two (32) selected entities (including all Executive Agencies and some Departments) to agency-level business planning and performance reporting. The fourth phase which is scheduled to have commenced in April 2014

#### Performance Monitoring and Evaluation System (PMES) – Main Achievements 2010 – 2014

- 11 of 17 Ministries using a Results Based Management approach in planning and preparing Strategic Business and Operational Plans in accordance with GOJ's PMES requirements.
- 11 of 17 Ministries developed a Performance Measurement Framework (i.e. Performance Scorecard) to improve the monitoring of the implementation of initiatives.
- Corporate Planners in all Ministries trained in Results Based Management, and received advanced training in Monitoring and Evaluation.
- A 5-step PMES implementation strategy developed and an M&E Technical Working Group in established all Ministries
- WoG Performance Progress Report and WoG Summary of Key Priority Initiatives to support WoG planning and decision making at the Cabinet level.

would have seen the introduction of agency-level business planning and performance reporting to all remaining Departments and Agencies, however, this phase is experiencing delays, as strengthening results-based performance management capacities in the Ministries and the 32 selected portfolio departments and agencies has been taking longer than expected.

Public sector reform also was advanced through the preparation of the Public Financial Management Reform Action Plan and local government reform.

Over the reporting period, the policy and programme focus to develop the justice sector included reforms and capacity building aimed at improving infrastructure, human and technological resources and processes such as court, case flow and data management. Institutionalization of the rights-based approach to the execution and governance of justice arrangements included knowledge-building as a key tool in ensuring that decision and policy makers, officers and citizens understand and can apply the principles of justice in accordance with state legislation governing citizen rights and obligations. Focus was also given to reducing the burden on the justice system through greater integration of restorative justice principles and more efficient and effective utilization of available resources. State promotion of transparency and accountability as pillars of effective governance was demonstrated in the introduction and/or strengthening of legislative and institutional arrangements to support anti-corruption measures.

### **National Outcome Indicators and Targets – Update**

The table below shows the indicators that were adopted from the World Bank’s Worldwide Governance Indicators for tracking performance in this sector. The data shows that while there has been progress in the implementation of projects and programmes to enhance governance and improve outcomes, the indicators relating to Voice and Accountability, Regulatory Quality and Government Effectiveness had not improved over the period.

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

**Table 13: Indicators and Targets– Effective Governance**

National Outcome # 6 – Effective Governance									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Voice and Accountability Index	0.6	0.55	0.42	0.42	0.43		0.78	≥0.88	≥1.37
Rule of Law Index	-0.46	-0.48	-0.5	-0.42	-0.41		-0.30	≥0.04	≥1.75
Government Effectiveness Index	0.30	0.21	0.20	0.22	-0.02		0.18	≥0.45	≥1.78
Control of Corruption Index	-0.49	-0.44	-0.38	-0.29	-0.36		-0.24	≥0.13	≥1.96
Regulatory Quality Index	0.31	0.28	0.28	0.30	0.23		0.33	≥0.53	≥1.55
Case clearance rate (%)	93.78	80.06	94.03	82.7	92.09	95.33		95	100

**Table 14: Priority Strategies and Actions – Effective Governance**

<b>National Outcome # 6 – Effective Governance</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
<b>National Strategy 6-1: Strengthen the process of citizen participation in governance</b>				
<b>Sector Strategy: Strengthen the capacity of local organizations/bodies (PDCs, DACs, CDCs) to facilitate citizen participation in decision-making processes</b>				
1. Strengthen the Parish Development Committees (PDCs) and other participatory mechanisms (Development Area Committees (DACs), et al)	FY2012/2013 – FY2014/2015	MLGCD, SDC, National Association of PDCs, CBOs	Inclusion of legal provisions in the drafting instructions for the new Governance Act, recognizing participatory mechanisms, their development and supervision.  A Constitution for the Portmore Citizens Advisory Committee was established.	The strengthening of PDCs is an ongoing process of building the collaborative environment between Las and PDCs
2. Increase involvement of PDC representation at the Committee level of the Local Authorities	FY2013/2014 – FY2014/2015	MLGCD, SDC, LAs, National Association of PDCs, PDCs	This requirement is included in the by-laws of the local authorities.	
3. Identify reliable and sustainable sources of financing for PDC and other participatory mechanisms	FY2013/2014 – FY2014/2015	MLGCD, SDC, LAs, National Association of PDCs, PDCs, MOFP	This was not achieved over the reporting period and as such, PDCs continue to be financed from the Equalization Fund of the local authorities.	
4. Strengthen the capacity of citizens' groups to enable them to fully participate in decision-making processes	FY2012/2013 – FY2014/2015	MLGCD, SDC, NGOs, CBOs	Up to 2014, there were 13 PDCs. 61 DACs, 508 CDCs and 4463 CBOs  Over the period, five hundred and twelve of the structures had their capacities strengthened.  537 CSOs were strengthened through 146 capacity building interventions which arose from SDC's assessments. The training topics focused on roles and functions of the executive, parliamentary procedure, meeting management, financial management, project management and record keeping.	These structures are at varying functional levels ranging from very strong to very weak

National Outcome # 6 – Effective Governance				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Eight (8) parish profiles were formulated to influence parish planning and programmes to support the activities of the PDCs, LAs and the Inter-Agency Committees.	
<b>Sector Strategy: Fully implement Local Government Reform</b>				
5. Entrench local government in the Constitution	FY2013/2014 – FY2014/2015	OPM, MLGCD, Parliament	Third draft of the Local Government Reform Bill reviewed and returned to CPC. The language now speaks to inclusion of local government in constitution as opposed to entrenchment.	
6. Approve and promulgate the Strategic Laws and selected Operational Laws for Local Government Reform, including the Jamaica Social Welfare (SDC) Act	FY2013/2014 – FY2014/2015	MLGCD, LAs, Parliament	None of these were promulgated over the period, however, the 4 <sup>th</sup> draft of the Human Resource Bill was reviewed and returned to CPC; the 3 <sup>rd</sup> draft of the Financing and Financial Management Bill was reviewed and returned to CPC; and, the 1 <sup>st</sup> draft of the Governance Bill from CPC remained outstanding.	
7. Identify adequate and reliable sources for the funding of Local Government mandates and functions of Local Authorities	FY2013/2014 – FY2014/2015	MLGCD, LAs, MOFP	This continues to be an ongoing process by the Revenue Enhancement Unit to implement workshops to build awareness of financing options, and the importance of PPPs etc.	
8. Determine formula for Central Government transfers to Local Government	FY2013/2014 – FY2014/2015	MLGCD, LAs, MOFP	This has now been included in the Financing and Financial Management Act; however there is no expectation under the Fiscal Responsibility Programme.	
9. Implement the recommendations of the Diagnostic Review of local authorities	FY2013/2014 – FY2014/2015	MLGCD, SDC, LAs, PDCs	Recommendations were submitted to the CMD and consultations held among the CMD, MLGCD and the LAs. The Final Functional Prototype being reviewed before sign-off.	
<b>Sector Strategy: Institutionalize a culture of openness and accountability</b>				
10. Establish Citizens' Charters with appropriate Performance Measurement mechanisms for all local authorities	FY2012/2013 – FY2014/2015	LAs, PDCs, MLGCD, Cabinet Office	Not undertaken during the review period.	
11. Fully operationalize the Local Public	FY2013/2014 –	LAs, PDCs,	Local Accounts Committees were operationalized in 5	

National Outcome # 6 – Effective Governance				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
Accounts Committees (LPACs), including standardization of the terms of reference for LPACs	FY2014/2015	MLGCD	LAs - Westmoreland, Clarendon, St. James, St. Mary and St. Thomas.	
<b>National Strategy 6-2: Reform the justice system</b>				
<b>Sector Strategy: Increase the level of professionalism of all officers in the justice system</b>				
12. Develop revised citizen's charter and training in customer services and the rights of the public for all frontline staff in the justice system	FY2012/2013 – FY2014/2015	MOJ, Cabinet Office	Draft for consultation was developed, reviewed, and is being revised.	This document is to be completed by March 2015.
<b>Sector Strategy: Enhance the administration systems in the Courts</b>				
13. Strengthen implementation of Court Management Service including development of governance framework	FY2012/2013 – FY2014/2015	MOJ	Technical assistance provided for the development of a governance framework for the CMS. A Strategic Framework Document was prepared and Cabinet approval was received for needed legislation to revamp the structure creating a division of the Supreme Court that will report to the Chief Justice.	
14. Improve the system of data collection in the Courts through Judicial Enforcement Management System (JEMS) and Prosecuting Attorneys System (PAS)	FY2012/2013 – FY2014/2015	MOJ	PAS fully configured and available for full usage in all but the following Circuits: St. Ann and Trelawny. A TOR is in development for a new or expanded JEMS.  Eight (8) additional Circuits have been configured for WiFi to facilitate electronic case file access.	
15. Implement recommendations to improve jury service, including Improving the mechanisms for serving summonses to jurors and witnesses, expanding the jury pool and reducing jury trials	FY2012/2013 – FY2014/2015	MOJ	Cabinet approval was received in May 2014 for the implementation of recommendations for the reform of the jury system. A draft Bill was prepared and after review further drafting instructions have been issued to OPC.	The Cabinet did not approve the reduction of offences which are tried by juries. It also recommended the provision that allows accused persons to choose whether they wished to be tried by jury or judge alone.
16. Strengthen the case flow management processes for judges	FY2013/2014 – FY2014/2015	MOJ	The Justice Undertakings for Social Transformation (JUST) programme is supporting development of	

National Outcome # 6 – Effective Governance				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			new/improved criminal case and case flow management in the Supreme Court, with several elements being implemented.	
17. Develop Justice Square in Down Town Kingston	FY2012/2013 – FY2014/2015	MOJ	100% Public Building North and East (Supreme Court and Old NCB Building) completed by October 2014.	
18. Prepare Court Facilities Master Plan to guide reconstruction and rehabilitation of courthouses	FY2013/2014	MOJ, Private Sector	A TOR has been developed for procurement of consultant.	
19. Undertake reconstruction and rehabilitation of courthouses on priority basis over the medium term in: <ul style="list-style-type: none"> <li>• Black River</li> <li>• Spanish Town</li> <li>• Mandeville</li> <li>• St. Ann’s Bay</li> </ul>	FY2012/2013 – FY2014/2015	MOJ		% completion of Administrative processes (design, planning applications and tendering process, etc.) by March 2015: <ul style="list-style-type: none"> <li>• St. Ann</li> <li>• Manchester</li> <li>• St. James</li> <li>• St. Catherine</li> </ul>
20. Establish model courtroom in the Supreme Court and a selected RM Court	FY2013/2014 – FY2014/2015	MOJ, Private Sector	A courtroom at the HWT Criminal Court was outfitted with new technology to facilitate video evidence. A courtroom at the Supreme Court was similarly outfitted.	
21. Establish four (4) Family Courts in selected Parishes	FY2012/2013 – FY2014/2015	MOJ, GOJ/EU	No progress reported.	The policy intent is to implement family courts annexed to the Regional Judicial Complexes in Manchester, St. Ann, and St. James. All are subject to capital funding support.
22. Streamline settlement of commercial court cases including automation of registrar of commercial courts	FY2012/2013 – FY2014/2015	MOJ	The Commercial Court had been expanded to accommodate three judges, which would facilitate an increase in the number of cases being heard.	
23. Increase the use of technology in the	FY2012/2013 –	MOJ	The network infrastructure installation for Public	



National Outcome # 6 – Effective Governance				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
courts to improve case-flow management including provision of computers for judges and court staff	FY2014/2015		Building North was completed during the 2nd Quarter 2014/15. 29 new computers provided for judges; case management software to be procured and or expanded	
24. Provide court reporting facilities (audio recording equipment, laptop and desktop computers) in 16 RM Courts	FY2012/2013 – FY2014/2015	MOJ	Procurement of equipment in progress as at Quarter 3, 2014/15.	ICT Equipment for the Courts, MoJ, ODPP and JUST Programme is slated to be completed in Quarter 4, 2014/15.
<b>Sector Strategy: Reform the laws to ensure that they are in keeping with modern approaches to Justice</b>				
25. Decriminalise petty infringements that go before the courts	FY2012/2013 – FY2014/2015	MOJ, MNS	Proposals for the decriminalisation of minor offences were presented to Cabinet. Some changes have been incorporated in the recently amended Criminal Records (Rehabilitation of Offenders) Act.	
<b>National Strategy 6-3: Ensure tolerance and respect for human rights and freedoms</b>				
<b>Sector Strategy: Incorporate human rights issues into all national policies</b>				
26. Develop mechanism to ensure a rights-based approach to resource allocation	FY2012/2013 – FY2014/2015	MOJ, MOFP	This activity was not undertaken during the review period	
27. Implement citizens education on rights, responsibilities, rule of law and conflict resolution	FY2012/2013 – FY2014/2015	MOJ, civil society	JRIU Communication Plan developed. JIS engaged to carry out one year programme to 2015 including radio, TV, print and bill boards, Denbigh August 2014, DRF 6 <sup>th</sup> Caribbean Conference July 2014	Brochures developed and distributed
28. Develop and deliver Human Rights Courses for Judges, RMs, Office of the DPP staff and members of the Bar	FY2012/2013 – FY2014/2015	Justice Training Institute, MOJ	A Concept Paper regarding this training being finalised so as to solicit local and international assistance in the delivery of training in this specialised area.	
29. Establish National Human Rights Institute	FY2013/2014 – FY2014/2015	MOJ	In Progress – at Concept and Development Stage  A two-day National Dialogue of the Inter-Ministerial Committee and the Commonwealth Secretariat (Human Rights Unit) regarding approaches and models of NHRI was held in July 2014. Bilateral meetings on the matter were also convened.	

National Outcome # 6 – Effective Governance				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			A survey of the human rights landscape across the GOJ MDAs is currently being done so as to inform the next step in developing Terms of Reference for an appropriate model of a local NHRI.	
30. Establish mobile legal aid clinic	FY2013/2014 – FY2014/2015	MOJ	This item is now scheduled for implementation under CSJP III; specifications developed. Procurement to begin 2014-15.	
31. Improve public education on mediation	FY2013/2014 – FY2014/2015	DRF, MOJ, CARDC	Brochures reprinted 2014 Conference supported. Campaign to be developed for 2015-2016.	
<b>National Strategy 6-5: Strengthen public institutions to deliver efficient and effective public goods and services</b>				
<b>Sector Strategy: Strengthen capacity for the drafting and promulgation of legislation, including building capacity of the Office of the Parliamentary Counsel</b>				
32. Strengthen the operations of the Houses of Parliament with ICT and enhance their capacity for research and monitoring	FY2012/2013 – FY2014/2015	MOJ	To Be Completed	
33. Strengthen and modernize the Office of the Parliamentary Counsel	FY2012/2013 – FY2014/2015	OPC, MOJ	The Corporate Management and Development Division of the Cabinet Office conducted an organizational review of the Office of the Parliamentary Counsel and submitted a report in April 2012. A Senior Legislative Drafter (Crime and Anti-Corruption) was engaged since January 9, 2012 under the Institutional Capacity Development Programme of the Commonwealth Fund for Technical Cooperation (CFTC). Under the JUST Legislative Drafters Manual and Legislative Policy Manual are being developed with the help of Consultants under the JUST and should be published in Quarter 1 of 2015-16. Electronic drafting templates are to be procured 2015-2016.	
34. Build capacity of policy-makers and technocrats in their understanding of the legislative process and in the development of policy guidelines and drafting instructions	FY2012/2013 – FY2014/2015	MOJ	Annual Training Conference held 2014 and is scheduled for 2015.  Annual workshops implemented by the OPC are also to be enhanced by the implementation of the Policy	

National Outcome # 6 – Effective Governance				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Development Manual.	
35. Devise an effective system to address the backlog of laws to be drafted	FY2012/2013 – FY2014/2015	MOJ	A Senior Legislative Drafter (Crime and Anti-Corruption) was engaged since January 9, 2012 under the Institutional Capacity Development Programme of the Commonwealth Fund for Technical Cooperation (CFTC)	
36. Prioritize issues for the legislative agenda each year at the level of Cabinet	FY2012/2013 – FY2014/2015	MOJ, Cabinet Office	Ongoing.	
<b>Sector Strategy: Create mechanisms for efficient and effective delivery of public services</b>				
37. Widen the implementation & institutionalization of the performance monitoring and evaluation system (PMES) framework at the central and local levels of government	FY2012/2013 – FY2014/2015	Cabinet Office, MOFP, PIOJ	<p>11 of 17 Ministries using a Results Based Management approach in planning and preparing Strategic Business and Operational Plans in accordance with GOJ's PMES requirements.</p> <p>11 of 17 Ministries developed a Performance Measurement Framework (i.e. Performance Scorecard) to improve the monitoring of the implementation of initiatives. Corporate Planners in all Ministries trained in Results Based Management, and received advanced training in Monitoring and Evaluation.</p> <p>A 5-step PMES implementation strategy developed and an M&amp;E Technical Working Group in established all Ministries</p> <p>WoG Performance Progress Report and WoG Summary of Key Priority Initiatives to support WoG planning and decision making at the Cabinet level.</p> <p>Planning and M&amp;E Guides prepared (Drafts)</p> <p>The Cabinet commenced discussions with the Ministry of Local Government and Community Development (MLGCD) on the development of a Monitoring and</p>	

National Outcome # 6 – Effective Governance				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Evaluation Framework for Local Authorities. However, this is currently at an infancy stage of coordination.	
38. Implement customer service training for front line staff in the government service	FY2013/2014 – FY2014/2015	<b>Cabinet Office</b>	TBD	
<b>Sector Strategy: Harmonize ICT infrastructure and systems across the public sector</b>				
39. Advance the implementation of GovNet Jamaica	FY2012/2013 – FY2014/2015	<b>CITO</b> , Cabinet Office, MOFP, Fiscal Services Ltd	<p>In 2013, the Government wound up CITO – the agency that was established with coordinating the Government’s ICT activities. Fiscal Services, whose mandate was to support the digital revenue functions of Government was repositioned and rebranded E-Government Jamaica and empowered to provide ICT services to the entire public sector.</p> <p>Plans for GovNet were underway over the period. GovNet is being designed to be a secure wide area network backbone communication infrastructure to interconnect Government entities to facilitate shared services, including Data Centre computing services (Gov-Cloud), consolidated voice communication system (Gov-Talk), consolidated email system (Gov-Email), and Gov-Internet, to facilitate cost effective and efficient services to citizens.</p>	
<b>Sector Strategy: Proliferate and promote the delivery of first-class, easily accessible and secure e-government services</b>				
40. Expand portals for online payment for government services	FY2012/2013 – FY2014/2015	<b>CITO</b> , Cabinet Office, MOFP, Fiscal Services Ltd	This is being accomplished through the GovNet	

National Outcome # 6 – Effective Governance				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Strengthen the capacity of local organizations/bodies</b>				
41. Finalize National Decentralization Policy	FY2013/2014 – FY2014/2015	Cabinet Office, MLGCD, LAs, PDCs	This is being developed.	
42. Improve physical infrastructure of Local Authorities	FY2012/2013 – FY2014/2015	MLGCD, LAs, MOFP	Not completed over the review period	
<b>National Strategy 6-6: Foster equity in all spheres of society</b>				
<b>Sector Strategy: Create a psychological and structural environment that facilitates equal access for employment by both sexes, including vulnerable groups</b>				
43. Implement National Gender Policy for Gender Equality and Women's Empowerment	FY2012/2013 – FY2014/2015	OPM, Bureau of Women's/Gender Affairs	<p>Various components of the policy were implemented over the period.</p> <p>A public education campaign, aimed at promoting gender equality was implemented which sought to promote women's empowerment, is designed to support the implementation of the island's National Policy for Gender Equality.</p> <p>Compiled a list of 54 women suitable for appointment to public boards which was later submitted to the prime minister and select ministers of government for consideration.</p> <p>Engaged in strategic partnerships with organisations and individuals as a means of sensitising leaders about the benefits to be derived from the diverse experiences of having both qualified men and women at the decision-making table.</p> <p>Hosted workshops and training sessions with women on effective leadership and corporate governance</p> <p>The policy promotes fairness and equal justice for women and men at all levels of society.</p>	

National Outcome # 6 – Effective Governance				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 6-7: Strengthen accountability and transparency mechanisms</b>				
<b>Sector Strategy: Build openness and accountability into practices and organizational principles</b>				
44. Promulgate and enforce regulations for whistle-blower legislation	FY2013/2014 – FY2014/2015	MOJ, OPC	The Protected Disclosure Act was passed in 2010. Regulations to be prepared.	
45. Establish consolidated anti-corruption body through merger of Integrity Commission, Commission for Prevention of Corruption, and absorption of role of proposed Special Prosecutor to investigate and prosecute acts of corruption	FY2013/2014 – FY2014/2015	MOJ	The consideration of the draft Bill entitled “Integrity Commission Act” has begun in a Joint Select Committee. The legislation proposes to make provisions for the establishment of a Single Anti-Corruption Commission of Parliament.	
46. Designate more accounting officers within the MDAs and local authorities	FY2012/2013 – FY2014/2015	MLGCD, MOJ, Cabinet Office	TBD	
47. Implement recommendations for the modernization of the Office of the Director of Public Prosecutions	FY2012/2013 – FY2014/2015	MOJ, JUST	Training of prosecutors ongoing. The Standards of Professional Conduct for Prosecutors in the Office of the Director of Public Prosecutions and all chapters of the Prosecutor’s Manual were produced by the MOJ’s technical legal advisors under the JUST - Department of Justice Canada. Work on these documents is ongoing for launch in March 2015. The Disclosure Protocol was launched in 2013 and is available online on the ODP’s website.	
48. Implement legislative components to ensure promulgation and enforcement of the Restorative Justice Policy	FY2012/2013 – FY2014/2015	MOJ, CSJP	The Restorative Justice Policy was approved by Cabinet in August 2012 and laid in Parliament. The number of communities piloting Restorative Justice processes has been expanded from four and will be increased to 10 in 2015-2016. The Programme is supported by CSJP.	

## National Outcome #7 – A Stable Macroeconomy

### Overview

Over the two year period, developments in the macroeconomy occurred in the context of Jamaica's arrangements with the International Monetary Fund (IMF)<sup>10</sup>. Notwithstanding the suspension of the IMF Standby Arrangement in 2011, the macroeconomy, in fiscal year 2012/2013, was influenced by the Medium Term Macroeconomic Framework, which had been established within the background of the Standby Arrangement and which had established performance targets up to 2015/16. The broad strategic priority areas during 2012/13 were therefore economic growth, price stability, job creation and poverty reduction. As the country sought to re-establish borrowing relations with the IMF, the macroeconomic policy framework in 2013/2014 was crafted in the context of the Vision 2030 Jamaica – National Development Plan and the *Medium Term Socio-Economic Policy Framework (MTF)* for FY2012/2013–FY2014/2015. This plan was aligned with the Memorandum of Economic and Financial Policies (MEFP) that accompanied the IMF's Extended Fund Facility (EFF). The focus of the MTF was a sustained reduction in the debt/GDP ratio and creation of the conditions necessary to facilitate robust and sustained economic growth. The MTF was also supported by Government's Economic Reform Programme (ERP) which was developed in FY 2012/2013 with specific focus on raising the real GDP growth rate; decreasing the public debt ratio; fiscal discipline and accountability; and maintaining financial stability.

Jamaica's macroeconomy had mixed outcomes over the fiscal years 2012/13 to 2013/14. While real GDP declined by 0.47 per cent in 2012, there was marginal growth of 0.02 per cent in 2013, resulting in an overall decline of 0.29 per cent over the two years, relative to 2011 output. Varied outcomes for Mining & Quarrying and Construction in either year; declines in Transport,

#### Economic Reform Programme

The Government of Jamaica Economic Reform Programme (ERP) was developed with specific focus on raising the real GDP growth rate; decreasing the public debt ratio; fiscal discipline and accountability; and maintaining financial stability. It is also central to the four-year Memorandum of Economic and Fiscal Policies (MEFP).

Overall, the ERP aims to, among other things: reduce Jamaica's debt from 145 per cent of the gross domestic product (GDP), to 96 per cent by 2020; attain a 7.5 per cent primary budgetary surplus target; and expenditure containment, inclusive of public sector salary restructuring to reduce the ratio to GDP from 10.6 per cent, as at March 31, 2013, to nine per cent by fiscal year 2015/16.

Its implementation is being partly overseen by a Ministry-appointed Economic Programme Oversight Committee (EPOC).

<sup>10</sup> ESSJ 2012, 2013

Storage and Communication industries in 2012, and upticks in the output from the Hotels and Restaurants sub-industry as well as Finance and Insurance Services industries led to the overall decline for the review period.

Annual inflation also edged upwards for the two years, although the fiscal years outturns for 2012/2013 and 2013/2014 exhibited declines and were 9.1 per cent and 8.3 per cent respectively. Additionally, the ratio of Debt to GDP declined and the Fiscal Balance as a percentage of Debt showed notable improvements, as it moved from -4.08 per cent in FY 2012/2013 to 0.12 per cent in FY 2013/2014 when a fiscal surplus was recorded. The decline in the NIR was halted with the securing of an agreement with the IMF in May 2013, and the stock of the NIR ended 2013 at US\$1,047.83m which was however significantly below the US\$1,967.01m with which it had ended 2011. Improvements in the country's Fiscal balances were also supported by the implementation of a National Debt Exchange strategy which is expected to result in annual reduction of J\$17bn in interest costs.

A number of initiatives that were aligned to strategies to create a stable macroeconomy, some of which commenced implementation under the previous MTF, progressed under the second MTF. Among these were the establishment and commissioning of the Central Treasury Management System (CTMS) ahead of schedule; completion of the initial phase of amalgamating statutory payroll deductions, with a new SO3 form for making quarterly payments being gazetted in March 2014; implementation of E-filing for select taxes for Large Tax Payers and for payroll taxes for employers with personnel greater than twenty; finalising the agenda for a full-fledged inflation targeting framework (FFIT); and the development of several pieces of legislation. The crafting and passage of these laws were in support of strategies to ensure fiscal and debt sustainability; developing an efficient and equitable tax system; as well as maintaining financial system stability and price stability. Accordingly, the Public Bodies Management and Accountability (Amendment) Act and the Financial Administration and Audit (Amendment) Act were passed in order to implement the Fiscal Rule; and the Charities Act, which now governs the granting of waivers, was passed in 2013 along with the Fiscal Incentives (Miscellaneous Provisions) Act. Further amendments were also made to the Bank of Jamaica Omnibus Bill and the Bank of Jamaica Amendment Bill.

In addition to the development of the legal framework, progress was also made in the policy and institutional framework with the implementation of the Medium Term Expenditure Framework in the Ministry of Finance and Planning (MOFP) in Q2 of 2013; the crafting of a Privatization Policy as well as a Public Private Partnership Policy; and the tabling in Parliament of a White Paper on Pension Reform. The requisite changes in the legislation to enable pension reform are anticipated in June 2015.



It is anticipated that the actions taken to stimulate macroeconomic stability will provide the necessary context to secure economic growth in the medium term.

### National Outcome Indicators and Targets – Update

Having surpassed its 2012 target in 2012, nominal GDP per capita denominated in United States Dollars, declined by 4.37 per cent over the two years, to a level lower than the 2012 target of US\$5354 and under the target for 2015. This decline was partly owing to 13.24 per cent devaluation in the annual average nominal exchange rate of the Jamaican currency to that of the United States dollars between 2012 and 2013 and a 0.47 per cent contraction in the economy in 2012. Real GDP had increased only marginally by 0.2 per cent in 2013 and grew below the target growth rate of 1.7 per cent, which was established for 2015. Accompanying the below target performance in respect of real GDP, inflation edged upwards to 9.5 per cent in 2013, which was still within the projected target rate of 10 per cent.

With one year remaining under the current MTF, the National Debt showed some improvements towards meeting the 2015/2016 target of less than or equal to 135 per cent of GDP. Additionally, the fiscal balance as a proportion of GDP exceeded the 2015/2016 target by recording a surplus of 0.12 per cent of GDP as at the end of FY2013/2014.

**Table 15: Indicators and Targets– A Stable Macroeconomy**

National Outcome # 7 – A Stable Macroeconomy									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015*	2030
Nominal GDP/Capita (US\$)	4779.90	4522.54	4966.81	5430.99	5450.95	5193.50	5354	6629	23567
Real GDP Annual Growth rate (%)	1.43	-3.42	-1.45	1.40	-0.47	0.20	3	1.7	5
Debt to GDP ratio	109.16	131.6	133.86	131.77	135.24	133.31	≤100	≤135	75
Fiscal balance as % of GDP	-4.6%	-11.12	-6.20	-6.42	-4.08	0.12	0	0	0
Inflation rate (CPI) (%)	16.8	10.2	11.7	6	8.0	9.5	≤10	≤10	≤10

\* Targets for 2015 for Debt to GDP ratio and Fiscal balance as % of GDP are for FY2015/2016.

**Table 16: Priority Strategies and Actions – A Stable Macroeconomy**

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 7-1: Ensure fiscal and debt sustainability</b>				
<b>Sector Strategy: Reduce the fiscal deficit towards a balanced budget</b>				
1. Complete implementation of Central Treasury Management System (CTMS)	FY2012/2013- FY2014/2015	<b>MOFP</b>	Implementation of the pilot phase for the <b>Central Treasury Management System (CTMS)</b> was successfully launched on November 1, 2012.  Full CTMS implementation began in November 2013 and was rolled out to thirty-seven (37) MDAs. This implementation is ahead of schedule, and enables management of the government’s accounts out of a single treasury account at the Accountant General’s Department (AGD).	System will be strengthened by including modules for Expenditure reporting. The CTMS is currently being expanded by centralizing government payroll. The pilot is scheduled for January 30, 2015 with a full roll out by March 31, 2015.
2. Strengthen enforcement of proposed Regulations under the Fiscal Responsibility Framework	FY2012/2013- FY2014/2015	<b>MOFP,</b> Parliament	The Public Bodies Management and Accountability (Amendment) Act, 2014 and the Financial Administration and Audit (Amendment) Act were amended in March 2014 in order to implement the rule.	The capacity of the (OAG) will be augmented to permit, among other things, the independent assessment of the macroeconomic and budget forecasts underpinning the budget. Additional resources will also be provided to enable recruitment of additional experts in public finance and macroeconomics.
3. Develop provisions for fiscal rules to guide fiscal policy and budgeting	FY2013/2014- FY2014/2015	<b>MOFP,</b> Parliament	The Amendments to the Financial Administration and Audit (FAA) Act and the Public Bodies Management Act were passed in March 2014, which strengthened the legally binding fiscal rules to ensure a sustainable budget balance and debt reduction	The amendment of both Acts were enshrined in the law and make enforceable a new budget calendar, designed to ensure that the national budget is tabled and passed before the

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				commencement of the budget year in question. Also the amendments establish new fiscal rules to govern the budget development and management processes.
4. Strengthen the Public Financial Management System	FY2012/2013-FY2014/2015	MOFP	<p>Several measures were taken in execution of this strategy, namely:</p> <ol style="list-style-type: none"> <li>i. establishment of the legal and administrative processes required to facilitate reduction in public debt through debt-asset swaps and asset sales and a reduction in guarantee. A work plan for the expeditious completion of these processes, to reduce guaranteed debt and other public debt by at least 1.0 percent of GDP by early 2015 has also been developed;</li> <li>ii. commencement of the process of transitioning the Accountant General’s Department (AGD) into a modern treasury department in April 2013. This is expected to be completed by March 2016;</li> <li>iii. by December 2013, an analysis of the weaknesses of the AGD had been completed and recommendations; provided on the way forward, including a new structure for the AGD. Additionally, an Oversight Body is also being established to which the AGD would report;</li> <li>iv. strengthening tax administration by increasing staffing of the Large Taxpayers Office, and legislation to increase the powers of the tax administration department;</li> <li>v. improvement of the Commitment Planning and Control system in central government via an automated Purchase Order Module which was added</li> </ol>	<p>These systems will automate and integrate key processes at the Agencies, allowing for more predictability in revenue flows and efficiency in service delivery. The recent on-line e-filing of tax returns reflected the reforms to the ICT infrastructure and process automation drive outlined in the PFM RAP.</p> <p>Predictability and control in budget execution is a major sub-objective of the PFM reform programme. The main strategy to achieve this objective involves strengthening the MoFP’s institutional capacity to:</p> <ul style="list-style-type: none"> <li>• Improve customs and inland tax collections;</li> <li>• Manage debt and government</li> </ul>

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>to the FinMan PFM system. The Commitment Planning and Control Module was activated. Upgraded Commitment Control System and a Purchase Order Module were tested and piloted in the Ministry of Finance and Planning in January 2014.</p> <p>Additionally, as it relates to Corporate Governance, competency profiles and Board performance instruments were developed and put to tender. The sole bidder was however found unsuitable, hence, the consultancy process was re-tendered. Notwithstanding this, the code of conduct for the Board members was developed and an oversight committee formed to oversee the implementation of the Corporate Governance Framework.</p> <p>On February 25, 2014, the ASYCUDA World contract was signed with the United Nations Conference on Trade and Development (UNCTAD). Approvals for acquisition of major revenue administration systems for both JCD (ASYCUDA) and TAJ (ITAS) now in place. Implementation of the ASYCUDA World system commenced in April 2014.</p>	<p>payment operations</p> <p>In order to strengthen the budget planning/preparation processes, a newly approved interim budget calendar was in place for F/Y 2014/15.</p> <p>The Permanent Binding Budget Calendar was therefore gazetted and the Fiscal Policy Paper (FPP) 2014/2015 was tabled and approved by Parliament in March 2014. The preparation and presentation of the 2015/2016 Estimates of Expenditure will be done in conformity to the Permanent Binding Budget Calendar.</p>
5. Complete implementation of Medium Term Expenditure Framework (MTEF)	FY2012/2013- FY2014/2015	<b>MOFP,</b> Cabinet Office	The MTEF was implemented on a pilot basis in the Ministry of Education and the Ministry of Finance and Planning during the second quarter of 2013. Subsequently to this, the MTEF was discontinued and replaced with the Results-Based Budgeting System (RBBS) which was implemented in all Ministries, Departments and Agencies (MDAs)	
6. Negotiate and implement new 4 Year Extended Fund Facility	FY2013/2014- FY2016/2017	<b>MOFP,</b> BOJ, OPM, PIOJ	On May 1, 2013 the Executive Board of the International Monetary Fund (IMF) approved a four-year extended	The EFF, which is grounded in the development and

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
Arrangement with the IMF			arrangement under the Extended Fund Facility (EFF) in support of Jamaica's economic reform programme. Three (3) quarterly reviews were completed between September 30, 2013 and March 19, 2014.	implementation of the Economic Reform Programme, which is being largely driven by the Ministry of Finance and Planning, is pivotal to the Government's four-year Memorandum of Economic and Fiscal Policies (MEFP) negotiated with the IMF. The MEFP maps out, among other things, the extent of support expected to be forthcoming from the IMF over the period, spanning 2013 to 2017.
7. Undertake public sector pension reform	Approval and implementation of White Paper on Pension Reform FY2013/2014- FY2014/2015	<b>MOFP</b>	The White Paper on Pension Reform was tabled in Parliament on Dec. 17, 2013. Timetable for implementation has been developed. The policy enunciated in the White Paper will require legislative changes to give it effect. Consequently, the legislative process has been initiated.	Initial proposed pension reform actions include: (i) a gradual increase in the retirement age to 65 years and; (ii) a contribution rate of 5 per cent by new employees. The aim is to implement the new system by FY 2016/17. The requisite changes in legislation are expected to be tabled by December 2015.
8. Undertake rationalization of public sector	Elimination of 7000 public service positions by FY2013/2014	<b>MOFP</b>	Following the permanent removal of 3,000 posts from the Civil Service in September 2012 and the elimination of an additional 3,000 posts in the wider public sector in early 2013, an additional 1,000 positions that became vacant due to natural attrition by end-2013 have not	There will be no net hiring of workers by the government in any year during the programme period. In order to ensure

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>been filled.</p> <p>The reduction in the size of the public sector will continue over the short to medium term through the elimination of some posts and natural attrition, as the filling of vacant positions will be constrained as needed.</p> <p>During the F/Y 2013/2014, the Corporate Management Development Branch (CMDDB) conducted an organizational review of initiatives in approximately sixty (60) Ministries, Departments and Agencies (MDAs), of which 55% were completed within the financial year.</p>	that the GOJ's overall wage ceiling of 9.0 percent of GDP by 2015/16 is met; the filling of vacant positions will be constrained as needed.
9. Undertake review of public sector employment and remuneration	FY2013/2014	MOFP	The review was completed and the final report was received by the MoFP. A presentation on the review was made to the Public Sector Monitoring Committee on Feb, 27, 2014.	
10. Implement public sector wage agreement	Public sector labour contracts for FY2012/13 to FY2013/14 to be concluded by FY2012/2013	MOFP, Trade Unions	In March 2013, the government signed a wage restraint agreement for the 2012/13-2014/15 period, with the major unions, representing 85 per cent of public servants. In particular, the agreement entailed foregoing wage increases over the three year period of 2012/13 through 2014/15 except where increases arise from promotions, increments and reclassification exercises agreed prior to the incumbent agreement. This helped to reduce the wage bill from 11.0 percent of GDP in 2012/13 to 10.6 percent of GDP in 2013/14.	
<b>Sector Strategy: Reduce public debt stock in the medium term</b>				
11. Undertake debt exchange for GOJ domestic debt and foreign-denominated debt to reduce the debt to GDP ratio	FY2013/2014-FY2014/2015	MOFP	The National Debt exchange was executed in February 2013 which yielded \$17 billion in interest payment savings, facilitated by a 99 per cent stakeholder participation.	
12. Implement Debt Management Strategy	FY2012/2013-FY2014/2015	MOFP	Several important steps were taken in support of Government's Debt Management initiative during FY 2012/2013, namely:	

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>(a) Structural Reform of the Debt Management Unit which became the “Debt Management Branch”</p> <p>(b) Re-opening of existing benchmark notes to build liquidity in government securities</p> <p>(c) Increased transparency and predictability of primary market debt issuance</p> <p>(d) Installation of <i>Bloomberg</i> in the Debt Management Branch.</p> <p>Additionally, in November 2012 the Public Debt Management Bill was approved in Parliament. This amendment provided for the better management of the public debt; repealed the Loan Act 1964 and several enactments related to raising of loans by the Government, among other things. This Act was gazetted on January 24, 2013.</p> <p>Action to develop regulations to give effect to the provisions of the Act was at the planning stage in December 2013. The Services of a Consultant were to be engaged through the World Bank, to collaborate with the Chief Parliamentary Council (CPC) in drafting the regulatory provisions.</p>	
13. Implement debt-asset swaps and reductions in government-guaranteed domestic debt	FY2013/2014-FY2014/2015	MOFP	<p>The government has established the legal and administrative processes involved, as well as a work plan for expeditious completion of debt-asset swaps and asset sales to reduce guaranteed debt and other public debt by at least 1.0 percent of GDP by early 2015.</p> <p>As part of the initiative to facilitate debt asset swap, the National Land Agency (NLA) has completed its inspection of properties. A review of both the property and equities portfolio has also been completed.</p>	The government remains committed to ensuring that any new debt guarantees will be consistent with the applicable limits under the Public Debt Management Act.

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Manage the composition of the public debt to minimize servicing costs, taking account of risk</b>				
14. Increase relative use of low-cost multilateral financing	FY2013/2014- FY2014/2015	MOFP	<p>The external debt financing programme for FY 2013/14 was focused on seeking budgetary support from multilateral institutions. The interest rates on these loans were based on relatively low London Interbank Offered Rate (LIBOR), which facilitated reduced interest costs.</p> <p>During FY 2013/14, there was a notable shift in the creditor composition of the loan portfolio. At the end of FY 2012/13, private creditors, which included bondholders, represented 50.5% of the largest share of the external debt stock. This category was replaced by official creditors which represented 52.0% at end of FY 2013/14.</p>	
15. Strengthen treasury management of the public debt and the capacity of the Debt Management Branch	FY2013/2014- FY2014/2015	MOFP	<p>The GOJ intends to expand and improve the use of the Treasury Single Account (TSA) at the Bank of Jamaica through closure of imprest and various transit accounts and inclusion of a wider range of agencies and on-budget public bodies in the TSA.</p> <p>As it relates to the capacity of the DMB, during the F/Y 2012/2013 the Public Debt Management Bill was approved in Parliament in November 2012 and the Debt Management Unit was restructured to the Debt Management Branch. This was done to increase the transparency and predictability of primary market debt issuance. Also, during the period, there was the installation of Bloomberg in the DMB.</p>	
16. Undertake exchange offer of Global Bonds in the external debt portfolio to extend the maturity profile, and reduce refinancing risk and interest cost	FY2013/2014- FY2014/2015	MOFP	<p>At the end of FY 2013/14, there were significant changes in the maturity composition of the debt Portfolio. The GoJ successfully contracted new loans at the longer yield curve. It was not enough however to negate the significant decline in the segment of maturing debt</p>	



National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			which exceeded 10 years.	
17. Implement market-friendly liability management (LM) exercise for the external debt portfolio	FY2013/2014- FY2014/2015	MOFP	The Debt Management Branch (DMB) executed buy-back transactions on the external debt in respect of near to maturity global bonds	
<b>Sector Strategy: Reduce the budgetary cost of Public Bodies (PBs) and Public Sector Entities</b>				
18. Complete divestment of Clarendon Alumina Production Ltd and Wallenford Coffee Company	FY2013/2014	MOFP	<p>In view of unsuccessful outcomes from prior strategies to divest Clarendon Alumina Production (CAP) by December 2013 a new approach, which will be utilised, will require (i) no financing of CAP by the government or any public body, including PetroCaribe; and (ii) no new government guarantee for CAP or use of public assets (other than shares in CAP and assets owned by CAP) as collateral for third-party financing of CAP. CAP therefore entered into an agreement with Nobles Group Limited for a US\$120 m line of credit (LOC) facility. Conditional to the Nobles agreement was Government's assumption of CAP's debts totalling US\$401 m during the year and the forging of another supply agreement with Nobles Group Limited for the supply of alumina.</p> <p>The divestment of CAP is still under consideration with Nobles Group having first right of refusal to the 45% shares in Jamalco.</p> <p>However, the divestment of the Wallenford Coffee Company (WCC) to AIC International Investments Limited (AAIL) in a deal worth US\$39.5m (approx. \$J4b) commenced in September 2013. The transaction was completed in March 2014.</p>	The government, in its original letter to the IMF, indicated that it was committed to finalize the divestment of CAP or implement an asset lease agreement, with the option to purchase by December 2013. However, with the strategy to get CAP off its hands not achieving results, the government has further put a new plan in place.
19. Promulgate and implement Privatization Policy	FY2012/2013- FY2014/2015	DBJ, MOFP	The Privatization policy was approved by Cabinet and subsequently tabled in the House of Parliament in	

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>November 2012. It took immediate effect.</p> <p>DBJ has received technical assistance and grant funding from IDB, IFC &amp; the World Bank for capacity building and project implementation. One key area of this support is capacity building workshops with specific MDAs to facilitate their effective identification and development of PPP opportunities within their portfolios.</p> <p>The first meeting of the Privatisation Committee of Cabinet was convened in May 2013 to provide updates on the programme's implementation. At the meeting the Committee approved the prioritized draft Privatisation &amp; PPP opportunities list, subject to certain amendments.</p>	
20. Promulgate and implement Public Private Partnership Policy	FY2012/2013- FY2014/2015	<b>DBJ, MOFP</b>	<p>The PPP Policy was approved by Cabinet in September 2012; It was tabled in Parliament on November 20, 2012, and became effective immediately. The DBJ was designated as the GOJ's Privatisation Secretariat and is responsible for implementing the GOJ's PPP Programme.</p> <p>Measures to develop the capacity of the Ministry of Finance to: (i) analyze PPP contracts, (ii) disclose fiscal risks (both explicit and implicit); and (iii) conduct value-for-money analyses are on-going. World Bank funded technical assistance is to be provided for creation of a PPP node. A PPP consultant/in-house trainer was engaged on a 1-year contract effective Jan. 2014.</p> <p>As at March 2014, two transactions were under consideration, namely the KCT and the NMIA.</p>	
21. Implement accepted recommendations of the Public Sector Master Rationalization Plan	FY2013/2014- FY2014/2015	<b>MOFP, PSTU</b>	Implementation of components of the recommendations including implementation of a PPP in respect of the NMIA and the KCT are underway.	The PSMR plan made recommendations in respect of Ministries,

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>The Public sector Modernisation Division (PSMD) and the Public Sector Transformation Unit (PSTU) were amalgamated to form the Public Sector Transformation and Modernisation (PSTM) Unit in Office of the Cabinet in 2014.</p> <p>To support rationalization of public sector employment, the Government as at September 2014 had improved the public service databases in e-Census by ensuring that it was up to date and covered all Ministries, Departments and Agencies (MDAs)</p>	<p>systematic areas for transformation, as well as for Abolitions, contracting out, mergers and privatisation. The plan initially prosed an implementation period of July 2011 to June 2013.. The implementation of the recommendations in the MRP began on July 1, 2011, facilitated by the Public Sector Transformation Unit (PSTU), and is the responsibility of all Permanent Secretaries, including the Cabinet Secretary and the Financial Secretary, through their respective Transformation Steering Committees (TSCs) and Inter-Disciplinary Transformation Team. The consultative monitoring Group (CMG) which was established to provide oversight to the PSTU will be replaced by Public sector Transformation Committee. The PSTC will be mandated to finalise and drive the revised MRP</p>

<b>National Outcome # 7 – A Stable Macroeconomy</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
22. Strengthen and monitor procurement planning processes in line with strategic objectives	FY2012/2013- FY2014/2015	<b>MOFP</b>	The strengthening of the procurement process incorporated a number of measures including: i. Effective January 2014, the publication of a GOJ Public Procurement Page in the print media on Tuesdays and Saturdays; ii. Engaging the procurement process for Implementation of the Electronic Tendering System. An acceptance letter was issued to the successful bidder on March 12, 2014 to provide the E Tendering System. Contract negotiations were proceeding.	The Procurement Act will be tabled by July 2014, with a view to its effectiveness by September 2014  A new procurement manual will be prepared by December 2014, with IDB assistance
<b>Sector Strategy: Provide for growth facilitating capital expenditure</b>				
23. Establish 5-year public sector investment program (PSIP) to be updated on an annual basis	FY2013/2014- ongoing	<b>MOFP, PIOJ</b>	The first phase of the Public Investment Management Information System (PIMIS) which is a project database was completed through support from the World Bank. The database is now populated with all projects that are supported by the budget. Also, revision of the Public Investment Prioritization System (PIPS) and the updated Public Sector Investment Programme (PSIP) was completed in December 2012. As at the end of FY 2013/2014, work was well advanced to tabling the PSIP in Parliament in early FY2014/2015	
<b>National Strategy 7-2: Develop an efficient and equitable tax system</b>				
<b>Sector Strategy: Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system</b>				
24. Implement tax reform package including reform of tax expenditures	Approval of White Paper on Tax Reform by FY2012/2013 Implementation of reforms FY2013/2014- FY2015/2016	<b>MOFP</b>	A series of measures were engaged, including a precursor Green Paper on Tax Reform, which was presented to the Taxation Committee of Parliament on Feb. 18 <sup>th</sup> and 25 <sup>th</sup> , 2014. Additionally, a White Paper on Tax Reform was developed and tabled in Parliament in November 2012. Provisional orders for GCT amendments were approved by Cabinet on March 3 2014. Provisional orders and amendment of the Law to introduce the Minimum Business Tax was signed by March 31, 2014.	The broader tax reform (to be prepared in consultation with Fund staff and guided by TA provided by the IDB), which will become effective with the start of the FY 2014/15 (structural benchmark), will include legislation to (i) modernize income tax, property tax, customs tariffs and social

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>The Minimum Business Tax (MBT) which was initially announced in F/Y 2012/13 was implemented in F/Y 2014/15. A first phase in the amalgamation of statutory payroll deductions was completed by finalizing and gazetting the SO3 form in March 2014 while annual returns of the SO4 form are to be completed by end-December 2014.</p> <p>On May 31, 2013 Parliament adopted amendments to the relevant tax acts to harmonize the tax treatment for charities across tax types and to remove ministerial discretion to grant waivers for charities and charitable purposes as described in paragraph 34 of the April 17, 2013 MEFP.</p>	<p>security contributions; (ii) greatly reduce tax and tariff exemptions in all major taxes (except for a limited range of specific goods and services); (iii) remove zero rating (except for exports in the case of the GCT); and (iv) establish an initial prudent reduction in tax rates.</p>
25. Establish Charities Act for the regulatory, operational and taxation framework governing charitable institutions	FY2013/2014	MOFP	<p>On September 30, 2013 the Charities Bill was tabled in the House of Representatives. It was passed in 2013 and implemented by the Ministry of Industry, Investment and Commerce (MIIC). It is being administered by the Department of Corporative and Friendly Society effective July 15, 2013.. Government ceased granting of waivers to charities other than under the Charities Bill in November 30, 2013.</p>	
<b>Sector Strategy: Improve and rationalize tax administration and payment processes</b>				
26. Increase resources and capacity of the Large Taxpayer Office (LTO)	FY2012/2013- FY2013/2014	MOFP, TAJ	<p>The staff complement of the LTO was increased and management of Domestic Excise was assumed by this office on March 01, 2013.</p> <p>During the Oct - Dec. 2014, the effectiveness of the expanded LTO was strengthened through training, infrastructure, and improved management.</p>	<p>There are plans to: (i) further increase the number of staff by 50 auditors (from March 2014 to March 2015); (ii) increase the number of (full plus issue) audits completed in the LTO by 100 percent (from FY 2013/14 to FY 2014/15)</p>

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
27. Increase prioritized audits of large taxpayer groups including petroleum, financial sector and telecommunications	FY2012/2013- FY2014/2015	<b>MOFP, TAJ</b>	Consultancy was provided in this area and the development of the policy framework is still in progress.	
28. Simplify tax procedures and number of payments including amalgamation of payroll taxes	FY2012/2013- FY2014/2015	<b>MOFP, TAJ</b>	Amalgamation of quarterly payments (taxes, statutory and contributions) for self-employed persons was completed by finalizing and gazetting the SO3 form in December 2013. It was first used in March 2014.	As of January 1, 2015, self-employed persons will be able to file and pay their taxes and statutory obligations (annual income tax, education tax as well as their individual NHT and NIS contributions ) with the Self-employed Persons Annual Return of Income, Taxes and Contributions - Form S04.  The S04 form replaces the IT01, ET01 and NHT and NIS annual declarations which previously had to be completed and submitted at three (3) separate agencies, with separate payments
29. Develop and implement amnesty and voluntary tax compliance to raise revenues	FY2012/2013- FY2014/2015	<b>MOFP, TAJ</b>	Measures included: <ul style="list-style-type: none"> <li>▪ Establishment of the Revenue Appeals Division (RAD) as a separate independent entity. At the end of the F/Y 2013/14, the RAD was however still awaiting the passing of the Revenue Appeals Division (RAD) Act in order to complete the reform of the appeals function and deliverables under the Establishment of the Revenue Appeals Division</li> </ul>	

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Project.</p> <ul style="list-style-type: none"> <li>▪ Due to the implementation of the Tax Amnesty Programme, approximately \$340m in outstanding traffic tickets was collected. Of that amount, an estimate of \$204m or sixty percent (60%) was collected on December 31, 2012.</li> <li>▪ On October 23, 2013, Cabinet approved the Tax Collections Write-Off Regulations. These regulations were further tabled in the House of Representatives on October 29, 2013 and gazetted on October 31, 2013. This new Regulation allows TAJ to remove arrears deemed uncollectible from its books.</li> </ul>	
30. Expand electronic filing and payment systems for all corporate, value added and labour related taxes	FY2012/2013- FY2014/2015	<b>MOFP, TAJ</b>	Effective March 2014, E-filing has been implemented for LTOs with respect to the GCT and CIT and, to the extent feasible, for all clients with respect to payroll taxes for employers with more than 20 employees.	
31. Upgrade the institutional capacity of Tax Administration Jamaica (TAJ)	FY2013/2014- FY2014/2015	<b>TAJ, MOFP</b>	<p>In order to modernize the TAJ a revised structure for the organization was finalized with two thousand eight hundred and eighty-four (2,884) positions across four (4) divisions, in addition to the Office of the Commissioner General. Eighty-nine per cent (89%) of the job descriptions have been drafted with twenty-four percent (24%) of the job descriptions being received. The human resource policy and plan were drafted and submitted to the relevant parties for approval.</p> <p>Action also commenced to develop the TAJ integrated tax administration IT system with the product's vendor being contracted in December 2013, and commencement of the customization of the software in February 2014.</p> <p>Phased implementation is scheduled to be completed</p>	There was continued improvement of the JCA and TAJ accounting and financial systems, through the introduction of ACCPAC (Accrual Accounting System) in March 2014 for the JCA. Introduction of this system is expected for June 2014 for the TAJ, in compliance with the Executive Agencies Regulatory Framework.

<b>National Outcome # 7 – A Stable Macroeconomy</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
			with respect to the GCT, SCT, income taxes, and PAYE over 14 months.  The Tax Administration Jamaica Act, which was introduced in 2013, allowed for the establishment of the legal framework for TAJ to become a Semi-Autonomous Revenue Authority (SARA).	
<b>Sector Strategy: Improve tax compliance in the informal sector by shifting burden of taxation to consumption</b>				
32. Increase the relative use of indirect taxes, accompanied by offsetting measures to maintain progressivity of tax system	FY2013/2014- FY2014/2015	<b>MOFP</b>	Three (3) amendments have been made so far. Further work is to be done on condition that the revenue holds.	Amendments to the GCT Act are to be tabled by June 2014. The main objectives of the reform of the General Consumption Tax (GCT) are to broaden the tax base and improve its administration.
<b>Sector Strategy: Carry out reform of incentives system to the productive sectors</b>				
33. Establish new Omnibus Tax Incentive Act	FY2013/2014	<b>MOFP</b>	Cabinet approved the policy recommendations and drafting instructions for the Fiscal Incentives Bill (formerly Omnibus Tax Incentive Act). Further modifications were made to the recommendations, as required by Cabinet and presented to Cabinet on September 16, 2013. The Bill was tabled on October 29, 2013. The Fiscal Incentives Act (FIA) was implemented in January 2014 and consequently, waivers which fell under this legislation have ceased.	
<b>National Strategy 7-3: Maintain financial system stability</b>				
<b>Sector Strategy: Strengthen the legislative and regulatory framework for the financial system</b>				
34. Enhance the legislative framework for the pensions industry	Phase II of the Pension Reform to be	<b>MOFP, MLSS, FSC, BAJ</b>	The White Paper on pension reform was approved by Cabinet in October 2013 and tabled in the Houses of Parliament in December 2013.	As a next step, the FRD will initiate the legislative process to facilitate the



National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
	completed by FY2014/2015		The Bill to amend the Pensions legislation to incorporate the “fast track” amendments which addresses issues of investment manager fees, conditional registration and harmonization of contribution limits was tabled and passed in the Houses of Parliament in December 2013.	implementation of policy in the White Paper.  New Pension Law has been drafted by the relevant authority in order to meet the April 1, 2016 implementation deadline.
35. Undertake amendment of the Bank of Jamaica Act and FSC Act to strengthen overall financial system regulation and stability	FY2013/2014	MOFP, BOJ, FSC	Further drafting instructions were submitted to the CPC to have the Bill to amend the BOJ Act revised during the quarter ending March 2014. Amendments to the Bank of Jamaica Act will strengthen the governance and the autonomy of the Bank and were being considered. A Cabinet decision on the way forward is envisaged by June 2014.  Amendments to the FSC Act were made consequentially in the Securities Act amendments of December 2013. On December 30, 2013, the Governor General assented to the passing of the Bill.	Certain functions of the BOJ and the FSC will be modified via passage of the Banking Services Bill which is envisaged by end-June 2014.
36. Develop Omnibus Banking Law to strengthen the BOJ’s regulatory capacity in line with the Revised Basel Core Principles (Basel II)	FY2013/2014	MOFP, BOJ, FSC	The Banking Services Bill (previously referred to as the Omnibus Banking Law) was tabled in March 2014 and passed in May 2014.	
<b>Sector Strategy: Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes</b>				
37. Rationalize and strengthen collaboration between financial regulatory agencies	FY2012/2013- FY2014/2015	MOFP, BOJ, FSC	To allow for more effective supervision of the financial sector, a Banking Services Bill (previously referred to as the Omnibus Banking Law) was tabled in March 2014. That bill seeks to, <i>inter alia</i> , harmonize the prudential standards across deposit takers; facilitate consolidated supervision of financial conglomerates; strengthen the corrective, sanctioning and resolution regime and ensures that the Bank of Jamaica has operational	

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			independence for supervision.	
38. Rationalize the institutional structure for supervisory oversight	FY2012/2013- FY2014/2015	<b>MOFP, BOJ, FSC</b>	The government will amend the Financial Services Commission Act in order to strengthen the FSC's enforcement powers, and the BOJ Act in order to vest the BOJ with overall responsibility for financial stability. A Cabinet decision on the way forward is envisaged by June 2014.	
39. Strengthen the capacity of the Ministry of Finance to investigate and counter financial crimes including money laundering	FY2012/2013- FY2014/2015	<b>MOFP, MNS, BOJ, FSC, MOJ, MIIC</b>	Milestones attained in relation to this action were: I. The empowerment of Revenue Protection Division's (RPD's) officers as authorized financial investigators under the Proceeds of Crime Act (POCA) will require a Joint Cabinet Submission to be done in conjunction with the Ministry of National Security (MNS). II. The Submission to Cabinet which made proposals to strengthen the legislative framework for Moneylending institutions was approved by Cabinet during the 2 <sup>nd</sup> Qtr. of 2013/2014. Drafting instructions were issued to the CPC to prepare the draft Bill reflecting the proposal to strengthen the legislative framework for Moneylending institutions in the 3 <sup>rd</sup> QTR of FY2013/2014.	
40. Enhance partnerships with local and overseas agencies in identification and investigation of financial crimes	FY2012/2013- FY2014/2015	<b>MOFP, MNS, BOJ, FSC, MOJ</b>	During the F/Y 2013/14, the FID continued to pursue its mandate and provided support to law enforcement agencies including the Major Organized Crime Anti-Corruption Task Force (MOCA) in its effort to "take the profit out of crime" and build confidence in the financial sector.  The FID continued to work with the Jamaica Constabulary Force (JCF), Jamaica Customs Agency, Office of the Director of Public Prosecution and other local entities, as well as international counterparts. The FID also signed several MOUs with local and	On June 4, 2014, the Financial Investigations Division (FID) was accepted as a member of the Egmont Group of Financial Intelligence Units at the Group's 22nd Plenary held in Lima, Peru.  The group provides a forum for Financial Intelligence Units (FIUs) around the

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>international law enforcement agencies in order to strengthen its investigative capabilities.</p> <p>The FID continues to build partnerships with financial institutions, as well as engage in training persons in anti-money laundering matters. One such highlight was the inaugural Anti Money Laundering Conference for financial institutions in Jamaica, which was held in November 2013 under the theme: “Taking the Profit out of Crime: A Collaborative Approach”.</p> <p>FID continues to be an active member of the training working group with Egmont.</p>	world to enhance support to their respective governments in the fight against money laundering, financing of terrorism and other financial crimes.
41. Strengthen framework for regulation of unlawful financial operations	FY2013/2014- FY2014/2015	MOFP, BOJ, FSC, MNS, MOJ	Government tabled legislative changes regarding unlawful financial operations, consistent with IMF technical assistance advice provided in July 2010. The relevant amendments to the Securities Act was completed in December 2013.	
42. Establish framework for treatment of retail repo clients' interests	FY2012/2013- FY2013/2014	MOFP, BOJ, FSC	The proposed legal and regulatory framework to protect the interest of retail repo clients was submitted to the industry for consultation at end-March 2014.	The Securities (Amendment) Act, which seeks to enhance the legal and regulatory framework for Retail Repurchase Agreements (retail repos) is expected to be passed in December 2014 and effected by December 31, 2014.
<b>National Strategy 7-4: Maintain price stability</b>				
<b>Sector Strategy: Evaluate effectiveness of the monetary policy framework over time and modify based on evolution of the monetary transmission mechanism</b>				
43. Undertake amendment of the Bank of Jamaica Act to strengthen the independence of the BOJ	FY2013/2014	BOJ, MOFP	The Bank of Jamaica Amendment Bill was drafted and circulated for comments.	

<b>National Outcome # 7 – A Stable Macroeconomy</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
			During the review period, several drafts of the Bill were prepared by the CPC. The latest draft was prepared and circulated to stakeholders for comments in the 3rd Qtr of FY 2013/2014. Following receipt of comments, further instructions were sent to CPC to have the Bill revised during the quarter ending March 2014.	
44. Improve reporting on balance of payments and international investment data	FY2012/2013- FY2013/2014	<b>BOJ, MOFP</b>	As at March 31, 2013 the GOJ initiated quarterly reporting on the Balance of Payments (BOP) and International Investment Position (IIP), including sectorial and instrument disaggregation, consistent with the IMF Balance of Payments and International Investment Position Manual (BPM6).	
<b><i>Sector Strategy: Control operating targets to influence money supply and exchange rates in line with monetary policy targets</i></b>				
45. Adopt full-fledged inflation targeting (FFIT) framework over time with the goal of price stability as its primary objective within a context of greater fiscal stability and certainty	FY2013/2014- FY2014/2015	<b>BOJ</b>	The BOJ has developed a timetable for establishing the basic requirements for implementing FFIT. This agenda was finalized in January 2014 and key actions include: (i) initiating a communication and education strategy; (ii) strengthening the monetary policy implementation framework; (iii) designing and implementing a strategy for market deepening, particularly the foreign exchange market; and (iv) commencing annual assessments of the necessary pre-conditions for FFIT (such as fiscal and external stability) by March 2015.	
46. Implement segmented foreign currency trading platform to allow participation of a broader range of market players, and more diverse product offerings in foreign exchange instruments	FY2013/2014- FY2014/2015	<b>BOJ</b>	TBD	
<b><i>Sector Strategy: Align domestic inflation with that of Jamaica's major trading partners consistent with desired macroeconomic outcomes</i></b>				
47. Implement a communication strategy to address inflation expectations	FY2013/2014- FY2014/2015	<b>BOJ</b>	The FFIT agenda which was finalized in January 2014 included a component to initiate a communication and education strategy.	
48. Implement flexible measures to	FY2013/2014-	<b>BOJ, MOFP</b>	During the period, the exchange rate was primarily	

National Outcome # 7 – A Stable Macroeconomy				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
maintain a competitive real effective exchange rate (REER)	FY2014/2015		determined by developments in the foreign exchange market. The BOJ intervened occasionally in the foreign exchange market to smooth supply and demand conditions and continued its intermediation through the Public Sector Entities (PSE) facility. With the continued flexibility of the exchange rate and on-going deceleration in inflation, improvements in the REER are expected.	

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

### **Overview**

Grounded in the objectives of the Vision 2030 Jamaica - National Development Plan, the MTF 2012-2015 continued to underscore the importance of a competitive and enabling business environment in support of economic growth and development. The strategies and priority actions under National Outcome 8 therefore maintained focus on creating a business development framework; increasing access to capital; leveraging trade and foreign relations for economic growth; bolstering investment promotion and trade facilitation, building labour market efficiency; improving labour conditions as well as supporting MSMEs.

Priorities for the business environment under the MTF 2012-2015 included: improvement of the processes for development planning applications, incorporation of companies, customs and clearance for imports and exports, and land ownership, titling and transfer; strengthening the legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights; expansion of the domestic capital market and access to credit; strengthening strategic foreign and trade relations, including enhancement of trade in both goods and services; strengthening investment promotion and trade facilitation and the involvement of the Jamaican Diaspora in national development; improvement of labour market efficiency and labour productivity; and strengthening the capabilities of and opportunities for micro, small and medium-sized enterprises (MSMEs)

Notwithstanding deterioration in two of the three indicators of the country's progress in attaining National Outcome 8, highlights for the fiscal years 2012/2013 and 2013/2014 included the passage of a number of critical pieces of legislation such as the Secured Interest in Personal Property (SIPP) Act and the Employment (Flexible Work Arrangements) Miscellaneous Provisions) Act. These were but two of over a total of 37 pieces of legislation which were passed during the period to facilitate an improved business climate as well as improve the ease of doing business. To complement the SIPP legislation, an online collateral registry was developed as well as the Business Registration Super Form, which aims to save business operators time and cost. E-filing and online payment arrangements for traffic tickets have also been implemented as part of Governments' thrust to encourage online business transactions, and work progressed on finalizing an Insolvency Bill, standardization of application forms for development approvals, as well as the creation of a Single Electronic Window that will support efficiency for border transactions. Jamaica's Venture Capital Programme was established, and phased implementation of the EPA provisions continued during the period.

Some priority actions which are yet to be completed include conclusion of Maritime Delimitation negotiations for Jamaica's Exclusive Economic Zone and creation of Unemployment Insurance provisions.

### National Outcome Indicators and Targets – Update

For the sixth year in a row, the country recorded an increasing unemployment rate above the base year 2007. This pushed the country further from its unemployment targets of 10 per cent and 7.5 per cent in 2012 and 2015 respectively. Unemployment stood at 15.2 per cent at the end of 2013 as it had climbed an additional 2.6 per cent relative to its rate in 2011. The increased level of unemployment was due to increases in the labour force.

The country also exhibited declines in its Ease of Doing Business Rank. The annual World Bank Doing Business Report which analyses among other things, countries' legal frameworks for conducting businesses, including start-ups, trading across borders, taxes, and resolving insolvency, ranked Jamaica at 90 out of 189 countries<sup>11</sup>, the lowest since the base year in 2007. It is expected that ongoing targeted action in simplifying the conduct of business with government agencies will see improvements in the country's overall rank in the upcoming year.

The Labour Market Efficiency Index, which is a subset of the Global Competitiveness Index (GCI), improved from 4.22 in 2011 to 4.33 in 2013, the same level which it had attained in 2009.

**Table 17: Indicators and Targets – Enabling Business Environment**

National Outcome # 8 – Enabling Business Environment									
Indicators	Baseline	Actual					Targeted		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Unemployment rate	9.8%	11.4%	12.4%	12.6%	13.9	15.2	10%	7.5%	4-5%
Ease of Doing Business (Country Rank)	50	67	79	85	88	90	58	53	34
Labour Market Efficiency Index	4.42	4.33	4.23	4.22	4.32	4.33	4.50	4.60	≥4.75

<sup>11</sup> The number of countries included in the Global Competitiveness Report gradually increased. The size of the current sample of countries which are assessed and ranked is 189.

**Table 18: Priority Strategies and Actions – Enabling Business Environment**

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 8-1: Ensure a facilitating policy, regulatory and institutional framework for business development</b>				
<b>Sector Strategy: Improve and streamline bureaucratic processes for business establishment and operation</b>				
1. Streamline process and reduce the processing time for development planning applications	Single development approvals' centre established FY2012/2013 – FY2014/2015 Application forms and fees standardized across Local Authorities by FY2014/2015 AMANDA system rolled out to all Local Authorities and key referral agencies by FY2014/2015	<b>NEPA, MLGCD, LAs, Cabinet Office</b>	<p>A committee has been formed to review the development application approval process and make recommendations to the government on how to simplify the approval process. Diagnostic work is to be conducted on the Development Approvals Initiatives which will produce a baseline study and action plan with defined roles, responsibilities and timelines by May, 2014. Based on the findings of the report, GoJ will provide milestones and key targets.</p> <p>In 2012/2013 and 2013/2014 respectively, 73 per cent and 78 per cent of applications were processed by LAs within a 90 day period.</p> <p>Forms have been standardised and are available on the website of the MLGCD.</p> <p>As at the end of March 2014 the AMANDA system was being implemented in eight/nine parishes, as well as in four agencies (National Works Agency, Mines and Geology Division, Agricultural Land Management Division, and the Environmental Health Unit, Kingston), The system is expected to be implemented in all parish councils by December 2014.</p>	
2. Encourage online business transactions	Online payment of traffic tickets to be enabled by FY2013/2014 Programme for major taxpayers to	<b>MOJ, MOFP, MSTEM, Companies Office of Jamaica, NCC</b>	<p>Online payment arrangements for traffic tickets enabled.</p> <p>Effective March 2014, E-filing has been implemented for LTOs with respect to the GCT and CIT and, to the extent feasible, for all clients with respect to payroll taxes for employers with more than 20 employees.</p>	



<b>National Outcome # 8 – Enabling Business Environment</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
	pay taxes online by FY2013/2014			
3. Introduce modern insolvency legislation to provide clear rules and procedures for handling corporate and personal insolvencies	Modern insolvency legislation to be completed and promulgated by FY2013/2014	MIIC, MOJ, MOFP, OPC	The Insolvency Bill was tabled in parliament in December 2013.	The Act is expected to be passed before the end of July 2014 and enabling regulations are being prepared. Completion expected by end-July 2014.
4. Streamline settlement of commercial court cases	FY2012/2013 – FY2014/2015	MOJ, MIIC	The Civil Jurisdiction of the Lower Courts was increased from J\$250,000 to J\$1,000,000 to reduce the case flow burden of minor claims in the Commercial Division of the Supreme Court and thereby improve the timely disposal of substantial commercial disputes.	
5. Streamline the process of incorporation of companies through new business registration “superform”	New business registration “superform” to be established by FY2013/2014 Stamp Duty requirement, company TRN and numbers for statutory agencies (NIS, NHT, etc.) streamlined at Companies Office of Jamaica on incorporation by FY2014/2015	Companies Office of Jamaica, MIIC, NCC	The multi-purpose registration instrument (superform) to streamline the business registration process was introduced on January 2, 2014.  The number of forms to be completed when doing business has been reduced from 13 to one (for a business name) and to two (for a company) since January 2, 2014.	The project commenced in 2012 and was automated and deployed to the public on April 7, 2014.
<b>Sector Strategy: Improve processes related to land ownership, titling and transfer</b>				
6. Accelerate land registration and titling under LAMP II	FY2012/2013 – FY2014/2015	NLA, MOWLECC	As at March 2013, work continued to develop a national policy to improve the Legislative framework to administer LAMP (Registration of Titles Cadastral Mapping and	1,000 new titles to be issued under LAMP by end FY 2014/2015

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Tenure Clarification (Special Provisions) Act).  During the FY 2013/2014 there were 102 titles issued under LAMP II.	
7. Undertake Probate Reform	Probate Reform to be completed by March 2014	<b>Admin General, MOJ, RGD, MIIC</b>	As at March 31, 2014 drafting instructions were prepared to inform amendments to the Probate of Deeds Act with the aim of reducing processing time and addressing anomalies in the law.	
<b>Sector Strategy: Strengthen legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights</b>				
8. Pass the new Patents & Design Bill and facilitate Jamaica's accession to the Patent Cooperation Treaty	Patents & Design Bill to be passed by FY2012/2013	<b>JIPO, MIIC, OPC</b>	The Patents & Industrial Designs Bill will: replace and repeal the Patents Act and the Design Act; fulfil all the provisions of the Trade-Related aspects of Intellectual Property Rights (TRIPS) Agreement and the USA/Jamaica Bilateral Treaty on Intellectual Property; and bring domestic legislation into conformity with international standards of protection for inventors and innovators. This bill was in draft state as at March 31, 2014.	
9. Revise the Copyright Act to meet international obligations under WIPO Internet Treaties	Copyright Act to be revised and passed by FY2013/2014	<b>JIPO, MIIC, OPC</b>	Copyright (Amendment) Bill (No.1) was in draft as at March 31, 2014.	
10. Complete Jamaica's accession to the Madrid Protocol for international registration of trademarks	Jamaica's accession to the Madrid Protocol to be completed by FY2014/2015	<b>JIPO, MIIC, OPC</b>	Cabinet, on May 13, 2013, approved Jamaica's ascension to the Madrid Protocol, subject to the requisite legislation (Trade Marks (Amendment) Bill being enacted).  As at March 31, 2014 Cabinet had approved the drafting instructions.	
11. Undertake sensitization, training and capacity building on the importance and use of intellectual property	FY2012/2013 – FY2014/2015	<b>JIPO, MIIC, JBDC</b>	Agencies have been collaborating and sensitizing the public on use and importance of IP; presentations made to organizations & businesses, Universities, media interviews ; discussions with walk-in customers; accepting invitations to address groups/schools, etc., on IP Rights.	

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Improve customs and clearance processes for imports and exports</b>				
12. Complete the phased implementation of the Export Fast Track Facility	Implementation of Export Fast Track Facility to be completed by FY2013/2014	JAMPRO, Jamaica Customs, Cabinet Office	This facility was placed on hold in mid-2012 due to technical challenges on the part of some of the partners in providing online services, coupled with their established approval processes and the timelines involved. As a result of these challenges only 22 exporters had accessed the facility since the initial launch in February 2011. This initiative also became redundant with the Office of the Cabinet's implementation of the e-trade initiative which focuses on integrating the services of all trade facilitation agencies on one platform for access by the business community.	
13. Establish Jamaica Customs Department as an Executive Agency	FY2012/2013 – FY2013/2014	Jamaica Customs, MOFP, Cabinet Office	On March 28, 2013, the Jamaica Customs Department was designated the status of Executive Agency to fully perform as such effective April 2, 2013. As at the end of March 2014 arrangements to strengthen the staffing complement in preparation for the transition of the Jamaica Customs to an Executive Agency were close to completion.	Process is on track for completion in Sept. 2014.
<b>National Strategy 8-2: Increase access to capital</b>				
<b>Sector Strategy: Develop and implement measures for expansion of the domestic capital market</b>				
14. Strengthen role of Credit Bureaus	FY2012/2013 – FY2014/2015	MOFP, Bankers' Association	Over the period, the following pieces of legislation were passed and gazetted: <ul style="list-style-type: none"> <li>i. Notice of Designation of Credit Information (October 2012)</li> <li>ii. Credit Reporting (Prescribed Amount) (Disclosures to Consumers) Order 2013</li> </ul> <p>Two credit bureaus, having received licenses to operate in March 2012, commenced operation during FY 2012/2013. By September 2013, some 36 entities have been registered with the island's first licensed credit bureau, Creditinfo Jamaica Limited. There is ongoing lobby for further expansion of the regime to include utility companies.</p>	

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
15. Establish Jamaica Venture Capital Eco-System	Feasibility study and strategic plan to be completed and Project Coordinating Unit to be established by FY2012/2013 Legal, regulatory and institutional framework to be developed by FY2013/2014 Venture Capital Eco-System to be established by December 2014	DBJ, MOFP	The Jamaica Venture Capital Programme (JVCP) was established by the DBJ in 2013 and in February 2013 a non-refundable Technical Cooperation Agreement was signed by the DBJ to receive financial support from the Inter-American Development Bank to develop a venture capital ecosystem through the JVCP.  Under the technical assistance project, a market review and assessment has been undertaken to identify gaps in the legal and institutional environment.  Legal, taxation and regulatory changes have been identified, recommendations made and short and medium term strategies have been devised. The required legislative amendments are to be submitted for consideration by the Ministry of Finance and possibly by Cabinet during FY 2014/2015.	The legal and regulatory changes to develop Jamaica's venture capital industry are expected for FY 2015/2016.
16. Introduce the Secured Obligations Act and establish central registry for security interests in assets other than land	Secured Obligations Act to be passed by FY2013/2014 Central Registry to be established by FY2013/2014	MIIC, MOFP	The Security Interest in Personal Property Bill 2013 (formerly known as the Secured Obligations Bill) was tabled in Parliament on July 16, 2013. It was passed in the lower House on Nov. 3; and passed in the Senate on Dec. 13, 2013.  In order to expand the options for collateral and reduce credit risks, the central collateral registry, pursuant to the passage of the Security Interest in Personal Property Act, has been established and commenced operations on Jan. 2, 2014 at COJ - <a href="https://www.nsippregistry.gov.jm">https://www.nsippregistry.gov.jm</a> .	
17. Enhance loan portability	FY2013/2014 – FY2014/2015	MOFP	TBD	
18. Implement framework for collective investment schemes	FY2012/2013 – FY2013/2014	MOFP	Reform of the securities dealers sector commenced. This will enable the availability of less risky business models (collective investments schemes) to securities dealers, and preparation of a legal and regulatory framework to	

<b>National Outcome # 8 – Enabling Business Environment</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
			mitigate risks posed by the retail repo business model.  The 2013 amendments to the Securities Act included the passing of the Securities (Collective Investment Schemes) Regulations and seek to establish a comprehensive regulatory framework for CIS which would provide adequate protection to investors while permitting the industry to develop and grow	
<b>National Strategy 8-3: Use trade and foreign relations to create an enabling external environment for economic growth</b>				
<b>Sector Strategy: Promote Jamaica's economic, social and environmental interests within the multilateral system</b>				
19. Conclude Maritime Delimitation of Jamaica's Exclusive Economic Zone (EEZ)	FY2013/2014 – FY2014/2015	<b>MFAFT</b> , MTWH, PAJ, MAJ, NEPA	During the period significant advances were made in the maritime delimitation of Jamaica's EEZ. Three rounds of Resumed Maritime Delimitation Negotiations between Jamaica and Honduras were held resulting in considerable progress towards a desirable outcome.	
20. Pursue advocacy for attention to the special situation of highly indebted, vulnerable Middle Income Countries (MICs) including Jamaica	FY2013/2014 – FY2014/2015	<b>MFAFT</b> , MOFP	Jamaica's concerns in relation to the treatment of middle income countries (MICs) and Small Island Developing States (SIDS) were advanced at several regional and international meetings, particularly within the context of the ongoing dialogue concerning the Post-2015 Development Agenda. Jamaica continues to advocate for the wide range of needs and specific circumstances of highly indebted middle income countries (MICs) which allows them to assess and prioritise the challenges and outline a programme in line with their own national growth and development agenda. The issue has been placed firmly on the agenda of several important regional and international bodies including the G20 and the Commonwealth.	
21. Complete ratification of the Fifth Protocol on the General Agreement on Trade in Services (GATS): Annex on Financial Services	FY2012/2013	<b>MFAFT</b> , MOFP, MIIC, BAJ	Jamaica has ratified the Protocol on Basic Telecommunications as well as the Fifth Protocol on Financial Services.	

<b>National Outcome # 8 – Enabling Business Environment</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
22. Participate in WTO negotiations on the Doha Development Round	FY2012/2013 – FY2014/2015	MFAFT, JTAT	Jamaica participated prior to and during the 9th WTO Ministerial Conference which was held in Bali, Indonesia in December 2013. Jamaica served as coordinator of the Africa, Caribbean and Pacific Group of Countries at the WTO. This position enabled Jamaica to play a leading role in securing a meaningful outcome at the Conference, especially in relation to the conclusion of a multilateral agreement on trade facilitation as well as certain elements within the negotiations on Agriculture.	
<b>Sector Strategy: Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM</b>				
23. Undertake phased implementation of EPA provisions	FY2013/2014 – FY2014/2015	MFAFT, MOFP, MIIC	<p>In accordance with the provisions of the Agreement, the GoJ has taken measures to:</p> <ul style="list-style-type: none"> <li>i. implement the tariff liberalization aspect of the EPA</li> <li>ii. provide for the protection of intellectual property</li> <li>iii. data protection</li> </ul> <p>In particular, the MOFP issued instructions for the immediate commencement of the first phase of the tariff reductions as outlined in the Schedules attached to the EPA.</p> <p>Following Cabinet approval for the necessary amendments to be made to the Customs Act in order to give formal effect to the implementation of the phased tariff reductions, the tariff reductions under the EPA were passed into law and were published on February 25, 2013.</p> <p>With the amendment of the Customs Act, the tariff reductions will continue automatically.</p> <p>In line with Article 16 (5) of the EPA, Jamaica also submitted its notification on Other Duties and Charges (ODCs) to the CARIFORUM Directorate.</p>	

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Training in Rules of Origin has been identified as a priority and in this regard prospective partners were approached to assist in building capacity in this area.</p> <p>As it relates to intellectual property, preparations for the commencement of GIs negotiations under Article 145.4 (E) are one of the main priority areas for Jamaica. At the same time, drafting of the new Patents Bill progressed during the period.</p> <p>On personal data protection, approval has been received for drafting instructions to be issued to the Chief Parliamentary Counsel. The Bill is expected to be adopted in the 2015/2016 legislative year. It will take account of the EPA provisions on Personal Data Protection.</p>	
<b>Sector Strategy: Strengthen strategic bilateral foreign and trade relations</b>				
24. Finalize new CARICOM/Canada trade agreement	CARICOM/Canada trade agreement to be completed by FY2014/2015	<b>MFAFT</b>	<p>In October 2013, CARICOM and Canada agreed, at the Prime Ministerial level, that the negotiations will continue until the end of June 2014.</p> <p>The Sixth Round of Negotiations was held in two parts in Kingston and Ottawa respectively, from March 31 to April 4, 2014. That Round was completed with progress made on the text of the agreement and on non-controversial issues. However, major differences between the parties remain on critical issues such as market access for goods (tariff liberalization), services and investment, development, and labour and environment standards, among other things.</p>	
25. Execute USA-CARICOM Trade and Investment Framework Agreement (TIFA)	FY2013/2014 – FY2014/2015	<b>MFAFT</b>	Negotiations continued to facilitate the meetings of the CARICOM/US Trade and Investment Council (TIC). Meetings of the TIC were held at the level of officials.	
26. Support initiation of Jamaica-Brazil Commission	FY2013/2014 – FY2014/2015	<b>MFAFT</b>	The Inaugural Session of the Jamaica-Brazil Joint Commission was held on the 13 <sup>th</sup> of February 2014 in	

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Jamaica and signified a further deepening of the bilateral relationship between Jamaica and Brazil.</p> <p>Critical decisions with respect to the development agendas of both countries were agreed and signed off at that meeting, including the following three Agreements between the Government of Jamaica and the Government of the Federative Republic of Brazil:</p> <ul style="list-style-type: none"> <li>i. An Air Services Agreement;</li> <li>ii. An Agreement for the Exchange of Information on Tax Matters; and</li> <li>iii. A Framework Agreement on Co-operation in Defence Related Matters.</li> </ul>	
<b><i>Sector Strategy: Incorporate development issues including gender and environmental sustainability in trade policy</i></b>				
27. Develop and promulgate New Trade Policy for Jamaica	New Trade Policy to be completed and promulgated by FY2013/2014	<b>MFAFT</b>	A draft of the New Trade Policy has been reviewed and is currently undergoing revision.	The next steps include presentation of the draft Policy to the relevant Committee of Cabinet for preliminary review. Further consultations are to be undertaken with stakeholders. The aim is to present the draft Policy and Action Plan to the Cabinet in early 2015
28. Implement National Aid for Trade Strategy	FY2012/2013 – FY2014/2015	<b>MFAFT, PIOJ (TBC)</b>	At least seven project concepts have been prepared by the PIOJ for funding under the National Aid for Trade Strategy: A logistics Hub Master Plan; a national single electronic window; improving Jamaica’s capacity to meet international SPS/TBT standards- veterinary and fresh produce components; strengthening the enabling environment for export; implementation of the service	



National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>sector strategy and action plan; and strengthening Jamaica’s capacity to engage in foreign trade.</p> <p>As it relates to Jamaica’s capacity to engage in foreign trade, the project concept was designed to facilitate the implementation of the Revised Foreign Trade Policy which has been drafted, consulted on but not yet approved. Additionally, the project aims to enhance the functioning of the coordination and consultation mechanisms and bring about coherence amongst Jamaica’s trade-related policies, strategies and plans.</p>	
<b>Sector Strategy: Ensure successful creation, implementation and effective use of the Caribbean Single Market and Economy (CSME)</b>				
29. Ensure that the rights of Jamaican nationals are secured under the CSM provisions for Free Movement of Persons within the region	FY2012/2013 – FY2014/2015	MFAFT	In October 2013, the Minister of Foreign Affairs of Trinidad and Tobago was invited to Jamaica for consultations on Free Movement in the context of provisions for the operation of the CARICOM Single Market and Economy (CSME). The consultations concluded with the signing of Agreed Minutes, which set out specific areas for collaboration and follow-up.	A Further Round of Bilateral Consultations on Free Movement in the CARICOM Single Market and Economy (CSME) between the Republic of Trinidad and Tobago and Jamaica were planned for later in the year to assess the progress made since the initial Round of Consultations.
30. Streamline the administrative procedures to operationalize the Single Market (CSM) and implementation of the Single Economy (CSE)	FY2012/2013 – FY2014/2015	MFAFT	The MFAFT facilitated the implementation of various aspects of the CARICOM Trade and Competitiveness Project (CTCP), such as research on the legislative compliance relating to the CSME. The official launch of the CTCP was October 7-11, 2013, which also included the implementation of one element of Component 100.	Component 100 is intended to focus on the standardization and harmonization of administrative practices and procedures in accordance with

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				Articles 76 and 78 of the Revised Treaty of Chaguaramas. It aims at developing and implementing best practices models, particularly in the area of legislation, across the region in order to facilitate CSME implementation in Member States.
<b>Sector Strategy: Strengthen the involvement of the Jamaican Diaspora in national development</b>				
31. Stage Biennial Diaspora Conference	Biennial Diaspora Conference to be staged in June 2013	MFAFT, JDI	The Conference was staged successfully on June 17-19, 2013 at the Montego Bay Convention Centre, in St. James.	Preparation for the next Diaspora Conference 2015 began in 2014.
32. Complete Diaspora and Development Policy	Diaspora and Development Policy to be completed and approved by FY2013/2014	MFAFT, PIOJ, JDI	Preparation of the Diaspora and Development Policy commenced in 2013. As at the end of March 2014, the policy was still being prepared.	Several activities are anticipated to take place during the 2014/2015 FY and will include, policy approval by Cabinet; development of an Implementation Plan, and Monitoring and Evaluation System for the Policy; as well as the staging of several workshops.
33. Implement Business Diaspora Strategy	FY2012/2013 – FY2014/2015	JAMPRO, MFAFT, MIIC, JDI	JAMPRO is working in its Global Business Connect which seeks to connect the business diaspora community to investment opportunities in Jamaica.	

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 8-4: Strengthen investment promotion and trade facilitation</b>				
<b>Sector Strategy: Strengthen the capacity of investment and trade institutions</b>				
34. Implement targeted promotional strategies focused on priority target sectors/industries	FY2012/2013 – FY2014/2015	JAMPRO, JBDC, MIIC	JBDC is implementing the North Coast Craft Revitalization Project. The initiative is a collaboration between the JBDC and the Tourism Enhancement Fund to provide business and technical support to select craft producers in the parishes of St. James, Trelawny and St. Ann. The project, which will be implemented over a two year period at a cost of JM\$100 million, started in the second quarter of 2013. Over 100 craft producers are expected to benefit.	
35. Strengthen promotion and facilitation support to exporters	FY2012/2013 – FY2014/2015	JAMPRO, JBDC, MIIC, JEA, Customs	150 suppliers were exposed to Brand Jamaica promotion which was staged in celebration of Jamaica's 50 <sup>th</sup> anniversary of independence in 2012. The Jamaican Diaspora was targeted at four different events and markets in London. These included: <ul style="list-style-type: none"> <li>• Victoria Square, Birmingham ,</li> <li>• London O2, Jamaica Shop, in O2 Arena,</li> <li>• Brixton Splash, in Brixton, London, and</li> <li>• I Love Jamaica Day, in Greenwich, London</li> </ul> Promotions were done in collaboration with other agencies.	
<b>National Strategy 8-5: Develop an efficient labour market</b>				
<b>Sector Strategy: Promote work experience programmes at the secondary and post-secondary levels</b>				
36. Implement Career Advancement Programme	FY2012/2013 – FY2014/2015	MOE, HEART Trust/NTA, NYS, JFLL	The implementation of the Career Advancement Programme has been undertaken during the review period. Efforts have been undertaken with a view to increase the participation of target group (16-18 year olds) in the programme.  Between May and March 2014, as part of efforts to strengthen Technical Vocational and Education and Training (TVET) in the formal school system, the TVET Integration Programme has been designed and implemented. A key component of the integration being	An accountability structure has been proposed; quality assurance measures have been implemented and several capacity building interventions were facilitated to strengthen the delivery system as

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			the repositioning of the Career Advancement Programme (CAP) to better serve the diverse needs of its students.	part of the repositioning process.
37. Implement Registered Apprenticeship Programme (RAP)	FY2012/2013 – FY2014/2015	HEART Trust/NTA	<p>An Apprenticeship Board was appointed with effect from August 12, 2013 to July 31, 2016 to provide oversight and guidance in developing and implementing the goals and objectives of the Registered Apprenticeship Programme (RAP), and to ensure that appropriate systems and procedures are in place to guarantee a quality assured and responsive apprenticeship programme that satisfies the needs of employers.</p> <p>The Board commenced its work, including the build out of its Secretariat that has been tasked with the administration of the programme, and has met on three occasions.</p> <p>A Web Site is being developed, stakeholder consultations have been held along with direct engagements with employers and umbrella organisations and discussions commenced with the Career Advancement Programme (CAP) Secretariat with a view to phased incorporation of CAP students to the programme</p>	Although placement targets were not established for the year under reference, given that the Board was only appointed in August, arising from the various consultations and initiatives undertaken twenty (20) apprentices were placed in firms in different disciplines
38. Implement Youth Development Programme	FY2012/2013 – FY2014/2015	MYC, NCYD, NYS, JBDC	TBD	
<b>Sector Strategy: Develop and promote flexible labour market arrangements, policies and legislation</b>				
39. Establish Unemployment Insurance (UI) Scheme	Feasibility study and White Paper for UI to be completed in FY2013/2014 UI to be implemented by FY2014/2015	MLSS, MIIC, MOFP, trade unions, private sector	A Steering Committee was established in 2013 to examine the feasibility of introducing unemployment insurance. The report from an IDB funded consultancy was considered by that body in January 2014. A subsequent study on “Other Options for Reducing the Impact of High Separation Costs” has also been completed.	
40. Implement arrangements for Flexibility in Working Time	Legislative amendments to	MLSS, JCTU, JEF, trade unions,	Flexible Work Bill was tabled in Parliament on March 25, 2014 and is to be debated by September 2014.	The Senate on Friday, October 31, 2014

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
	facilitate flexi-work to be completed in FY2012/2013 – FY2013/2014 Arrangements for Flexibility in Working Time to be implemented by FY2014/2015	private sector		passed the Employment (Flexible Work Arrangements) (Miscellaneous Provisions) Act, paving the way for the introduction of flexible working time.
<b>Sector Strategy: Strengthen and improve access to the Labour Market Information System (LMIS)</b>				
41. Increase promotion and awareness of upgraded LMIS	FY2012/2013 – FY2014/2015	<b>MLSS</b>	Partnerships were pursued for delivery of LMIS services at the community level in rural parishes where access to the LMIS is limited, in particular with: <ul style="list-style-type: none"> <li>i. the Social Development Commission (SDC);</li> <li>ii. The Jamaica Library Service (JLS)</li> <li>iii. National Parents Teachers Association (NPTA)</li> </ul> <p>There are also plans to utilize the LMIS website to provide up to date information on matters such as: sectors with employment opportunities; labour market studies conducted by the LMIS; statistics on the labour market, population, etc. and opportunities available to students and jobseekers such as scholarships and entrepreneurial opportunities, and publish the <i>LMIS Update</i>.</p>	
<b>National Strategy 8-6: Improve the labour environment to enhance labour productivity and worker satisfaction</b>				
<b>Sector Strategy: Undertake comprehensive labour market reform</b>				
42. Develop national agenda for comprehensive labour market reform	FY2012/2013 – FY2014/2015	<b>MLSS, Trade Unions, PIOJ, OPM</b>	Comprehensive Labour Market Reform Agenda was launched during FY 2013/2014.	A Labour Market Reform Commission is to be established with membership taken from employer and employee organisations as well as government and

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				academia. The Commission will review and make recommendations on the following areas of the labour market: Education & Training; Productivity, Technology and Innovation; Labour Policies and Legislation; Social Protection; Industrial Relations (institutions, customs and practices). The Commission is expected to become operational in the first quarter of the 15/16 financial year pending the assignment of a chairperson
43. Undertake training programmes to build capacity on labour market issues among national stakeholders	FY2012/2013 – FY2014/2015	<b>MLSS, HLSTUEI, Trade Unions, PIOJ, OPM</b>	The HEART Trust/NTA is currently working with the major players to address the manpower needs in various sectors particularly for new and emerging industries. These include: <ul style="list-style-type: none"> <li>i. Training for occupations in the Maritime and Aviation industries</li> <li>ii. Provision of training in Small Ruminants Husbandry (in partnership with the Ministry of Agriculture and Fisheries)</li> <li>iii. Provision of customized curriculum design, training and recruitment services to operators in the</li> </ul>	

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Business Process Outsourcing (BPO) sector iv. Training in renewable energy technology to provide expertise in the installation and maintenance of renewable energy systems.	
<b>Sector Strategy: Develop and implement a national programme of productivity management</b>				
44. Expand the “Be Productive and Prosper” Campaign in the secondary and post-secondary education levels	FY2012/2013 – FY2014/2015	JPC, MOE, HEART/NTA, JBDC	Sessions as part of the “Be productive and Prosper Campaign” were held in 2012/13 targeted at high school students, teachers and youths. In 2013/2014 the campaign surpassed the targeted number of teachers and reached, whilst 84 per cent of the target for students was met.	
<b>Sector Strategy: Widen the modes of employment generation</b>				
45. Implement the Jamaica Emergency Employment Programme (JEEP)	FY2012/2013 – FY2014/2015	MTWH, JEEP Secretariat	<p>Subsequent to the launch of JEEP on March 22, 2012, Phase I of the Programme was completed in June 2012, resulting in the employment of 17,724 persons. Phase II commenced on July 1, 2012 and ended June 2013, and resulted in the employment of 20,575 persons. Total employment under Phases I and II was slightly below the targeted 40,000 persons.</p> <p>Phase III of the programme, targeting employment of 20,000 persons, commenced on July 1, 2013. As at March 31, 2014, more than 5,900 persons have been employed.</p> <p>Since inception to March 31, 2014, a total of 44,255 persons have been employed under the programme via more than 1,000 projects. Overall expenditure on the programme (March 2012 to March 2014) is J\$6.5B.</p> <p>On March 18, 2014, the JEEP component of the Major Infrastructure Development Programme (MIDP), valued at US\$50M, was launched. The Commencement Order was issued on March 24, 2014; this included an allocation of \$630M (\$10M for each of the 63 constituencies) to undertake infrastructure related works.</p>	

<b>National Outcome # 8 – Enabling Business Environment</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
46. Expedite development of the National Employment Policy	FY2013/2014 – FY2014/2015	<b>MLSS</b>	As at the 28 <sup>th</sup> February 2013, an initial concept paper (stage 2 of the process) had been drafted and a Cabinet Submission drafted.	
<b>National Strategy 8-7: Develop the capabilities of micro, small and medium-sized enterprises (MSMEs)</b>				
<b>Sector Strategy: Increase and strengthen acquisition, analysis and application of data and information on MSMEs and the informal sector</b>				
47. Complete and promulgate the new MSME and Entrepreneurship Policy	MSME Policy to be completed and approved in FY2013/2014	<b>MIIC</b>	MSME and Entrepreneurship Policy was adopted in July 2013 by the Lower House of Parliament.  Implementation of this policy has commenced with: i. passage of the Security Interests in Personal Property (SIPP) legislation; ii. passage and implementation of the Business Registration Super Form to enable the easy start-up of businesses. iii. Establishment of the Collateral Registry to expand asset-based lending to the MSME sector in pursuit of Insolvency Legislation	
<b>Sector Strategy: Promote and develop entrepreneurship</b>				
48. Introduce a practical component of entrepreneurship in schools in collaboration with business associations	FY2013/2014 – FY2014/2015	<b>MIIC, MOE, PSOJ, JBDC</b>	Deliberations are ongoing on the inclusion of entrepreneurship, or elements of it, in the curriculum of secondary and primary schools.  The Young Entrepreneurs Association (YEA) proposed at its July 15 quarterly meeting that the subject 'Entrepreneurship' be introduced at the primary and secondary levels on a tiered system. At the primary school level, a cross curricula approach was recommended.	At the secondary level, a two-tiered system was proposed, whereby tier one would comprise forms one to three; and tier two, forms four and five. At the tier one level, entrepreneurship would be offered as a formal core subject.
49. Fund school-based incubators (from secondary level)	FY2013/2014 – FY2014/2015	<b>MIIC, MOE, PSOJ</b>	TBD	
50. Implement Youth Entrepreneurship Programme	FY2013/2014 – FY2014/2015	<b>MYC, JBDC</b>	During FY 2012-2013, the JBDC provided support to the Youth Empowerment Strategy programme of the MLSS	Youth Entrepreneurship and



<b>National Outcome # 8 – Enabling Business Environment</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
			and the YUTE Programme through the delivery of business and product development training. A total of 69 youths received training.	education programme was launched in North central St. Catherine in June 2014 via an Entrepreneurship grant programme.
<b>Sector Strategy: Increase awareness and information on business opportunities and programmes for MSMEs</b>				
51. Expand and maintain network of Jamaica Business Information Centres (JAMBICs) across the island	FY2013/2014 – FY2014/2015	<b>JBDC, MIIC</b>	In 2013 JBDC expanded the JAMBIC-UWI location by opening a second office on the compounds of the Mona Technology Park. As at the end of FY 2014 there were 8 JAMBIC Locations island wide.	
52. Develop and distribute profiles highlighting targeted investment opportunities for MSMEs	FY2013/2014 – FY2014/2015	<b>JBDC</b>	JBDC developed eight (8) profiles targeting opportunity investments in the production of Pepper, Irish potato, and Ginger Cultivation, Bee Keeping, Small Ruminants, Small Restaurants, Green House Farming and Sauce Manufacturing. Three (3) profiles targeting Pepper, Irish potato, and Ginger Cultivation, have been published and are currently being distributed island wide.  Discussions were ongoing with major commercial book retailers with a view to expanding the retail locations for the publications.	The remaining five (5) profiles are currently being finalized and will be published in 2015.
<b>Sector Strategy: Expand credit facilities for MSMEs</b>				
53. Provide credit to MSMEs through Mobile Money	Micro Transaction Infrastructure and Mobile Customer Care to be completed by FY2012/2013 Approval for Microfinance Pilot Project by FY2013/2014	<b>MOFP, MIIC</b>	DBJ sought the permission of the financial system’s principal regulator, the BOJ, to conduct a pilot project known as Mobile Money for Microfinance (M3). The BOJ granted its final “non-objection” to the DBJ in December, 2012.  The work to harness IT capability to create this facility was ongoing. On June 20, 2013 Minister of Industry, Investment and Commerce (MIIC) announced that it would be initially rolled out through a pilot project, following	The roll-out of the mobile money initiative, aimed at providing greater access to financial services to underserved entities including MSMEs is expected to be completed by

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>analysis by the BOJ.</p> <p>NCB/Transcel Integration &amp; Testing was scheduled for Feb - Apr 2014.</p> <p>Implementation is expected to span four phases with review and analysis at the end of each phase.</p>	<p>December 2014.</p> <p>User Acceptance Testing (July – Aug 2014) with LIVE Rollout (Aug - Sep 2014).</p>
54. Enhance implementation of Credit Enhancement Fund	FY2013/2014 – FY2014/2015	DBJ	<p>57 per cent of \$439 million, allocated in fiscal year 2013/14 through the Development Bank of Jamaica (DBJ), was slated for the Credit Enhancement Fund. Such funds were targeted to facilitate growth and development in the productive sector.</p> <p>An additional 24 guarantees were approved in 2013/2014 FY in addition to the 105 guarantees which were provided through 8 AFIs in 2012/2013. These represented a significant jump in guarantees since the Fund's inception in July 2009. A total of 10 guarantees had been provided prior to the period under review. There was also tremendous growth in the value of loans and guarantees approved over the two years.</p>	
55. Expand provision of Micro Insurance to low income earners	FY2012/2013 – FY2014/2015	DBJ, IDB/World Bank	TBD	
56. Provide technical assistance to Microfinance Institutions (MFIs)	FY2012/2013 – FY2014/2015	DBJ	In November 2012, the DBJ organised a one week MSME Banking Academy course in partnership with the Frankfurt School of Finance and Management (FSFM) for top or mid-level managers of financial institutions focusing on poor households, micro-enterprises, SMEs or Agricultural clients. Training was delivered on core financial subjects such as risk management. MSME banking and rural finance.	

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Provide training and capacity development for MSMEs</b>				
57. Provide technical assistance to clients and intermediaries and training of MSMEs and umbrella associations to increase access to credit	FY2012/2013 – FY2014/2015	DBJ, JBDC, MIDA	<p>In the 2012/2013 FY, through a technical assistance grant to the Institute of Law and Economics in collaboration with the MSME alliance, the DBJ facilitated the implementation of a business empowerment programme targeting 350 MSMEs through workshops and other capacity building initiatives aimed at formalising the business operations of MSMEs.</p> <p>During FY 2013/2014, the DBJ continued to strengthen the National People’s Co-operative Bank to optimally serve the MSME markets through assistance in implementing the final year of its 2011-2013 Strategic Plan to improve its operations and performance.</p> <p>The DBJ also develop a new capacity development product, the Voucher for Technical Assistance in FY 2013/2014. The programme is a collaborative effort of the DBJ, its approve AFIs and select Business Development Organisations (BDOs) to provide training at reduced rates to SMEs which have management gaps that hinder their credit worthiness.</p>	
58. Provide incubator support services to MSMEs in areas such as food processing, fashion, jewellery and furniture	FY2013/2014 – FY2014/2015	JBDC	As at FY ending 2014 one hundred and eleven (111) MSMEs accessed Incubator Support Services in the following areas: jewellery making, agro-processing, food processing and garment construction/fashion at the JBDC’s Incubator & Resource Centre.	The Jamaica Business Development Corporation (JBDC) and its partners rolled out the Mobile Business Clinic Initiative (MBCI) in Montego Bay from November 4 to 6, 2014. The business clinic

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				was part of an overall thrust to offer the full suite of business development and technical support services to the micro, small and medium enterprises (MSMEs). It is the commencement of a three-year islandwide project involving the decentralization of business development services, geared at reaching a wider group of MSMEs in new and existing industries and sectors.
59. Foster growth and development of MSMEs through the provision of business mentorship and handholding	FY2012/2013 – FY2014/2015	JBDC	Five Hundred and Fifty Seven (557) MSMEs benefitted from JBDC's Monitoring and Handholding programme for FY 2012/2013 and 2013/2014	

National Outcome # 8 – Enabling Business Environment				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
60. Increase access to training and other MSME development information	FY2012/2013 – FY2014/2015	JBDC	<p>JBDC delivered two hundred ninety four (294) training sessions in which 5470 participants were trained in areas of business and product development.</p> <p>The Government has finalised a four year \$50m Foundations of Growth and Competitiveness Project for funding by the World Bank. Under Component III of this project, financing will be made available to provide support directly to SMEs to fund supply chain learning, skills upgrading, and loan financing, among others.</p>	

## National Outcome # 9 – Strong Economic Infrastructure

### Overview

Investments in a country's infrastructure contribute to economic prosperity in many ways. Transport, water supply and telecommunications infrastructure, which are key components of National Outcome #9 - Strong Economic Infrastructure, support the integration of economic activities, enhance international competitiveness and contribute to human capital development through improved access to public goods and services. Ongoing work to implement Jamaica's Logistics Hub Initiative is also expected to significantly aid in achievement of this Outcome.

Following an overall marginal decline in 2012, capital expenditure on non-residential construction and installation activities recorded significant increases in 2013 and was driven primarily by expenditure of entities such as the National Road Operating and Construction Company Limited (NROCC) (184.6 per cent) and the National Water Commission (86.2 per cent). On the contrary, however, expenditure by the National Works Agency and the Port Authority of Jamaica as well as within the Telecommunications sub-sector recorded declines in both years.

Having produced the fifth consecutive annual decline in 2012, the Transport, Storage and Communication Industry saw a reversal in performance in 2013 when it recorded growth in real value added of 0.2 per cent. Increased competition in the Communication segment of the industry accounted for the higher real value added produced by the industry in 2013.

Notable developments in priority areas during the two years of the review period include advancements in the construction of the North-South and East-West Links for Highway 2000 via work on the Caymanas to Linstead; Linstead to Moneague (Mount Rosser) Bypass; and Moneague to Ocho Rios sections of the Highway. Other infrastructure work involved the

### Jamaica Global Logistics Hub

The Jamaica Global Logistics Hub Initiative is a growth and development strategy designed to shift the Jamaican economy to a logistics centered one. This will necessitate a change in the way business is conducted in both the public and private sector. **Speed, efficiency, facilitation** in both trade and business and **customer care** will become not just of increased importance, but prime importance.

The development of a logistics centered economy entails the management of the complex and dynamic interplay between domestic economic policy, the business environment, international economic engagement, trade, investment and the supporting **physical and digital infrastructure**.

Jamaica's Global Logistics Hub Initiative is expanding on our natural geographic advantage and existing infrastructure to make us the next Global Logistics Hub.

*Source: Jamaica Logistics Newsletter Edition 1, April 2014*

Palisadoes Shoreline and Rehabilitation Works; activities under the Transportation Infrastructure and Rehabilitation project (TIRP) which advanced the implementation of the planned South Coast Highway Improvement Project; development of the East Airfield of the Norman Manley International Airport and ongoing construction of a Transportation Centre in Linstead.

Cabinet’s approval was received for the Transaction Structure for privatisation of the Norman Manley International Airport (NMIA) as well as for the issuance of the Confidential Information Memorandum (CIM), Request for Proposal (RFP), and a draft Concession Agreement for the privatization of the Kingston Container Terminal (KCT). A study to investigate the positioning of Jamaica as a Bunkering (ship fueling) Location was completed as part of measures to establish Jamaica as an International Shipping Centre; the procurement process commenced for the implementation of a Port Community System (PCS); and a World Bank funded loan project, which incorporates the development of a Master Plan for the Logistics Hub Initiative and the packaging of Hub investment projects was negotiated.

Other highlights include the deployment of an additional 102 Community Access Points (CAPs) within publicly accessible spaces, bringing the total to 177 at the end of FY 2013/2014; and completion of a feasibility study on the introduction of Digital Terrestrial Television in Jamaica as part of actions to facilitate the country’s transitioning from analogue to digital broadcasting.

### National Outcome Indicators and Targets – Update

For the period under review, data for this outcome were available only in respect of the Infrastructure Index. This index, which forms the second pillar of Jamaica’s Global Competitiveness Index, saw declines in both years. In 2012 and 2013, Jamaica ranked fourth in CARIFORUM on this index. Quality of electricity supply has been identified generally as one of the leading causes for the low ranking of CARIFORUM countries on this index.

Jamaica’s performance in 2012 and 2013 also sets it beneath the medium-term targets which were established for 2012 and 2015, notwithstanding that it had met or exceeded both targets based on its performance in 2009 and 2010.

**Table 19: Indicators and Targets – Strong Economic Infrastructure**

National Outcome # 9 – Strong Economic Infrastructure									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Infrastructure Index (from GCI)	3.54	3.84	3.91	3.74	3.59	3.49	3.69	3.84	≥4.59

National Outcome # 9 – Strong Economic Infrastructure									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Connectivity and Technology Infrastructure Index	3.70	5.15	4.75				4.35	4.90	≥7.50
% of Total Renewable Fresh Water Resources Produced	22.5						30	41	54

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**Table 20: Priority Strategies and Actions – Strong Economic Infrastructure**

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 9-1: Expand and rationalize land transport infrastructure and services</b>				
<b>Sector Strategy: Strengthen the institutional capacities and capabilities of the roads authorities to develop and maintain the road network</b>				
1. Improve inter-institutional arrangements for construction and management of main and parochial road networks	FY2013/2014 - FY2014/2015	MTWH, MLGCD, NWA, LAs	Policy directive regarding the establishment of the Single Road Authority, with responsibility for the development, preservation and regulation of the entire road network in the interest of efficiency and economy is being awaited.	
<b>Sector Strategy: Improve and rationalize the road transport infrastructure</b>				
2. Accelerate completion of the IDB Road Infrastructure Rehabilitation Programme	Yallahs River training and Roselle Road revetment works completed by FY2013/2014	NWA	<p>River training works were in progress at the Hope River in Yallahs, St. Thomas as at the end of 2013. The Dry River Bridge, Red Hills &amp; Yallahs River projects were successfully completed in 2013. Rock revetment works at Roselle, St. Thomas was 90 per cent complete at the end of 2013/2014.</p> <p>Under the Programme, major rehabilitation works were also carried out in 2013 on the following road corridors:</p> <ul style="list-style-type: none"> <li>• Scott’s Cove to Belmont and Ferris Cross to Belmont, Westmoreland</li> <li>• Red Hills to Santa Maria and Bog Walk to Sligoville, St. Catherine (J\$536M)</li> <li>• Bog Walk- Sligoville (St. Catherine)</li> </ul> <p>A number of other major road rehabilitation initiatives are being implemented under the Programme. Road rehabilitation works on Phase 2 (Santa Maria to Sligoville), and Phase 3 (Sligoville to Bog Walk) commenced under the Red Hills to Bog Walk project, which when completed, will serve as a viable detour route to the Bog Walk Gorge.</p>	
3. Support Design of Decentralized Road Maintenance Programme	Design completed by FY2012/2013	NWA	IDB funding in the amount of US\$500,000 was garnered to support implementation of this technical cooperation, geared at enhancing the maintenance and road safety components of the Road Improvement Programme (see	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>no. 4 below). Counterpart funding in the amount of US\$100,000 was provided by the GOJ.</p> <p>The Final Report of the operations of the Technical Cooperation was produced in March 2014, hence concluding the Programme.</p>	
<p>4. Implement IDB Road Improvement Programme components:</p> <ul style="list-style-type: none"> <li>i. Performance-Based Road Maintenance</li> <li>ii. Road Safety Improvement</li> <li>iii. Institutional Strengthening of the Road Safety Unit (RSU)</li> <li>iv. Project Implementation Support</li> </ul>	<p>50% complete by FY2012/2013</p> <p>75% complete by FY2013/2014</p> <p>100% complete by FY2014/2015</p>	<p><b>NWA, RSU, MTWH</b></p>	<p>Under the US\$5M Performance Based Road Maintenance component, bushing, drain cleaning and removal of debris were undertaken by the National Solid Waste Management Authority (NSWMA) along some 260km of the Northern Coastal Highway spanning Negril, Westmoreland to Port Antonio, Portland. Training of community workers in Ornamental Horticulture (Level II) commenced in March 2013 and ended December 2013; 82 of the 100 persons selected successfully completed training.</p> <p>Since programme inception, some 16 cycles have been completed at a combined work value of J\$280M. At the end of March 2014, there was a cumulative variance of approx. J\$40M between planned allocation (J\$320M) and actual work value. This was due to the Contractor's (NSWMA) inability to meet the agreed performance target of 271.59km (or 96% of total network length) per cycle.</p> <p>Under the component which addressed Road Safety capacity strengthening, the following were accomplished in 2013/2014:</p> <ol style="list-style-type: none"> <li>1. Approximately 80 persons were trained in Road Safety Audit Management by the Aston University and Mott McDonald in the United Kingdom (UK).</li> <li>2. Additional training was conducted in the following areas:</li> </ol> <p style="padding-left: 40px;">Vehicle dynamics for collision analysis (May 2014),</p>	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Advanced Event Data Recorder Use in traffic Crash Reconstruction (July 2014), GPS Forensic Collision Analysis (August and September 2014), Second Line Collision Investigation Collision and Vehicle Dynamics for Collision Analysis, Advanced Heavy Vehicle Accident Reconstruction, Advanced Forensic Scene Mapping using Lasers and Advanced Crash Zones.</p> <p>Additionally, over 75 persons were trained in collision investigation, analysis and reconstruction, driver behaviour, defensive driving, crash investigation and analysis, and risk indices by the University of North Florida's Institute of Police Technology and Management.</p> <p>Local investigators were also equipped in analysis of low speed and airborne collision; rotational mechanics and critical speed; photogrammetry and crash zone; and motorcycle collision; black box examination, and use of lasers to evaluate crash scenes.</p> <p>Over the two year period, a number of road markings, improvement to pedestrian crossings, deployment of mandatory warning and directional signs activities were carried out under the Road Safety Improvement Component of the Programme. A self-propelled road marking machine was also procured.</p>	
5. Implement China EX-IM Palisadoes Improvement	100% complete by FY2012/2013	<b>NWA</b>	The rehabilitation and protection of the Palisadoes Peninsular commenced in September 2010 and was completed in December 2012 at cost of US\$65M. This resulted in 2.65 kilometres of Rock Revetment being done along the shoreline of the Caribbean Sea side; and a further 3.6 kilometres along the Harbour-side. A total of	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			0.38 kilometres of the roadway was widened by a minimum of 8 metres, to a maximum of 12 metres in some sections, from the Harbour View Round–About to the Airport Round–about. Drainage facilities were also greatly improved.	
6. Implement Master Drainage Plan	FY2012/2013 - FY2014/2015	NWA, MTWH	A contract to undertake drafting of the Master Drainage Plan (MDP) was awarded in 2011/2012 in the amount of US\$700,000 (or J\$60M). The target date of completion was June 2012. The study was completed and formally accepted in 2013, prior to presentation to the Cabinet, the MTWH and the National Works Agency (NWA).	
<b>Sector Strategy: Ensure the completion of the island-wide highway network</b>				
7. Advance the construction of the North-South and East-West Links for Highway 2000	<p>North-South Link:</p> <ul style="list-style-type: none"> <li>Completion of design studies / investigations for Spanish Town to end of Linstead Bypass and Moneague to Ocho Rios by FY2012/2013</li> <li>Recommencement of work on the Mount Rosser Bypass by FY2012/2013</li> <li>Land acquisition completed</li> </ul>	NWA, NROCC	<p>In 2013, the National Road Operating &amp; Construction Company (NROCC) expended \$519.0 Million, mainly on the North-South Link of Highway 2000, which will be constructed in three phases namely: Section 1: Caymanas to Linstead; Section 2: Linstead to Moneague; and Section 3: Moneague to Ocho Rios</p> <p><u>North-South Link:</u> A Concession Agreement was effected in January 2013 with the Jamaica North-South Highway Company Limited (JNSHC), the developer of the proposed toll road. This facilitated the commencement of construction activities for all three sections of the North-South leg of Highway 2000. In accordance with the Concession Agreement, the project is slated to last for 36 months, with a completion date of January 2016.</p> <p>Land Acquisition As at March 31, 2014, NROCC provided the Developer, JNSHC, with access as follows:</p> <ul style="list-style-type: none"> <li>70.9% of the construction 'Right of Way' for Section 1; and</li> </ul>	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
	<p>for Spanish Town to end Linstead Bypass, North-South &amp; Moneague to Ocho Rios by FY2013/2014</p> <ul style="list-style-type: none"> <li>Finalization of construction for Zone 2 of Bypass by FY2014/2015</li> </ul> <p>Phase 1B - East-West Link:</p> <ul style="list-style-type: none"> <li>Finalisation of construction for Sandy Bay to May Pen leg by FY2012/2013</li> <li>Completion of design studies/investigations, for May Pen to Williamsfield leg by FY2013/2014</li> </ul>		<ul style="list-style-type: none"> <li>72.9% of the Construction 'Right of Way' for Section 3. This is ahead of the schedule contained in the Concession Agreement.</li> </ul> <p>Section 1: Caymanas to Linstead – works commenced on this 27.5km section in September 2013. At the end of March 2014, works were approximately 7% completed. Construction works are projected to be completed by January 2016.</p> <p>Section 2: Linstead to Moneague (Mount Rosser Bypass) – the Developer commenced work on this 19.5 km leg in February 2013 following stoppage due to geotechnical challenges and has completed 61.0% of the outstanding works as at March 31, 2014. Construction works are projected to be completed by August 2014.</p> <p>Section 3: Moneague to Ocho Rios: work commenced on this 20 km section in October 2013. At the end of March 2014, works were approximately 8% completed. Construction works are projected to be completed by January 2016.</p> <p><u>East-West Link:</u></p> <p>Phase 1B: Sandy Bay to May Pen – This segment, which comprises the construction of approximately 10.5 km of roadway, extending from Sandy Bay to May Pen, was completed and opened to the public on August 15, 2012.</p> <p>Phase 1C: May Pen – Williamsfield - All land acquisition activities were suspended for this phase of the project. Design study/investigations have been deferred to the 2014/2015 financial year. Funding is to be sought for this section.</p>	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 9-2: Develop a modernized public transport system</b>				
<b>Sector Strategy: Develop and expand public bus system to meet sustainable transport needs</b>				
8. Ensure proper infrastructure and supporting facilities and equipment for the public transport system	FY2012/2013 - FY2014/2015	MTWH, NWA, JUTC, MBM, TA	<p><u>Infrastructure</u></p> <p>In 2012, a number of traffic management initiatives were undertaken, resulting in:</p> <ul style="list-style-type: none"> <li>- over 200 km of road markings, including 77 pedestrian crossings,</li> <li>- the installation of more than 600 traffic signs islandwide, and</li> <li>- nine new signalized intersections.</li> </ul> <p>In financial year 2013/2014, eight new traffic intersections were signalized, two more than targeted. Intersections signalized were:</p> <ul style="list-style-type: none"> <li>• Lady Musgrave/Seaview,</li> <li>• Industrial terrace/Spanish Town Road,</li> <li>• Hope Road/US Embassy,</li> <li>• Lady Musgrave/Fairway,</li> <li>• Mona Road Wellington Drive,</li> <li>• Mandela Highway/Caymanas,</li> <li>• Old Hope Road/Golden Avenue (UTECH Entrance/Papine Terminal), and</li> <li>• Mega Mart, Mandeville.</li> </ul> <p>Another 8 intersections were upgraded or rehabilitated in 2013/2014, as planned. This included Hope Road/Winchester Road; Hope Road/Kings Way; Hope Road/Spencer James Taxi Stand; and East Queen Street/East Street. As at March 31, 2014, works to widen the Mona Road- Wellington Drive Intersection were 80% completed.</p> <p>The NWA expended approximately \$7.7 billion on infrastructure and works in 2013. This facilitated</p>	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>infrastructure development on the Palisadoes Shoreline and Rehabilitation Works; Transportation Infrastructure &amp; Rehabilitation project (TIRP); and Road Infrastructure Programme (RIP) among others. In 2013, the NROCC expended \$519.0 million, mainly on the North-South Link of Highway 2000.</p> <p>The works undertaken under the US\$400M JDIP comprised the rehabilitation of main, parochial, and community/development roads, improvement in drainage, pavement, traffic management and protection works, construction of retaining walls, bridges and interchanges; and river training.</p> <p>As at March 31, 2014, the value of the measured works performed was US\$371,798,265.92. A total of 366 sub-projects have been substantially completed, with the exception of minor works outstanding on 3 sub-projects. Overall, the Programme has achieved completion of 92.06% as at March 31, 2014.</p> <p><u>Major Infrastructure Development Programme</u></p> <p>On February 25, 2013, Cabinet gave approval for the China Harbour Engineering Company (CHEC) as the Chinese Enterprise to be selected as contractor for the implementation of the MIDP in the sum of US\$352,941,765.00. CHEC, as the main contractor for the overall programme, will directly undertake some US\$220M of the works. A second component in the amount of US\$82.8M is earmarked for execution by local sub-contractors, while US\$50M will be allocated to JEEP, for execution by small contractors.</p>	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>All matters pertaining to the MIDP contract have been settled; the loan was approved by the Export-Import Bank of China and the Preferential Loan Agreement signed in August 2013.</p> <p>Approximately J\$3.7 Billion has been allocated in the budget for 2014/2015 (down from the J\$5B voted in the GOJ Estimates of Expenditure).</p> <p>The JEEP component of the programme was launched on March 18, 2014. The Commencement Order was issued on March 24, 2014.</p> <p>As at March 31, 2014, engineering designs were advanced and site visits and some pedometric surveys have been undertaken to identify land acquisition and utility relocation issues.</p> <p><u>Equipment</u> Activities under TIRP continued with several deliverables associated with the planned South Coast Highway Improvement Project. At the end of March 2014, work was 98.0 per cent complete and the Master Drainage Plan was completed. Activities progressed as planned during 2013 under the Road Infrastructure Programme and included: the installation of road safety equipment, traffic signs, safety works in Negril and Papine; the installation of pedestrian signals at Hope Road/Standpipe Community, Lady Musgrave/Fairway, Lady Musgrave/Seaview Avenue, Mona Road/Wellington Drive and the installation of crash barriers. Consistent with the road safety component of the project, several new road safety improvement activities were added to the programme. These included the Advance Warning System Equipment; Traffic Signal</p>	<p>The Major Infrastructure Development Programme (MIDP) programme is a follow-up to the JDIP under which infrastructure works such as bridge construction, road rehabilitation, construction of critical retaining walls, among other activities, are to be undertaken.</p>



National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Interconnection; Road Safety Advertising; Road Safety Twinning Programme; Traffic Safety Monitoring System; and the IMSA Training to include Road Work Safety Training.</p> <p>Passenger Lift During 2013, the JUTC operated on 90 regular and express routes, 23 premium routes, 3 special service routes for the physically-challenged within the Kingston Metropolitan Transport Region (KMTR), as well as charter services. The servicing of these routes was facilitated by average dispatch of 280 buses providing a seating capacity of 14,800.</p> <p>The JUTC operated an average of 280 buses per month in the KMTR compared with an average of 293 per month in 2012. For the period, a total of 54,119,471 passengers were transported. In 2014/2014, the average bus run out was 306, which transported 52,318,435 passengers.</p> <p>The Transport Authority is currently constructing a Transportation Centre in Linstead.</p> <p>As it relates to other transportation centres across the island, the Transport Authority is working with the Ministry of Local Government and Parish Councils to establish standards for the design, operation and maintenance of these facilities.</p>	
<b>National Strategy 9-3: Expand domestic and international air transport infrastructure and services</b>				
<b>Sector Strategy: Ensure strategic alliances for airport development and operation</b>				
9. Complete the privatisation of the Norman Manley International Airport (NMIA)	<ul style="list-style-type: none"> <li>Completion of financial analysis and</li> </ul>	AAJ, MTWH	The Enterprise Team appointed to provide oversight for the privatization of the NMIA continued its preliminary activities for the privatization process during 2012.	RFP to be issued by June 2014 and the selection of

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
	privatization options and invitation and evaluation of Expressions of Interest (EOI) from potential bidders, including due diligence and shortlisting of qualified prospective bidders by FY2012/2013 <ul style="list-style-type: none"> <li>• Selection of preferred bidder and completion of privatisation process by FY2013/2014</li> </ul>		Market Sounding (Teaser/Expressions of Interest) and Due Diligence was carried out in May 2013.  In 2013, the Draft Transaction Structure Report was submitted by the International Finance Corporation (IFC) to the Enterprise Team. Subsequently, recommendations for the Transaction Structure and Modalities were finalized and the Enterprise Team and the Airports Authority of Jamaica's (AAJ's) Board signed off on the transaction structure. The Transaction Structure and financial model were finalised.  On March 31, 2014, Cabinet approved the Transaction Structure, subject to lenders 'no objection', and the go-ahead to proceed to Phase 2.	concessionaire by September 2014.
10. Complete Phase 1B of Capital Development Programme (CDP) - NMIA	<ul style="list-style-type: none"> <li>• Phase 1B of NMIA CDP - 20 % completed by FY2012/2013</li> <li>• Phase 1B of NMIA CDP - 50 % completed by FY2013/2014</li> </ul>	<b>AAJ, MTWH</b>	Phase 1B of the CDP, valued at US\$26M, commenced on April 1, 2012.  For financial year 2012/2013, seven projects valued at J\$532M were slated for implementation. At the end of March 2013, 3 projects achieved completion, namely the Taxiway Alpha Remedial Works (J\$25.11M), Fire Detection Alarm System Installation (J\$11.82M) and the Police Station Expansion (J\$18.7M). The other projects were at various stages of completion. As at March 31, 2013, a total of J\$309.33 was expended, 34.6% less than budgeted	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>J\$473M projected to be expended during the year.</p> <p>Financial year 2013/2014 saw the continued implementation of 3 projects, and the commencement of 5 projects, at a cumulative cost of US\$6.387M. At the end of March 2014, five projects achieved completion or practical completion, namely the East Airfield Development, Cargo Logistics Centre Expansion (phase 1), Procurement of 8 chilled water units, Chilled Water Distribution System and Improvement to the Water Conveyance System.</p> <p>For financial year 2014/2015, 3 projects will continue while implementation of three others will commence.</p> <p>Works under Phase 1B are scheduled to be completed in March 2017.</p>	
<b>National Strategy 9-4: Expand and diversify maritime infrastructure and services</b>				
<b>Sector Strategy: Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers`</b>				
11. Complete the privatisation of the Kingston Container Terminal (KCT)	<ul style="list-style-type: none"> <li>Phase II of the privatization of the KCT- 50 % completed by FY2012/2013</li> <li>Phase II of the privatization of the KCT- 100 % completed by FY2013/2014</li> </ul>	<b>PAJ, MTWH, private sector</b>	<p>In April 2013, Request for Expressions of Interest (EOIs) was issued to the top 22 Global Terminal Operators, along with 3 entities that had expressed an interest in the development of the KCT.</p> <p>Five (5) firms submitted proposals to pre-qualify to participate in the KCT public-private partnership transaction, with three – Port of Singapore International (PSA), Terminal Link Consortium (consisting of Terminal Link, CMA CGM China Merchant Holding International and China Harbour Engineering Company) and Dubai Ports (DP) World – achieving the scores required to proceed to the bidding stage of the transaction.</p> <p>On December 16, 2013, Cabinet approved the recommendations of the KCT Enterprise Team and the Port</p>	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Authority of Jamaica (PAJ) for: i) the outcome of the pre-qualification process; ii) the structuring of the KCT Public-Private Partnership Transaction, based on the Due Diligence and Business Case Analysis submitted; and iii) proceeding to the Transaction Implementation Stage, that is, issuance of the Confidential Information Memorandum (CIM), the Request for Proposal (RFP), and a draft Concession Agreement.</p> <p>The RFP and CIM were issued to the 3 pre-qualified bidders on January 16, 2014.</p> <p>Site visits to the KCT and due diligence by the pre-qualified bidders were facilitated over the period February to March 2014, in preparation for the completion and submission of their bids.</p>	Bid submission date is 2 July 2014.
<b>Sector Strategy: Nurture ancillary and supporting services to develop a maritime centre</b>				
12. Establish Jamaica as an International Shipping Centre	<ul style="list-style-type: none"> <li>Market studies for bunkering and dry docking to be completed by FY2012/2013</li> <li>Legislation to be submitted to Cabinet by FY2013/2014</li> </ul>	MAJ, MTWH	<p>The Study, conducted by Singaporean Consultants, to investigate the Positioning of Jamaica as a Bunkering (ship fueling) Location was completed in April 2013. It provided the government with a short, medium and long-term programme of work and recommendations to guide the administrative as well as the investment activities to be implemented if the proposed facilities are to be established according to international standards.</p> <p>A Cabinet Submission is to be prepared with respect to the recommendations made in the report. Efforts to identify funding to undertake the Dry Docking Study continue.</p>	
<b>National Strategy 9-5: Develop Jamaica as a regional logistics hub with multimodal transport linkages</b>				
<b>Sector Strategy: Develop and link major and supporting logistics centres and facilities island-wide</b>				
13. Implement Port Community System	FY2012/2013 - FY2014/2015	MTWH, PAJ, Jamaica Customs	In 2013, activities commenced with a competitive tender process for the selection of a suitable investment partner to finance, design, implement and operate a PCS in	NCC's approval was sought on April 28, 2014 in regards to (1)

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Jamaica. This followed the granting of approval to proceed with the establishment of the PCS through a public/private partnership arrangement.</p> <p>Stage 1 evaluation of bids was completed and Cabinet approved the issuance of the Stage 2 RFP along with the proposed transaction terms on December 16, 2013, to the two pre-qualified parties. The PCS will enable real time access to information by industry players, including PAJ, customs, regulatory agencies and freight forwarders, thereby facilitating greater efficiency in the processing of shipments.</p> <p>Stage 2 RFP was issued on January 3, 2014 with responses received February 21, 2014. Cabinet decision to approve the successful bidder was further delayed based on disparity between estimated costs and bid results.</p>	<p>Terminating the current PCS Stage 2 tender process, and (2) Utilizing the Limited Tender Methodology for the two (2) pre-qualified bidders based on an amended RFP. Approval was granted on May 6, 2014. Assessment of ASYCUDA World compatibility being done.</p>
14. Prepare Master Plan for development of Logistics Hub	FY2013/2014 - FY2014/2015	MIIC, MTWH, MAJ, PIOJ, PAJ	The Government of Jamaica is finalising with the World Bank, a six-year US\$50 million World Bank Foundations for Competitiveness and Growth loan project which incorporates, as part of component 2, the development of a Master Plan for the Logistics Hub Initiative and the packaging of Hub investment projects.	
15. Undertake deepening of Kingston Harbour	FY2013/2014 - FY2014/2015	PAJ, MTWH	<p>Precursory engineering work for the dredging has been completed. Dredging of the Kingston Harbour, as part of the Government's Global Logistics Hub development, is awaiting selection of an approved bidder, who will manage operations at the Kingston Container Terminal (KCT). The Request for Proposal (RFP) had been issued to three pre-qualified bidders.</p> <p>The dredging is currently part of the bidding process for the KCT.</p>	The process is expected to be completed later in 2014.

<b>National Outcome # 9 – Strong Economic Infrastructure</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
			A at March 31, 2014, the design component for the dredging project was far advanced. The preparation of the tender documents to invite dredging contractors is in progress.	
16. Undertake development of Gordon Cay/South Terminal	Completion of the project targeted to coincide with opening of the expanded Panama Canal in 2014-2015	PAJ, MTWH, MIIC	The MOU between the PAJ and CMA CGM under which technical studies aimed at ascertaining the feasibility of establishing a container transshipment hub at the South Terminal were to be undertaken, expired at the end of December 2012. As a consequence, the GOJ is no longer bound to give exclusive consideration to this proposal. The Enterprise Team, established in December 2012 to oversee privatisation of the KCT, will assess CMA CGM's, and other proposals.	
17. Undertake development of the Caymanas Economic Zone	Implementation of Phase 1 by FY2014/2015	MIIC, UDC, Factories Corporation, NEPA	Several technical studies have already been conducted, which will support the development of the North segment (Phase one) of the Caymanas SEZ. A policy is also being finalised which will govern implementation of this project and other initiatives to develop SEZs in Jamaica.	
<b>National Strategy 9-6: Expand the broadband network island-wide</b>				
<b>Sector Strategy: Promote multiple modes of information delivery systems and networks including new wireless and wired technologies</b>				
18. Undertake transition to digital broadcasting network	FY2012/2013 - FY2014/2015	MSTEM, BCJ, SMA	A Feasibility Study entitled the Introduction of Digital Terrestrial Television in Jamaica was completed in 2013. The completed study provided guidance to the Digital Television Steering Committee on the technical standards; implementation challenges; and the potential economic and financial benefits that may be associated with the introduction of digital television locally. Going forward, the main focus of the committee is to facilitate the establishment of the digital switchover programme management office and identify possible funding opportunities.	
<b>Sector Strategy: Encourage public and private sector partnerships to establish Internet connectivity in publicly accessible spaces</b>				
19. Expand the deployment of Community Access Points	FY2012/2013 - FY2014/2015	MSTEM, CITO, UAF	The Ministry has continued build-out of the national Broadband Network, connecting secondary schools, select	As at July 2014, 188 CAPs have been

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
(CAPs) within publicly accessible spaces			post offices, libraries and hospitals. A total of 102 access points were added during the two years bring the number to one hundred and seventy-seven (177) Community Access Points (CAP) been established across the country as at March 31, 2014.	commissioned into service.
<b>National Strategy 9-7: Ensure adequate and safe water supply and sanitation services</b>				
<b>Sector Strategy: Ensure that Millennium Development Goals for safe and adequate water and sanitation are met and surpassed</b>				
20. Implement KMA Water Supply Project	<ul style="list-style-type: none"> <li>Completion of negotiations with JICA by FY2012/2013</li> <li>Acceptance by the National Water Commission (NWC) by FY2013/2014</li> </ul>	<b>NWC</b>	<p>A number of outputs were produced under this project. In particular:</p> <ol style="list-style-type: none"> <li>Under JICA Lot 2B of the KMA Water Supply Project 10km of transmission pipe lines from Caymanas Estates to Marley Hill was constructed to increase the supply capability along with 3km of distribution reinforcement mains to improve service to communities in Portmore, Greater Portmore and Hellshire.</li> <li>The updating of the Water Sector Policy and the development of the RWSDS as part of the three-fold initiative under [the] Kingston Metropolitan Area (KMA) Water Supply Improvement Project were undertaken in 2013. Under the guidance of a WSP Project Steering Committee, the first draft of the revised policy was completed.</li> </ol>	
21. Implement Jamaica Water Supply Improvement Programme (JWSIP) Category A & B	<ul style="list-style-type: none"> <li>Darling Street Sewerage Power Station 50% complete and Mona &amp; Hope Water Treatment Plants rehabilitation</li> </ul>	<b>NWC</b>	<p>The project was completed in 2013. The Mona Treatment plant can now deliver 16 to 18 million gallons per day. This is a 50% improvement in the output. The Hope Water Treatment Plant can now deliver over 6 million gallons per day, up from about 4 million gallons per day. Again, a 50% improvement in output capacity.</p> <p>The Category B of the Programme matured to 48% completion as at the end of March 2014</p>	

National Outcome # 9 – Strong Economic Infrastructure				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
	Contracts 40% complete by FY2013/2014			
22. Implement Pipeline Expansion to extend service to new customers	Submission to Cabinet completed by FY2013/2014	NWC	TBD	
23. Implement Kingston Water and Sanitation Project to facilitate the rehabilitation of water and sewage treatment plants to meet public health and regulatory requirements	FY2012/2013 - FY2014/2015	NWC	<p>Work to rehabilitate, upgrade and expand sewerage was implemented in the areas of Majesty Gardens, Seaview Gardens, Riverton City, Duhaney Park, Barbican, Mona, areas along Hope Road and Swallowfield. The programme allow for the connection by residents in the KSA.</p> <p>This is expected to facilitate additional and more intensive developments while protecting the ground water from on-site systems which do not provide the level of treatment required for sustainable development.</p> <p>The College Green, Ravinia, Standpipe Lane, Cedar Valley and Barbican Road Sewer construction projects were completed in 2014. These projects benefitted 3,000 citizens.</p>	
24. Implement Hellshire Sewage Treatment Plant Expansion to upgrade the sewer system in the Hellshire area to accommodate new housing developments	FY2012/2013 - FY2014/2015	NWC	In February 2014, the UDC published an invitation for tenders for the Hellshire Sewerage Treatment Plant Expansion.	



## National Outcome # 10 – Energy Security and Efficiency

### Overview

Over the period 2012 - 2014, the focus of the energy sector was dominated primarily by:

1. Modernization of the energy infrastructure
2. Diversifying fuel sources
3. Improving energy efficiency and conservation
4. Enhancing energy security
5. Promoting and facilitating competition in the electricity sub-industry
6. Developing the renewable energy sub-industry

Currently, the country spends in excess of J\$200 billion per year on the importation of crude and refined petroleum products – or about 15% of GDP.

Whilst the Government has indicated that energy efficiency and conservation must be a priority, it also recognizes that renewable energy is the “fuel of the future”. Over the period, the Government implemented a series of targeted policy shifts to facilitate greater levels of investment in renewable energy projects. The first major policy shift was the removal of the proviso that gave the PCJ the exclusive right to develop all renewable energy projects in Jamaica. Once this was enacted, the OUR issued a Request for Proposal to procure up to 115 MW of energy generated from renewable sources.

Three bids were awarded over the period for wind and solar generation totalling 78 MW and once these projects are completed, Jamaica will have 12.5% of electricity capacity generated from renewables.

To advance the use of renewable energy, GCT was removed from a comprehensive list of renewable energy items.

Progress also was made in the area of net billing, so that individual homes, offices or factories can generate electricity from their own fuel sources for their own needs and may sell the excess to the national grid. Over 166 net billing licences were granted over the period with a combined capacity of over 2.6 MW. Conversely, these users can also purchase electricity which they may require from the grid in the event of a

### Impact of 115 MW Generation from Renewables

The 115MW of renewable energy when fully installed will provide 400,000 MWh of electricity per year, and will save Jamaica approximately 700,000 barrels of imported oil per year accounting for about US\$55 million annually.

*Over 166 net billing licences were granted over the period, with a combined capacity of over 2.6 MW*

shortfall. Progress was also made in the matter of ‘wheeling’ so that an entity can produce its own electricity at one location and transmit it to another where it operates a business, via the JPSCO’s transmission and distribution system on a fee basis regulated by the Office of Utilities Regulation (OUR).

The Government also sought to accelerate its drive to incubate a national renewable energy industry which the PCJ supported with the public release of its renewable energy studies in February 2013. The data was made available in an effort to provide credible information which would enable potential investors and developers to make favourable decisions. The extensive range of material, which includes scientific and analytical information, dates as far back as the 1970s and covers areas such as hydro, wind, biofuels, biomass and solar. Additionally, in 2012, The Jamaica Productivity Centre (JPC) launched the “Developing an Energy Services Company (ESCO) Industry in Jamaica”. The three year project is being implemented by the JPC and project partners, the Development Bank of Jamaica (DBJ), the Petroleum Corporation of Jamaica (PCJ), the Private Sector Organization of Jamaica (PSOJ) and the Ministry of Science, Technology, Energy and Mining (MSTEM). By the end of the project in 2015, the country would have created the supporting infrastructure for the development of an Energy Services Company (ESCO) Industry.

The development of a smart grid road map for Jamaica also was completed in November 2013. This road map presents measures that the Government can take to transition its electricity sector to one that is socially, environmentally, and financially sustainable. The report, “Jamaica Sustainable Energy Roadmap: Pathways to an Affordable, Reliable, Low-Emission Electricity System”, analyzes the potential for energy efficiency and renewable energy deployment in Jamaica and discusses the social and economic impacts of alternative energy pathways, concluding that a scenario of high renewable penetration can bring significant savings, greater energy security, gains in competitiveness, and many other important benefits to the country. Supported by the International Climate Initiative of the German Ministry of the Environment, the Roadmap compares the full societal costs of Jamaica’s current electricity sector to the costs of alternative pathways that are based on high shares of domestic renewable energy. The report concludes that Jamaica will benefit economically, socially, and environmentally if it relies more heavily on renewable energy sources and less on fossil fuels.

With respect to energy diversification, JPSCO was awarded the right to construct a 360MW combined cycle plant – with Government accepting possible responsibility for securing the supply of fuel for this plant through the LNG Project. In 2013, the OUR allowed for unsolicited bids for the 380 MW base load capacity. This was unsuccessful as no project proposal was deemed feasible. The OUR went back to market by way of limited tender. During this time, the

Government through MSTEM received several proposals, including that of Energy World International (EWI) which was subsequently recommended by the Ministry to the OUR. However, the failure of EWI to comply with the requirements of the procurement process led to the cancellation of the 380MW bid process and review of the future steps to modernize and expand electricity generation capacity for Jamaica.

Jamaica’s electrification rate currently stands at 98%, moving 8 percentage points from 90% in 2010. Of the 2% that remains outside of the national grid, many are in remote areas more than 3 kilometres from the grid and extending the grid to these households would be economically unfeasible. To this end, the Government over the period has rebranded and transformed the Rural Electrification Programme (REP) into the Jamaica Energy Solutions Limited (JESL). JESL will be responsible for, among other areas, developing renewable energy solutions for those persons further than three kilometres from the grid and promoting energy conservation and efficiency.

### National Outcome Indicators and Targets – Update

The table below shows the indicators that were adopted for tracking performance in the sector. The percentage of renewables in the energy mix remained constant over the period from 2011 – 2013. With respect to percentage of renewables used in electricity generation, the data shows an increasing trend moving from 8.1% in 2011 to 8.6% in 2013. The energy intensity index also shows a reducing trend and this would indicate more efficient use of energy. It should be noted that the target for this indicator has to be adjusted in line with the adjustments that were made to the base year for GDP which was moved from 2000 to 2007.

**Table 21: Indicators and Targets– Energy Security and Efficiency**

National Outcome #10 – Energy Security and Efficiency									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Percentage of renewables in energy mix	4.8	6	9	10	10	10	11	12.5	20
Percentage of renewables in energy mix (electricity generation)				8.1	8.3	8.6		15	30
Energy intensity index (EII) BTU/US\$1 Unit of output (Constant Year 2007 US\$)	14586.97	13656.81	11018.29	10,674.72	10,316.2	10,313.2	14000	12700	6000

**Table 22: Priority Strategies and Actions – Energy Security and Efficiency**

National Outcome #10 – Energy Security and Efficiency				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 10-1: Diversify the Energy Supply</b>				
<b>Sector Strategy: Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector</b>				
1. Complete the promulgation of the five sub-policies under the National Energy Policy, for biofuels, renewable energy, energy from waste, carbon emissions trading, and energy conservation and efficiency	FY2012/2013 - FY2014/2015	MSTEM	Work began on revising the five sub-policies that were prepared in 2010/11 in keeping with new and emerging issues.	<b>Mention timelines for completing sub-policies</b>
<b>Sector Strategy: Encourage research, development and timely and efficient implementation of qualified renewable energy projects</b>				
2. Promote research and advance energy diversification – (LNG, renewables, nuclear, petcoke)	FY2012/2013 - FY2014/2015	MSTEM, PCJ	<p>JPSCO was awarded the right to construct a 360MW combined cycle plant - the Government holds responsibility for securing the supply of fuel for this plant through the LNG Project.</p> <p>Completion of the Sustainable Energy Roadmap for Jamaica in 2013. The Roadmap was designed to provide decision makers and key energy-sector stakeholders with the sound technical, socioeconomic, financial, and policy analysis needed to guide the country's transition to a sustainable electricity system.</p> <p>A National Wind Resource Assessment study of 20 sites was completed. The study highlighted 4 locations suitable for wind energy development with a combined potential generating capacity of 212 million KWh annually. These sites are: Winchester at the foot of the John Crow Mountains in St. Thomas, Kemps Hill in Clarendon and Rose Hill and Top Lincoln in Manchester.</p> <p>Work began on assessing the hydropower potential of 5 rivers – including Rio Cobre, Negro River, Martha Braw,</p>	

National Outcome #10 – Energy Security and Efficiency				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Spanish River – feasibility studies on these rivers show that they have a combined potential generating capacity of more than 25 MW – which will serve to double the existing hydropower capacity on the island.</p> <p>Biodiesel Value Chain Assessment Study was completed.</p> <p>The Wigton Wind Farm established a training facility at its Rose Hill Plant in Manchester.</p> <p>Ultra Low Sulphur Diesel (ULSD) for fuel in June, 2013.</p>	
3. Promote investments in renewable energy (bring projects to investment ready stage) including at the MSME level	FY2012/2013 - FY2014/2015	<b>MSTEM, PCJ, JAMPRO, JBDC, OUR, private sector</b>	<p>Removal of the proviso that gave Petroleum Corporation of Jamaica the exclusive right to develop all renewable energy projects in Jamaica.</p> <p>On a tender for 115MW the OUR selected 3 preferred bidders to supply 78MW of electricity generation capacity from renewable energy based power generation facilities on a build, own, operate (BOO) basis. The bids awarded were:</p> <ul style="list-style-type: none"> <li>• Supply of 34MW of capacity from wind power at Munro, St. Elizabeth</li> <li>• Supply of 24MW of capacity from wind power at Rose Hill, Manchester (via Wigton Wind farm Ltd.)</li> <li>• Supply of 20MW of capacity from solar PV from facilities in Content Village, Clarendon.</li> </ul> <p>The Development Bank of Jamaica disbursed over \$70 million for renewable energy investments by SMEs in 2013.</p> <p>Implementation of a Solar PV project at 15 schools and 3 public sector agencies (the Petroleum Corporation of Jamaica, The Scientific Research Council and ODPEM)</p> <p>Through a Development Bank of Jamaica (DBJ) Line of</p>	

National Outcome #10 – Energy Security and Efficiency				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Credit...approximately US\$2.4 million was off-lent through Approved Financial Institutions (AFIs) to 22 entities in the tourism, manufacturing, education, agriculture and service sectors in 2014	
4. Establish new energy tariff structures to facilitate introduction of renewable energy	FY2013/2014 - FY2014/2015	<b>MSTEM, OUR</b>	166 licences for net-billing were granted. This is expected to save the country approximately US\$3.5 Million per annum.  The Power Wheeling Protocol also was developed and the Feed-in Tariff Assessment for Renewable Energy contract was completed.	The protocol governing power wheeling is before the Electricity Appeal Tribunal for resolution after it was challenged by the JPSCO.
<b>National Strategy 10-2 Promote Energy Efficiency and Conservation</b>				
<b>Sector Strategy: Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector</b>				
5. Develop and promulgate the electricity act	FY2013/2014 - FY2014/2015	<b>MSTEM, OUR</b>	The revised Electric Power Sector Policy and Modernization of the Lighting Act has been drafted and the development of a Legal and Regulatory framework for the Gas Sector also has been drafted. The amendments to the Electricity Act are part of the IMF Commitment.	
6. Mainstream energy issues in the tax structure	FY2013/2014 - FY2014/2015	<b>MSTEM, Tax Admin. Department, MOFP</b>	Removal of taxes (GCT) from the purchasing of equipment for renewable energy such as solar panels, solar cells, panels and tubes, solar water pumping systems, occupancy sensors, PV batteries, LEDs, inverters etc. and the establishment of a loan facility through the DBJ for this purpose.  Also, in February 2014, the Government suspended the Common External Tariff on 16 energy saving items for five years in an amendment to the Customs Act to reflect CET exemptions previously granted by CARICOM's Council for Trade and Economic Development or COTED. This includes compact fluorescent lamps; absorption refrigeration systems, including solar equipment and materials; air conditioning chillers; and mounting accessories for solar water heating systems. The exemptions will run from January 1, 2013, to	

National Outcome #10 – Energy Security and Efficiency				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			December 31, 2017.	
7. Mainstream energy issues in other national policies (e.g. agriculture, transport, finance, land use, climate change, education)	FY2013/2014 - FY2014/2015	<b>MSTEM,</b> MOAF, MOFP, MOWLECC, MOE, NLA, MTWH	The issue of energy is highlighted in the National Climate Change Policy and stresses the need for adaptation measures, and the implementation ‘no-regrets’ mitigation measures such as demand side management in electricity production and using alternative energy sources such as solar, wind, hydropower, and bio-fuels to produce energy and is aligned to the country’s National Energy Policy as well as the five sub-policies under the national policy.	There is still great need to better infuse issues of conservation and efficiency across all sectors and across national policies and plans.
8. Increase awareness of energy-related issues and best practices among large and small consumers, including training in and implementation of energy efficient management systems in MSMEs	FY2013/2014 - FY2014/2015	<b>MSTEM,</b> PCJ, JBDC	Online course “Implementing Renewable Energy and Energy Efficiency in the Hotel Industry in the Caribbean” was launched in 2014. This course is aimed at improving the competitiveness of small and medium sized hotels (less than 400 rooms) in the Caribbean region through efficient use of energy. The course was offered to members of the JHTA to assist with building the capacity of hotel maintenance staff to enhance their knowledge of new energy efficiency and renewable technologies.  In collaboration with UWI, the Ministry and Wigton Wind Farm hosted an Alternative Energy Certificate Course.	
9. Develop and implement energy efficiency and public awareness programme for all stakeholders	FY2012/2013 - FY2014/2015	<b>MSTEM,</b> PCJ	Energy Efficiency Public Awareness Campaign Programme launched in 2012. This public awareness campaign was undertaken in partnership with the Jamaica Information Service (JIS), will promote positive energy conservation and efficiency initiatives, as well as highlight success stories. The project developed a range of public education materials, such as posters, flyers and stickers promoting efficient energy use.  Jamaica Alternative Energy Expos held in 2013 and 2014 to educate and sensitize the public about energy efficiency and conservation issues and highlight options for residential and commercial application	

<b>National Outcome #10 – Energy Security and Efficiency</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
10. Increase capacity among regulators and stakeholders within the energy sector	FY2012/2013 - FY2014/2015	MSTEM, GEI, OUR, BSJ	TBD	
<b>Sector Strategy: Develop and implement programmes to influence market behaviour to promote efficient use of energy</b>				
11. Reform the primary, secondary and tertiary curricula to build long-term technical capacity in sectors	FY2012/2013 - FY2014/2015	MOE, MSTEM, Tertiary level institutions	TBD	
12. Retrofit government buildings for increasing levels of energy efficiency within Government	FY2012/2013 - FY2014/2015	MSTEM, PCJ	<p>Installation of variable frequency drives at 6 pumping stations operated by the NIC during 2013 towards regulating the NIC's energy usage for water pumping. This is expected to result in savings of about 18 million dollars a year.</p> <p>Energy audits were conducted at the National Library of Jamaica and the Jamaica Library Services and upgrading of the air conditioning systems was done at the Spanish Town and May Pen hospitals.</p> <p>The Energy Conservation and Efficiency Programme began implementation in 2012. Key activities implemented included: installation of over 15,000 sq. ft. of solar control films at 19 public sector institutions;</p>	
13. Introduce energy efficiency standards	FY2012/2013 - FY2014/2015	MSTEM, BSJ, SRC	Not completed over the period	
14. Strengthen capacity of Government Electrical Inspectorate (GEI)	FY2012/2013 - FY2014/2015	MSTEM, GEI	A training programme for electrical inspectors was implemented in collaboration with HEART/Trust so that their capacity could be built to better handle the number of renewable energy systems.	
<b>Sector Strategy: Establish a framework for timely development, decision-making and implementation of the least cost expansion plan (LCEP) for generation, transmission and distribution of electricity</b>				
15. Modernize the energy infrastructure (including upgrading the refinery)	FY2012/2013 - FY2014/2015	MSTEM, Petrojam	A Terms of Reference to conduct a pre-screening study of the refinery configuration options under consideration and to make recommendations as to the best model from a	



National Outcome #10 – Energy Security and Efficiency				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			technical standpoint was completed.	

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## National Outcome # 11 – A Technology Enabled Society

### Overview

Science, technology and innovation (STI) are critical to Jamaica's economic and social development and is therefore key to the improvement in the quality of life for all our citizens. The country's economic growth prospects are highly dependent on the ability to apply science, technology and innovation to development processes. Being cognizant of the role of STI in creating a globally competitive knowledge-based economy, the Government of Jamaica, over the period, finalized the STI Roadmap "Jamaica Science, Technology and Innovation Sector Strategic Roadmap". The Roadmap provides a pathway for improving STI infrastructure and rationalizing public

sector R&D agencies -- recognizing that STI is fundamental to fostering economic growth and global competitiveness. By implementing various strategies outlined in the road map, there are expectations that these strategies will better integrate science and technology into all aspects of national development. The road map proposes:

- Creation of knowledge parks and centres of excellence to facilitate research and development and innovation, with emphasis on indigenous technology.
- Development of STI infrastructure consistent with the country's development objectives
- Development and organization of world-class research teams across all disciplines;
- Creation of a national research and development agenda
- Establishment of appropriate mechanisms to encourage the private sector to become a dominant player in STI and in research and development activities
- Establishment of a mechanism for rationalisation of investments in public sector research and development infrastructure, human resources and management as well as strategies for enhancing innovation, co-ordination and overall exploitation of STI in the economy
- That STI be delivered jointly with investment in industry, research institutions and Government

### STI Roadmap – Areas of Priority

- Adding value to goods and services
- Improving efficiency, particularly in the use of fuel, foods and minerals
- Enhancing health and wellness
- Optimizing creativity – not only in music, but also in product design software development, packaging etc.
- Providing small and medium enterprises with a competitive edge

Although the STI roadmap has been finalized, implementation has only just begun. As such, the main issues and challenges facing the development of STI in Jamaica that existed in the previous period remain, and include gaps in the levels of required skills and capabilities for STI and ICT among the work force, relatively low levels of investment in STI and R & D by private sector and government, the lack of a well-coordinated national innovation system, relatively

weak linkages between key players in the innovation process, a weak research and innovation culture, insufficient public-private partnerships in STI advancements, and inadequate science and technology education at the primary, secondary and tertiary levels.

Some key activities and initiatives in STI undertaken over the period included:

- Provision of support by the Bureau of Standards Jamaica to various sectors to develop and adopt national standards for products and services
- Promotion and installation of environmentally-friendly and cost effective wastewater treatment systems by the SRC for domestic, municipal and farms – the SRC constructs and retails its patented Biodigester Septic Tank (BSTTM) primarily for the onsite treatment of domestic sewage, biodigesters for farm waste and the Upflow Anaerobic Sludge Blanket Reactor for agro-industrial and industrial waste
- Rehabilitation by the SRC of existing wastewater treatment systems at 6 health facilities and implementation of new systems in 8 facilities
- The passage of the Telecommunications (Amendment) Act 2012 as a means of driving, expanding and improving the country’s ICT infrastructure
- Agricultural research directed towards improving pest management, and expanding the value chain of selected agricultural products and livestock
- Establishment of a biodiesel processing plant at the Bodles Research Station and testing the use of biodiesel in the JUTC buses

### National Outcome Indicators and Targets – Update

The table below shows the indicators that are used to track the performance of this sector. The low investment in R&D and STI for example, is reflected in the consistently low domestic patent filings. At an average of 8 resident patent filings per million/annum, Jamaica is on par with India but 25 times less than the number of domestic patent filings in Singapore.

Research publications reflect contributions to the body of knowledge and are an indication of R & D output. Over the period 2009 – 2013, the number of local publications increased by 21.1% to 425 compared with the period 2004 – 2008. Medical and allied fields accounted for 47.3% (201) of papers published, followed by environmental science/ecology and geology at 4.5% and 4.2% respectively. The 2012 and 2015 targets were met in 2011. Data for the E-Readiness Index became unavailable as of 2011. As a result this indicator is expected to be replaced by the Networked Readiness Index (NRI) for future reporting.

**Table 23: Indicators and Targets – A Technology Enabled Society**

National Outcome #11 – A Technology Enabled Society									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
# of scientific	48		64	65			≥55	≥62	≥105

National Outcome #11 – A Technology Enabled Society									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
publications/million population									
Resident Patent filing per million population	2.2	5.9	4.8	7.4	9.2	8.1	≥12	≥18	≥53
E-readiness Index	5.05	5.33	5.21				≥ 5.50	≥ 6	≥ 8

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**Table 24: Priority Strategies and Actions – A Technology Enabled Society**

<b>National Outcome #11 – A Technology Enabled Society</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
<b>National Strategy 11-1: Integrate Science and Technology in all areas of Development</b>				
<b>Sector Strategy: Institutionalize science, technology and innovation education throughout the education system</b>				
1. Produce training content for STI education	FY2012/2013 - FY2014/2015	<b>MSTEM, SRC, MOE, MYC</b>	The Technology Enrichment Programme (TEP) began implementation.  At the tertiary level, programme offerings in the sciences and engineering were expanded at the University of the West Indies and the University of Technology.	This programme has contributed to improved performance in numeracy and literacy skills among students in the 30 targeted high schools in which the project was implemented
2. Provide internships for students and teachers in STI related organizations	FY2012/2013 - FY2014/2015	<b>MSTEM, SRC, MOE, MYC, JBI, BSJ</b>	TBD	
3. Develop STI curricula in association with industry towards practical STI application	FY2012/2013 - FY2014/2015	<b>MSTEM, MIIC, MOE, JMA, PSOJ, tertiary institutions</b>	Over the period, a range of training programmes were implemented in areas related to biotechnology and genetic engineering, energy efficiency and conservation, hazard analysis and critical control points among others. Over 2,600 persons participated in these training programmes.	
<b>National Strategy 11-2 Establish a dynamic and responsive national innovation system</b>				
<b>Sector Strategy: Create and maintain a coordinated and creative funding mechanism for R&amp;D and innovation</b>				
4. Develop a grants programme (based on the Korean model) with cooperation with the private sector and tertiary institutions	FY2012/2013 - FY2014/2015	<b>MSTEM, MOFP</b>	TBD	
<b>Sector Strategy: Create a responsive national innovation system</b>				
5. Implement the STI Road Map	FY2012/2013 - FY2014/2015	<b>MSTEM, SRC, MIIC</b>	Over the period, the main aspect of the STI road map that was implemented was a programme to rationalize all Government laboratories in and around the Hope Gardens Complex with a view to optimizing the use of space, equipment and personnel, and minimizing other overheads.	

National Outcome #11 – A Technology Enabled Society				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			These laboratories located at the following institutions were all assessed: Jamaica Bauxite Institute, Mines and Geology Division, Government Chemist, Rural Physical Planning Unit, Veterinary Diagnostic Laboratory, Environmental Health Laboratory, Food Storage and Prevention of Infestation Division, National Environment and Planning Agency and the Scientific Research Council.	

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

### **Overview**

*Vision 2030 Jamaica - National Development Plan* recognises that Jamaica's productivity ultimately depends on the performance of its economic enterprises of all sizes and across sectors. It identifies factors such as the availability of inputs and support services as well as conditions which compel competitiveness, as critical factors that drive productivity. The MTF 2012-2015 therefore focuses on priority strategies and actions that aid in the medium term to create the microeconomic conditions necessary for the operation of Internationally Competitive Industry Structures.

The major strategies which have been deployed at the national level were to: develop company sophistication and productivity; develop economic linkages and clusters; develop economies of scale and scope through collaboration among enterprises in the region; enhance the framework for competition among enterprises; and promote eco-efficiency and the green economy.

Over the two year review period, some of the activities geared towards enhancing the international competitiveness of Jamaican firms involved the Bureau of Standards Jamaica (BSJ) Chemistry lab receiving international accreditation and the organisation premier designation as Collaborative Partner with the United States Food and Drug Administration (US FDA); and a number of economic operators were certified to international environmental and safety standards such as ISO 9001, ISO 14000, ISO 22000, and HACCP. While there were two more companies certified to ISO 9001:2008 in 2013 over 2012, those which were certified to ISO14001: 2004, fell by a similar number in 2013 relative to 2012.

Evidence of the impact of ongoing efforts to improve the international competitiveness of Jamaican goods and services is reflected in the performance of the country's Balance of Payment accounts. In both years, notwithstanding a continued current account deficit (CAD), improvements in Jamaica's trade performance were evidenced by a decline in the value of the deficit due in part to improvements in the trade in goods balance in 2012, which was driven by an increase in non-traditional exports, in particular ethanol; and the impact of fiscal consolidation and exchange rate depreciation on import demand in 2013.

Other indicators of the country's export competitiveness are encouraging. The 2009 National Export Strategy (NES), which aimed for growth in overall GDP by increasing the export sector's contribution to output from one-fifth to one-third by 2013, when assessed in 2013, identified a steady increase in the percentage change in overall export volumes between 2010 and 2013. It

had sought to do so by, among other things, increasing the contribution of services exports as a percentage of overall exports, with emphasis on professional services and the creative industries exports.<sup>12</sup>

Despite the overall improvement in the CAD, there were some adverse developments in some of the sub-accounts for 2013. Net receipts from travel moderated due to adverse weather conditions in the USA during the winter season, which contributed to a marginal decline in the total number of tourist arrivals in 2013, relative to 2012. Exports of traditional goods also fell sharply in 2012, mainly reflecting declines in alumina and bauxite exports.

MTF 2012-2015 identifies the specific priority strategies and actions for the development of each of the main goods- and services-producing industries over the medium term, namely:

- Agriculture
- Manufacturing
- Mining and Quarrying
- Construction
- Creative Industries
- Sport
- Information and Communications Technology (ICT)
- Services (Financial, Business and Distribution)
- Tourism

Progress on implementation of priority actions in relation to these specific industries is also captured under Outcome 12.

### Indicators and Targets – Update

Available data to 2010 indicate that Jamaica’s output fell below the target share of 0.035 per cent of global output for 2012. This was a decline from the percentage share recorded for 2009 and below the baseline of 0.036 per cent which was established in 2007.

**Table 25: Indicators and Targets – Internationally Competitive Industry Structures**

National Outcome #12 – Internationally Competitive Industry Structures									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Percentage share of global GDP based on PPP	0.036	0.034	0.032				0.035	0.037	0.047

<sup>12</sup> Export Volume: 2010: -11.002%; 2011: -6.637%; 2012: 7.12%; 2013: 9.719%



**Table 26: Priority Strategies and Actions – Internationally Competitive Industry Structures**

National Outcome #12 – Internationally Competitive Industry Structures				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 12-1: Develop company sophistication and productivity</b>				
<b>Sector Strategy: Develop world-class capacity in measurement and promotion of productivity</b>				
1. Create a database of benchmark productivity indicators at the country, industry and firm level	FY2012/2013 - FY2014/2015	JPC, MIIC	The Database was completed and pending review as at December 2013. Development of a Public sector benchmarking database is ongoing.	
<b>Sector Strategy: Develop and promote high-quality standards for globally competitive products and services</b>				
2. Accredit laboratories and assist exporters in meeting requirements of the USFSMA, HACCP and ISO standards	FY2012/2013 - FY2014/2015	MIIC, BSJ, JANAAC	<p>In 2013, the Bureau of Standards Jamaica (BSJ) for the first time secured the status of Collaborative Partner with the Food and Drug Administration (FDA) of the United States of America.</p> <p>Additionally the Chemistry laboratory of the Bureau of Standards received international accreditation.</p> <p>As at the end of 2013, there were eight Conformity Assessments Bodies (seven laboratories and one certification body) accredited to ISO/IEC 17025:2005 or ISO 15189:2009. This included three food testing laboratories and one medical laboratory accredited by the Jamaica National Agency for Accreditation (JANAAC) during the year.</p> <p>The National Certification Body of Jamaica (NCBJ) facilitated the certification of a number of companies to international environmental and safety standards such as ISO 9001, ISO 14000, ISO 22000, and HACCP8. The complement of companies certified to ISO 9001:2008 rose to 34 compared with 32 in 2012. However fewer companies were certified to ISO14001: 2004, falling to 11 from 13 in 2012.</p> <p>At the Fifth Meeting of the CARICOM-USA Trade and</p>	Under the Collaborative Partner arrangement, Jamaican processed-food manufacturers may export to the US, and by extension, many other countries, if they conform to requirements established by the Bureau of Standards.

National Outcome #12 – Internationally Competitive Industry Structures				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Investment Council (TIC) in which Jamaica participated in November 2013, support was sought from the USA regarding the Caribbean Regional Aid for Trade Strategy as well as assistance to ensure the Region's compliance with the US Food and Safety Modernization Act (USFSMA).	
<b>Sector Strategy: Identify and strengthen export capacity in targeted areas</b>				
3. Complete successful implementation of the National Export Strategy and follow up programmes	FY2012/2013 - FY2014/2015	JAMPRO, MIIC	The implementation period of the National Export Strategy (NES) ended in 2013 and the NES Secretariat commenced a review process to assess initiatives undertaken over the three-year period and their impact.	
<b>National Strategy 12-4: Enhance framework for competition among enterprises</b>				
<b>Sector Strategy: Strengthen policy, legislative and institutional framework for fair market competition</b>				
4. Complete amendment to the Fair Competition Act	FY2012/2013 - FY2014/2015	FTC	As at the end of March 2014, the Fair Competition (Amendment) Bill was in draft.	
<b>National Strategy 12-5: Promote eco-efficiency and the green economy</b>				
<b>Sector Strategy: Develop the capacity of local companies in process, materials and energy efficiencies</b>				
5. Promote best practices in design of new facilities and retro-fitting of existing facilities to maximize process, materials and energy efficiency	FY2012/2013 - FY2014/2015	MIIC, MSTEM, SRC, BSJ, JMA, private sector	The BSJ in its promotional efforts: <ul style="list-style-type: none"> <li>i. engaged in awareness sessions on ISO 50001 Energy management standard; and</li> <li>ii. implemented a project to produce hydrogen gas as fuel for domestic use.</li> </ul> The BSJ also continued its promotion, within the public sector, of ISO 14001 to achieve, among other things, reduction or elimination of negative impacts of business operations on the environment.	
<b>Sector Strategy: Encourage adoption of environmental management systems</b>				
6. Assist companies in undertaking environmental audits and accessing advice on implementing environmental improvements	FY2012/2013 - FY2014/2015	NEPA, BSJ, private sector	The BSJ engaged in audit and independent verification activities of companies and products to ascertain compliance with relevant standards and other requirements. In respect of product and plant certification schemes, five companies continued to bear the Plant Mark.	

# Agriculture

## Overview

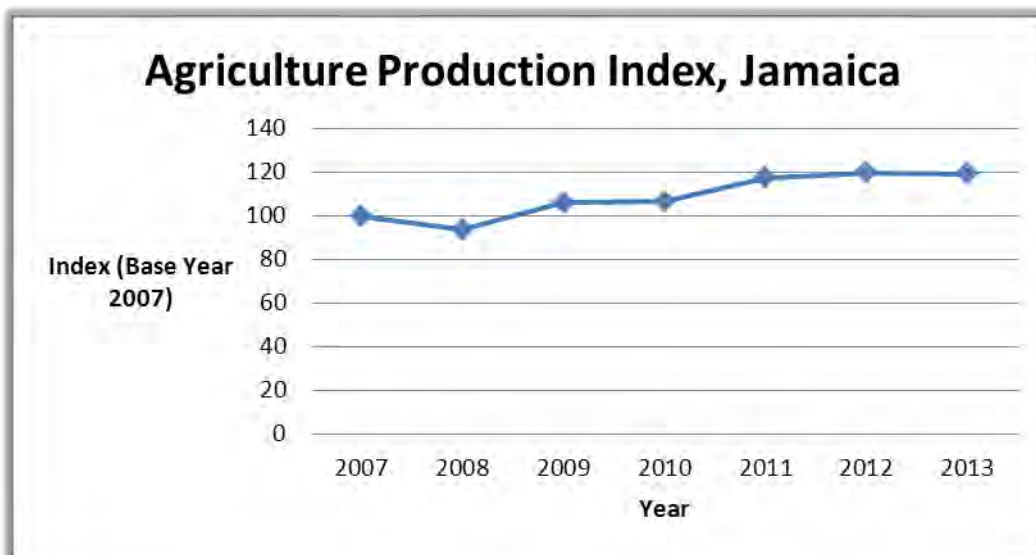
With significant linkages to other sectors, productive activities in the agriculture industry have a potentially sizable multiplier effect on the economy. Accordingly, policies which support the growth of agricultural activities aid not only economic growth but contribute positively to social stability and sustainable development.

The Real value added for the Agriculture, Forestry and Fishing industry grew by 2.3% in 2012 and declined by 0.7% in 2013. The marginal contraction in output in 2013 was due chiefly to the lingering effects of Hurricane Sandy in October 2012 and drought conditions during January to April 2013. Over the two years the Industry accounted for an average of 6.75 per cent of GDP. Exports of non-traditional foods such as Yams, Fish, Crustaceans and Molluscs, Pumpkins and sweet potato also rose over the period notwithstanding declines in both years in traditional export crops such as sugar cane.

Several projects and programmes were implemented over the period to build the long term resilience of the industry and facilitate its increased contribution to national food security. These included the Agro Parks Project, the EU Banana Support Programme, GOJ/Adaptation Fund Programme (Agriculture), and the Strategic Programme for Climate Resilience Investment Project (IP) 2. Cabinet has also approved the Food and Nutrition Security Policy which defines the food and nutritional goals that are to be met, with a view to enabling the country's agriculture and food safety systems in its delivery of adequate and nutritionally appropriate quantities of food, especially to low income and vulnerable groups.

Additionally, progress was made in addressing the competitiveness of the sector under the Agricultural Competitiveness Programme, which commenced implementation in 2010. These were in relation to the preparation of a National Food Safety Policy Implementation Plan, a National Plant Health Policy Implementation Plan, an Animal Health Policy and the Execution of studies for the preparation of Performance Vision Strategy (PVS) reports for Food Safety, Plant Health and Animal Health. These reports establish baseline level of performance with respect to the fundamental components of (i) Technical capability (ii) Human and financial capital (iii) Interaction with the private sector and (iv) Market access. The process also seeks to develop a shared vision, establish priorities and facilitate strategic planning amongst public and private sectors stakeholders and academic interests

Figure 1: Agriculture Production Index – Jamaica, 2007-2013



#### Indicators and Targets – Update

The overall improvement in the Agriculture Production Index over the two years was driven primarily by improvements in production of Other Agriculture Crops, Animal Farming and Post-Harvest Activities. Nevertheless, the Industry continued to operate below the level of productivity which had been targeted for it to attain in the medium term.

**Table 27: Indicators and Targets– Internationally Competitive Industry Structures (Agriculture)**

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Agriculture Production Index (Year 2007=100)	100	106.2	106.6	117.6	119.8	119.2	124.6	132.2	176.4

**Table 27: Priority Strategies and Actions – Internationally Competitive Industry Structures (Agriculture)**

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Improve and rationalize road network including farm roads network</b>				
1. Improve agricultural feeder roads	172.5 km of farm road improved in FY2013/2014 - FY2014/2015	NWA, MOAF	51 km of Cane (Feeder) Roads rehabilitated under the Sugar Transformation Programme and the Development of Agro-Parks programme	
<b>Sector Strategy: Strengthen agricultural research institutions and programmes</b>				
2. Rehabilitate Government agricultural research stations	FY2012/2013 – FY2014/2015	MOAF, R&D Division	Animal shelter at Hounslow Research Station renovated to include housing, classroom and dormitories	Funded through the CFC/GOJ Project
3. Strengthen conservation, research and export of genetic material and germplasm of select animal and plant species	FY2012/2013 – FY2014/2015	MOAF, R&D Division	7 improved local and 11 introduced Colombian cassava germplasm maintained and harvested at Bodles and Montpelier locations for further evaluations.  There is on-going evaluation of the varieties of onions, sweet potatoes, tomatoes, ginger, globe pumpkin, Jamaica Brown pepper, scotch bonnet pepper, local sorrel and Irish potato for yield, adaptability and resistance to emerging diseases.	
<b>Sector Strategy: Develop a diversified range of agricultural production including higher value-added production</b>				
4. Implement agro-parks to strengthen the agricultural value chain	8 agro parks developed in FY2013/2014 - FY2014/2015	MOAF, AIC, private sector	The implementation of the Agro Park Project which began in 2012, with the development of 3 Agro Parks in that year, continued in 2013 with the development of an additional 4. By the end of 2013, seven of the nine Agro-Parks, which were selected, commenced agricultural production of a wide range of domestic crops.	Through a tri-partite partnership involving the Government, farmer/investors, and the private sector, a total of nine agro parks are being established across the island, which are projected to realise foreign exchange savings of some \$4 billion,

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				provide employment for about 5,000 persons, increase agricultural output and reduce the importation of targeted crops. The remaining two agro parks are scheduled to come on stream by FY 2014/15
5. Construct modern abattoirs	Architectural designs and financial plans completed in FY2013/2014 - FY2014/2015	MOAF, AIC, private sector	In 2013 a Final Report on a “Strategic Planning Framework for the Abattoir Meat Science System in Jamaica was produced based on a study commissioned in 2010. The MOAF, under its agro park concept, is seeking through a Public Private Partnership Arrangement to support the establishment of a multi-species abattoir in financial year 2014/2015. In this regard a Business Plan has been prepared and the RFP document is being prepared for interested bidders.	
6. Promote increase of local content in animal feed	FY2013/2014 – FY2014/2015	MOAF, BSJ, private sector	Within the Development of Agro-Parks programme; the main crops include sorghum (188 acres - 138 acres reaped to date) and hay (65 acres) for local animal feed substitution. This production is being funded by the two main producers of animal feed.	
<b>Sector Strategy: Implement development plans for key agricultural sub-sectors</b>				

<b>National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
7. Implement European Union Banana Support Programme, Banana / Plantain Resuscitation Programme and Banana Accompanying Measures (BAM)	FY2012/2013 – FY2014/2015 European Union Banana Support Programme to be completed by October 2013	<b>MOAF, EUBSP</b>	In the latter part of 2013, the Ministry completed implementation of the EU Banana Support Programme, which benefitted more than 30,000 banana and plantain farmers in traditional banana dependent communities in St. James, Clarendon, St. Catherine, St. Thomas, St. Mary and Portland.	The BAM programme is presently being implemented and will end in 2017.
8. Implement the Country Adaptation Strategy for the Sugar Industry	FY2012/2013 – FY2013/2014	<b>MOAF, Sugar Transformation Unit</b>	Outputs under this strategy to date have included: <ul style="list-style-type: none"> <li>i. Planting of 9896 Hectares of sugar cane by Estates and farmers</li> <li>ii. 27 stakeholder consultations via project Steering and the Sugar Area Advisory Committees</li> <li>iii. Public Awareness sessions</li> <li>iv. 61 Infrastructure Projects involving housing, cane roads and social interventions</li> </ul>	
9. Undertake further development of the fisheries sub-sector	New Fisheries Act passed in FY2012/2013 Implementation of Aquaculture Plan FY2013/2014 - FY2014/2015	<b>MOAF, Fisheries Division</b>	The Fisheries Bill is being reviewed.	The revised Fisheries Bill is expected to be tabled in the House of Representatives during the 2015/16 Parliamentary year. The Bill will provide the framework for proper regulation of the sector and efficient and effective management of the island's fisheries resources.

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
10. Implement development of nine (9) target sub-industries: onion, Irish potato, yam, honey, sheep, hot pepper, ginger, turmeric and pineapple	FY2012/2013 – FY2014/2015	MOAF, JAS, industry associations, private sector	<p><u>Ginger &amp; Tumeric:</u> Financial assistance to the tune of \$36 million in the form of clean planting material, weedicide, fungicide and fertilizer was given to the 502 participating farmers (compared to 384 farmers in 2012). This intervention resulted in the production of 2.8 million pounds of green ginger during the period. Work to increase value added production from the industry continued with the development of by-products such as ginger oil, ginger powder, split dry &amp; whole peel.</p> <p>The initiative provided employment for approximately 2, 576 persons (including unskilled labourers) in FY 2013/2014 an increase from 824 in the previous year.</p> <p>As it relates to turmeric, 275 were ratooned which yield[ed] 2,420 (TBC) tonnes in FY 2013/2014.</p> <p>Irish Potato Programme: In the 2013 crop year the MoAF supported 180 youth to establish approximately 94 ha of Irish potato. Additionally, 1,547 farmers participated in the programme inclusive of 460 females. Irish potato self-sufficiency moved from 78.72% to 87% in 2013</p>	The aim of the Irish Potato Programme is to increase self-sufficiency to 100% by 2016 through targeted support to farmers (including provision of chemicals, extension service and marketing support)



National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
11. Promote livestock import substitution and diversification of the Caribbean livestock through the production of small ruminants	FY2012/2013 – FY2014/2015	MOAF, industry associations, private sector	<p>Some elements of the progress under the project aimed at implementing this action and which is being funded under the Common Fund for Commodities are:</p> <ul style="list-style-type: none"> <li>i. local and overseas procurement of stocks of targeted animals</li> <li>ii. lamb and kids production through a targeted breeding programme</li> <li>iii. development of a forage-based feed delivery system at the project site at Hounslow Research Station with the establishment of 5.5 ha of fodder banks (Sorghum, Mulberry, Leucena) and 15 ha of pasture Pangola (<i>Digitariadecumbens</i>) for grazing</li> <li>iv. purchase of farm machinery, tools and equipment to enhance the husbandry and feeding systems</li> <li>v. Renovation to animal shelter at Hounslow Housing, classroom and dormitories</li> <li>vi. Curriculum developed and courses commenced for the Training-of- Trainers (15 Officers from RADA and the Veterinary Services Division VSD were engaged in a resident training programme)</li> <li>vii. Training curriculum developed for producers</li> </ul>	
<b>Sector Strategy: Encourage participation of youth in agriculture</b>				
12. Implement Youth in Agriculture Programme	FY2012/2013 – FY2014/2015	MOAF, 4H Clubs, JAS, RADA, SDC	<p>Programme implementation has been ongoing since 2001.</p> <p>Between 2012/2013-2013/2014, 143,965</p>	

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>youth were trained under 4 programmes in a range of skill areas.</p> <p>455 school gardens were also established.</p> <p>In addition, the Ministry has promoted the strategy of implementing youth within each implemented programme of the Ministry. Accordingly:</p> <ul style="list-style-type: none"> <li>▪ In the 2013 crop year, the Ministry supported 180 youth to establish approximately 94ha of Irish potato through the Irish potato programme.</li> <li>▪ Under the Development of the Agro-Parks programme, 100 acres of land were allocated for 20 youths, who would be selected through the 4-H clubs.</li> </ul>	
<b>Sector Strategy: Promote National Food Security</b>				
13. Complete and implement Food and Nutrition Security Policy and Action Plan	Policy approved in FY2012/2013 Implementation of Action Plan commenced FY2013/2014 - FY2014/2015	<b>MOAF, MOH, MIIC</b>	The draft Food and Nutrition Security Policy developed during 2012 was approved by Cabinet in 2013. Subsequently, the Food and Nutrition Security Action Plan was drafted and consultations held with the relevant stakeholders	In FY 2014/15 a draft Cabinet Submission on FNS Action Plan was sent to MOF in January 2015 for comments.
14. Implement the Food Safety Modernization Act pilot programme	FY2012/2013 – FY2014/2015	<b>MOAF, MOH, MIIC</b>	<p><b>Infrastructural works and support:</b></p> <ul style="list-style-type: none"> <li>• The Agricultural Marketing Complex's (AMC) sanitary conveniences were rehabilitated to meet international standards</li> <li>• Nine export facilities were upgraded and work is ongoing for an additional 10 facilities.</li> </ul>	

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p><b>Training:</b></p> <ul style="list-style-type: none"> <li>• 200 farmers were GAP-trained in a pilot programme and 3,627 farmers sensitized on the FSMA</li> <li>• 41 staff, 73 exporters and middlemen were GMP &amp; FSMA trained</li> <li>• 15 staff trained in livestock GAPs</li> </ul> <p><b>PR Campaign:</b></p> <ul style="list-style-type: none"> <li>• Billboards re-erected; eight radio/TV interviews held, as well as three press conferences staged</li> </ul> <p><b>Other Outputs:</b> Crop and apiculture manuals produced.</p>	
15. Draft Seed Plan, Organic Policy and GMF Policy	FY2013/2014 - FY2014/2015	MOAF	<p>The Policy on Organic Agriculture has been drafted but is awaiting final input from stakeholders.</p> <p>No progress was made in the drafting of a Seed Plan and GMF Policy</p>	
<b>Sector Strategy: Strengthen the capacity of Government to play a supporting role in development of the agricultural sector</b>				
16. Maintain the numbers of extension officers and strengthen their capacity for the sector using technology and Farmer Field School (FFS) methodology as preferred extension methodology	FY2012/2013 – FY2014/2015	RADA, MOAF	TBD	
17. Advance international accreditation of all GOJ Labs	FY2012/2013 – FY2014/2015	MOAF, R&D Division, JANACC	Through funding provided under the EU Partnership Agreement \$240.8m Capacity Building Project and with a view to receiving ISO/IEC 17025 accreditation, the Plant Virology and Plant Pathology Laboratories at Bodles and the Veterinary Diagnostic Microbiology laboratory at the Ministry's VSD received a	

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>rotavapor, a refrigerator, a bio-safety cabinet, a water softener, desktop computers and a LC/MS 6460 machine.</p> <p>Infrastructural repairs were undertaken at the Soils Laboratory of the Agricultural Land Management Division (ALMD) and the Quality Manual was revised.</p>	
18. Complete rationalization of the Coffee Industry Board, Cocoa Industry Board and Export Division	FY2013/2014 – FY2014/2015	<b>MOAF, Coffee Industry Board, Cocoa Industry Board</b>	<p>In June 2012, Cabinet approved, in principle, the rationalization of the regulatory aspects of the Coffee Industry Board, the Cocoa Industry Board and the Export Division, which are to be consolidated into one administrative structure, the Agricultural Commodities Regulatory Authority (ACRA).</p> <p>In order to provide the new body with the requisite enabling legislation, drafting instructions have been completed and are awaiting Cabinet's permission for on pass to the Chief Parliamentary Council in order to trigger the drafting of the Act. The projected time being envisioned for the new Act to be in place, is the last quarter of 2014.</p> <p>Prior to the close of FY 2013/14, bids have been invited for the commercial assets of the CIB which were being divested. The bids for these packages will close on 12 May 2014.</p>	
19. Complete transition of RADA, RPPD, Fisheries Division, Agricultural Credit Board and Veterinarian Services to become	FY2013/2014 - FY2014/2015	<b>MOAF, RADA, RPPD, Fisheries Division, Agricultural Credit</b>	The RPPD was restructured and renamed the Agricultural Land Management Division in November 2013. Change Management and human resource development have	

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
Executive Agencies		<b>Board, Veterinary Services</b>	commenced  Transformation of Fisheries Division to an executive agency has commenced	
<b>Sector Strategy: Establish policy and planning framework to protect and develop suitable agricultural lands</b>				
20. Revise and promulgate proposed Agricultural Land Utilization Policy (ALUP) and Action Plan	FY2013/2014 - FY2014/2015	<b>NLA, MOAF</b>	Chapters were revised and distributed for validation	
<b>Sector Strategy: Increase application of environmental best practices throughout the agricultural sector</b>				
21. Update the Agricultural Disaster Risk Management plan (ADRM) to include all hazards, fisheries/forestry sector and climate change	FY2013/2014 - FY2014/2015	<b>MOAF, RADA, NEPA, ODPEM, Forestry Department</b>	<b>TBD</b>	
22. Implement the GOJ/Adaptation Fund Programme (Agriculture) - Enhancing Climate Change Resilience of the Agricultural Sector	FY2012/2013 – FY2014/2015	<b>PIOJ, MOWLECC MOAF, RADA, NIC Forestry Department</b>	Programme is being implemented with the following outputs produced thus far: <ul style="list-style-type: none"> <li>• Data has been analysed and a Draft Final Baseline report has been submitted.</li> <li>• Site visits for construction of a Dam has been completed. A location in Coleyville, Manchester has been selected and verified for establishment of a micro-dam</li> <li>• Site visits have been completed in all parishes except Trelawny for small scale irrigation and rainwater harvesting systems</li> <li>• Five Extension areas have been established asland husbandry demonstration Plots as well as 1,000farmer training interventions undertaken in Climate Smart land husbandry best practices. Thompson Town and Crooked River extensions consultations conducted</li> <li>• 7 stakeholder sensitization meetings were</li> </ul>	Due to technical infeasibility a change of project scope was approved and hence a micro dam will not be built. However several other small water harvesting infrastructure are being built /rehabilitated

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			conducted as part of land husbandry interventions in Clarendon	
23. Develop and Implement the Strategic Programme for Climate Resilience Investment Project (IP) 2	FY2012/2013 – FY2014/2015	PIOJ, MOAF, MOWLECC	During the period, the concept of the project which will craft the programme was developed and was supported by the preparation of a number of documents. As part of the project development process, four consultations were held in the communities of Colonels Ridge, Reckford, Pennants, and Summerfield in Clarendon to present the project objectives and obtain feedback from participants on their climate change coping strategies and issues faced.	Project Approval by the PPCR and IDB Board is anticipated before the end of the year and implementation is scheduled to commence in the 2015/2016 financial year.
<b>Sector Strategy: Strengthen agricultural marketing structures</b>				
24. Strengthen the forward linkage between the local agricultural sector and the School Feeding Programme	FY2012/2013 – FY2014/2015	MOAF, MOE	<p>The Government's efforts to provide nutritional food for students are being boosted through collaboration with the seven agro-parks across the island</p> <p>Ongoing efforts to forge linkages have resulted in Nutrition Products Limited (NPL), use, since October 2013, of liquid eggs supplied by Jamaica Egg Processors Limited in their solid snacks, as partial substitute for imported margarine and vegetable oil. NPL has also diversified its solid snack offerings, to include banana and carrot cakes and banana muffins utilising locally sourced carrots and bananas.</p>	
25. Register indigenous agricultural products as Geographical Indications products	FY2012/2013 – FY2014/2015	MOAF, JIPO	Amendment of the GI law is pending; first application for GI registration submitted but awaiting further documentation	A number of prior actions are required to enable registration. These include: i. Amending the Protection of Geographical Indications

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				Act to include provision for higher protection for local products, as afforded to wines and spirits; ii. passage of the amended bill.
<b>Sector Strategy: Provide adequate water supply, irrigation and drainage to meet needs of sector</b>				
26. Complete implementation of National Irrigation Development Project	FY2012/2013	NIC, MOAF	Outputs to date under the project include: <ul style="list-style-type: none"> <li>i. commissioning of the New Forest/Duff House Irrigation System in Manchester on March 20, 2013</li> <li>ii. Commissioning of the Yallahs Irrigation System in St. Thomas on January 23, 2014</li> <li>iii. Completion of a feasibility Study for the Essex Valley Project Area</li> </ul>	

# Manufacture

## Overview

Despite a relative decline since 1990, manufacture remains the largest goods producing industry in the Jamaican economy, representing 8.2 per cent of total goods and services production in 2011. Manufacture showed a decline in real value added of 1.6 per cent over the period 2009 – 2011, while the average annual growth rate of export earnings from manufacture over the period 2009-2011 was -8.8 per cent, well below the target annual growth rate of 10 per cent. In 2013, the industry contracted by 0.8 per cent relative to 2012 and represented the second consecutive annual decline, and accounted for 8.4 per cent of GDP. The value of total manufactured exports amounted to US\$772.5 million, which represented a reduction of US\$166.4 million in earnings relative to 2012. In 2014, the industry declined by 1.2 per cent and represented 8.3 per cent of total goods and services production. During 2014, the value of Manufacture exports was \$680.4 million, a reduction of \$113.5 million or 14.3 per cent.

In 2013 the Omnibus Legislation was passed to overhaul the previous sector-based incentives towards providing a generally competitive regime for all sectors. The main benefits to the Manufacture industry are: (a) duty free treatment of raw materials and capital goods; (b) allowances for capital investment; and (c) introduction of employment tax credits.

Over the period, manufacturers also benefited from over 65 training and development courses including: Good Manufacturing Practices; Hazard Analysis & Critical Control Points (HACCP3) in general awareness and audit; Elements of Food Safety; and International Standards in several areas.

## Indicators and Targets – Update

The percentage change in export earning showed increases for both 2012 and 2013.

**Table 28: Priority Strategies and Actions - Internationally Competitive Industry Structures (Manufacturing)**

National Outcome # 12 – Internationally Competitive Industry Structures: Manufacturing									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
% Change in Export Earnings of Manufactures (value) (rolling 3-year average)	26.26	3.74	-6.37	-8.84	12.12	7.98	10	13	≥14



**Table 29: Priority Strategies and Actions - Internationally Competitive Industry Structures (Manufacturing)**

<b>National Outcome # 12 – Internationally Competitive Industry Structures: Manufacturing</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
<b><i>Sector Strategy: Increase exposure of manufacturers to relevant and innovative production technologies</i></b>				
1. Establish a centre of excellence for manufacturers	FY2013/2014 – FY2014/2015	<b>JMA</b> , private sector	TBD	
2. Promote regular environmental and energy audits for manufacturers	FY2013/2014 – FY2014/2015	<b>JMA</b> , MIIC, BSJ, JBDC	Manufacturers were able to improve productivity through: increased capital investment; the acquisition of energy efficient equipment; and the expansion of plants to achieve greater efficiency.	
<b><i>Sector Strategy: Ensure availability and access to competitive factory space</i></b>				
3. Develop modern factory space for manufacturers	FY2012/2013 – FY2014/2015	<b>FCJ</b> , MIIC, JMA	TBD	
4. Provide incubators for small and medium manufacturers	FY2012/2013 – FY2014/2015	<b>FCJ</b> , MIIC, JMA, JBDC	TBD	
<b><i>Sector Strategy: Develop linkages between the manufacturing sector and purchasers in linkage sectors and industries</i></b>				
5. Strengthen participation of manufacturers in value chain consolidation of agro-processing and tourism industries	FY2012/2013 – FY2014/2015	<b>MIIC</b> , <b>MOAF</b> , <b>MTE</b> , JMA, JBDC	The JMA signed an MOU with the UWI to increase research related to the industry, thereby enhancing product development particularly along a higher value added chain.  The JMA accepted membership on the Tourism Linkages Council taskforces which aim at strengthening the linkages among the Tourism, Agriculture and Manufacture industries.	
6. Strengthen opportunities for local manufacturers to fulfil procurement of Government supplies	FY2012/2013 – FY2014/2015	<b>MIIC</b> , <b>MOFP</b> , JMA	TBD	

National Outcome # 12 – Internationally Competitive Industry Structures: Manufacturing				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Promote the adoption of quality management and production systems and standards</b>				
7. Encourage manufacturers to achieve international standards and certification, including ISO 9001, 14001 and 50001	FY2012/2013 – FY2014/2015	BSJ, MIIC, JMA	11 companies are currently ISO 14000 certified.  The BSJ implemented awareness raising sessions on ISO 50001 Energy management standard.	
8. Promote greater involvement of manufacturers in trade negotiations and policy development	FY2013/2014 – FY2014/2015	MFAFT, MIIC, JTAT, JMA	TBD	

## Mining and Quarrying

### Overview

The mining/minerals industry is a significant contributor to the country's GDP and foreign exchange earnings. Real value added for the Mining & Quarrying industry increased by 2.7% in 2013 relative to 2012. The industry's contribution to overall GDP was 2.3% in 2013 relative to 2.2% in 2012. The improved performance of the industry was due to a higher production of alumina, as there was a lower output of crude bauxite. The increase in alumina production was influenced by a higher global demand for aluminium which was reflected in higher output at West Indies Alumina Company (WINDALCO), Ewarton and Jamaica Alumina Company (JAMALCO).

Since 1957, Jamaica has mined approximately 600 million tonnes of the country's total deposit of 2.5 billion tonnes of bauxite. Over 1.2 billion tonnes are still available for mining, with the balance being sterilized.

(National Minerals Policy, Draft)

Over the period, WINDALCO Ewarton plant's returned to full production and together with JAMALCO and Noranda operations, resulted in a 7.6% increase in the Mining and Quarrying Sector in fiscal year 2013/14 vs 2012/13.

The industry remains energy intensive and dependent on petroleum to drive production. The industry has been negatively impacted by inadequate levels of investment and growing inefficiency of its plants. In recognition of this, Jamaica's National Energy Policy 2009 – 2030 also addresses the industry and presents solutions for reducing energy consumption and promoting competitiveness. The intention is to significantly reduce the energy cost to the industry through diversification of fuel source.

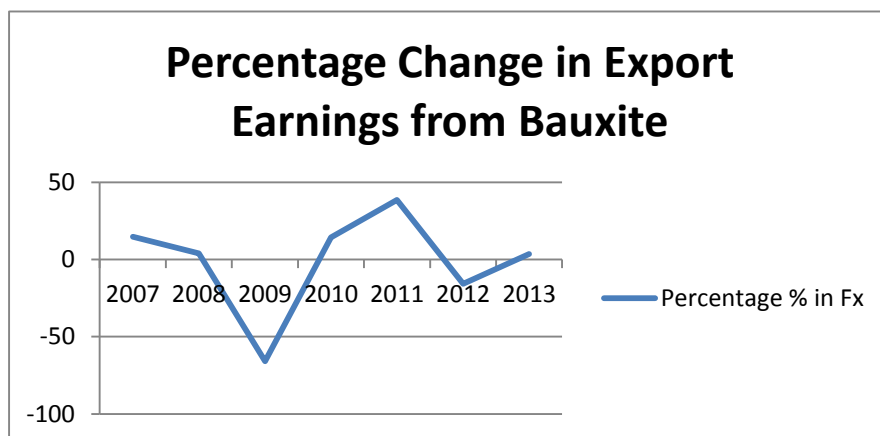
Of note over the period, was the partnership between the Japanese company, Nippon Light Metals, and the Jamaica Bauxite Institute (JBI) to extract rare-earth metals from bauxite waste. This pilot project which was a J\$600 Million investment by the Japanese also was completed over the period. During 2014/15, the data will be analyzed, to determine the viability of these metals and the possibility for the development of a local industry. Products that can be made from these elements include: components for electric motors for the electric cars; hi-tech medical equipment; electronics; and other industries in general. Jamaica has in excess of 100 million tonnes of Red Mud, which contains concentrated levels of rare-earth elements.

A draft National Minerals Policy, 2010 to 2030 also was prepared and revised over the period and extensive consultations held. This Policy is expected to create ***“a modern, diversified, integrated, efficient and attractive Minerals Industry which protects environmental integrity and socio-cultural values, improves our human resource capabilities, adds significant value to the economy, is based largely on the manufacture, local use and export of value-added products, import substitution, has strong and properly structured institutions and co-exists with competing interests in the wider economy”***. Notwithstanding the development of the Policy, the industry continues to face many challenges, including inadequate long-term planning to ensure availability of mineral resources within the context of competing land uses, high energy costs that continue to result in reduced global competitiveness, the declining ratio of trihydrate bauxite to monohydrate bauxite reserves leading to increased cost and lower yields in alumina processing, inadequate transport infrastructure for the industry among others.

The Quarrying sub-industry recorded mixed performance over in 2012 and a decline in production in 2013 even though there was growth in the construction industry in 2013. Over the period, the Mines and Geology Division identified over 50 billion tonnes of high grade limestone reserves across the island. In 2014/15, the Government will be actively seeking to attract investors to develop this commodity through secondary processing and value added industries.

## Indicators and Targets – Update

Over the period 2012/13 there was growth of 3.4% in export earnings in export earnings from bauxite. Export earnings from bauxite/alumina increased due to the higher export volume of alumina.



**Table 30: Indicators and Targets Internationally Competitive Industry Structures (Mining and Quarrying)**

National Outcome #12 – Internationally Competitive Industry Structures: Mining and Quarrying									
Indicators	Baseline	Actual					Targeted		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
% change in export earnings from the bauxite industry	14.65	-65.88	14.27	38.64	-15.77	3.48	4%		

Note: No target set for 2015 for the bauxite/alumina industry due to uncertainties in forecasting expansion of the industry.

**Table 31: Priority Strategies and Actions - Internationally Competitive Industry Structures (Mining and Quarrying)**

<b>National Outcome #12 – Internationally Competitive Industry Structures: Mining and Quarrying</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
<b><i>Sector Strategy: Develop cost efficient energy solutions for metallic and non-metallic minerals sub-sectors</i></b>				
1. Develop a cost-effective and energy friendly energy solution	FY2012/2013 – FY2014/2015	MSTEM, private sector	The bauxite and alumina companies have proposed energy solutions comprising the construction of their own power plants with possible excess electricity being sold to the grid.	
<b><i>Sector Strategy: Ensure appropriate policy and regulatory framework for long-term development of the minerals industry</i></b>				
2. Promulgate the National Minerals Policy 2011 – 2030	FY2012/2013 – FY2013/2014	MSTEM	Final draft received from the consultant and being reviewed.	
3. Amend and update legislation in the minerals sector	2013 - 2017	MSTEM, OPC, Attorney General	A Bill to Amend the Quarries Control Act was debated in the lower house of Parliament in November 2014. Debate in the Senate is pending.	
4. Develop and implement an enabling policy framework to diversify and expand value chain progression	FY2012/2013 – FY2014/2015	MSTEM, MOFP	The draft National Minerals Policy addresses this matter.	
<b><i>Sector Strategy: Ensure access to and development of port facilities for shipping of non-metallic minerals</i></b>				
5. Revive and establish internal and external transportation routes (railway) to enhance the competitiveness of the minerals sector	FY2012/2013 – FY2014/2015	MSTEM, Port Authority, JAMPRO, MTWH, JRC	Discussions are ongoing with the Port Authority regarding access to ports for quarries. There rail remains open to the bauxite and alumina sector.	
<b><i>Sector Strategy: Implement sequential land-use planning for lands containing valuable mineral deposits</i></b>				
6. Establish zones (zoning regime) for resource evaluation, exploration, allocation and protection	FY2012/2013 – FY2014/2015	JBI, Mines and Geology Division	Quarry Zones exist. Wider minerals zones are to be developed as per the draft National Minerals Policy.	
7. Allocate mineral rights based on production outputs/plans	FY2012/2013 – FY2014/2015	JBI, Mines and Geology Division	Bauxite reserves are managed in this way by the JBI. A similar approach is employed by the MGD in respect to exploration for various metallic and industrial minerals.	

<b>National Outcome #12 – Internationally Competitive Industry Structures: Mining and Quarrying</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
8. Conduct timely exploration, analysis, mapping and grade classification based on international benchmarks	FY2012/2013 – FY2014/2015	<b>JBI, Mines and Geology Division</b>	This is on-going in the bauxite sector. Exploration for gold and copper, particularly by Oz Minerals, has employed this methodology.	
9. Improve mineral resource planning and management of mineral-bearing lands by revising promulgation of national minerals policy	FY2012/2013 – FY2014/2015	<b>MSTEM</b> , mineral implanting agencies such as Jamaica Bauxite Institute	This is ongoing. The draft National Minerals Policy allows for a broad-based Mineral Lands Management Committee, which will be tasked with this responsibility.	

# Construction

## Overview

The Construction industry, as the second largest contributor to GDP in the goods producing sector, remained a strong component of the Jamaica economic landscape. The construction and installation industry has many linkages with other sectors of the economy and includes residential construction, non-residential construction, construction of infrastructure and electrical and water installations.

Over the two year period FY 2012/2013 to 2013/2014, there was an increase in real value added from the construction industry. This was mainly due to growth in the Other Construction category and improvements in the Building Construction category in 2013 subsequent to a downturn in 2012. Growth in the Other Construction category was generated from higher levels of expenditure for the Civil Engineering subcategory which was linked to an increase in the level of activities on road construction projects associated with the North-South Leg of Highway 2000.

The MTF 2012-2015 identifies the following as key priorities for the construction industry: review, revision and approval of the long outstanding Construction Industry Policy and completion of the new building code and enforcing legislation.

Developments for the period include consideration by Parliament's Legislation Committee of the Draft National Building Bill following consultation by stakeholders; and updating of the Construction Industry Policy, finalisation of which is required for establishment of a Licensing/Registration System and a Construction Advisory Board.

## Indicators and Targets – Update

The construction industry recorded continued growth in productivity in 2012. This was comparable to a decrease in output for the same period and a decline of 9.0 per cent in the average employment in the industry in 2012. Notably, it was the only industry in the goods producing industry which recorded a positive change in productivity levels in 2012.

Notwithstanding the improvements in productivity in 2012, productivity recorded by the industry was still below the level which had been targeted for 2012 as well as 2015.



**Table 32: Indicators and Targets – Internationally Competitive Industry Structures (Construction)**

<b>National Outcome # 12 – Internationally Competitive Industry Structures: Construction</b>									
<b>Indicators</b>	<b>Baseline</b>	<b>Actual</b>					<b>Targets</b>		
	<b>2007</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2012</b>	<b>2015</b>	<b>2030</b>
Percentage change in labour productivity of Construction and Installation sector (annual)	5.11 (2008)	3.13	1.36	2.25	2.93		3.00	3.00	3.00

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**Table 33: Priority Strategies and Actions - Internationally Competitive Industry Structures (Construction)**

National Outcome # 12 – Internationally Competitive Industry Structures: Construction				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Collaborate with tertiary educational institutions to inspire and strengthen development of professionals for the construction sector</b>				
1. Strengthen collaboration among construction sector and tertiary institutions and HEART Trust/NTA on curriculum development	FY2012/2013 – FY2014/2015	Tertiary institutions, private sector, industry associations, HEART Trust/NTA	TBD	
<b>Sector Strategy: Establish a licensing system and an improved registration and classification system for contractors, professionals and operatives in the sector</b>				
2. Establish system of licensing/registration for major categories of professionals in construction sector	FY2013/2014 – FY2014/2015	MTWH, MLSS, CIC, IMAJ, Industry associations, HEART Trust/NTA, Professional associations, PERB, ARB, Construction enterprises	Establishment of Licensing/Registration System is subject to finalization of the Construction Industry Policy, which is awaiting approval and implementation.	
<b>Sector Strategy: Finalize and promulgate the Construction Industry Policy</b>				
3. Revise, finalize and promulgate new Construction Industry Policy	New Construction Industry Policy approved and promulgated by FY2014/2015	MTWH	In November 2013, the MTWH updated the Construction Industry Policy. The document was subsequently issued to ministries, agencies and professional bodies for final comments.  Cabinet Submission is being drafted to facilitate tabling of the Policy as a White Paper; this will be finalised upon receipt of comments from key stakeholders.	
<b>Sector Strategy: Establish the Construction Industry Development Board (CIDB)</b>				
4. Establish advisory board initially with multi-stakeholder composition	Advisory board established by	MTWH, CIC, IMAJ	Establishment of Advisory Board is subject to finalization of the	

National Outcome # 12 – Internationally Competitive Industry Structures: Construction				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
	FY2014/2015		Construction Industry Policy, which is awaiting approval and implementation.	
<b>Sector Strategy: Ensure compliance with and enforcement of the building code</b>				
5. Support finalization and promulgation of new building code based on ICC 2009	Revision of existing Building Code completed by FY2013/2014	MLGCD, MTWH, UWI, BSJ	TBD	
6. Support finalization and promulgation of new legislation to enforce building code	National Building Act of Jamaica passed by FY2013/2014	MLGCD, MTWH, UWI, BSJ	The Draft National Building Bill was discussed with stakeholders, and final drafting instructions were given to the Chief Parliamentary Counsel in March 2013. As at the end of FY 2013/14, the Bill was being considered by Parliament's Legislation Committee.	

# Cultural and Creative Industries

## Overview

Cultural and creative industries provide an important avenue for development by advancing socio-economic growth, trade and innovation. Differing emphases in definition of cultural industries guide the creation of varying models of the cultural production sector of the economy and hence a different array of specific industries which are contained in the sector<sup>13</sup>. UNESCO defines Cultural Industries as those activities that combine the creation, production and commercialisation of content which are intangible and cultural in nature. They may present as goods or services.

Deriving from industrial organisation theory, the category “creative goods” is considered to extend beyond cultural goods. Hence a definition of the creative and cultural industries within this paradigm would result in a wide ranging group of creative industries, of which the cultural industries would be identified as a sub-set (*ibid*).

The variability of models which exist to categorise the cultural industries result in differences in measurement of the economic value of the sector. Compounding this challenge of selecting an appropriate measurement tool is the lack of consistent, reliable and relevant data. Nevertheless, available data for Jamaica on the real value added for the Recreational, Cultural and Sporting Activities indicate that there has been a general rise in the output from this sector between 2010 and 2012. The focus of the MTF 2012-2015 has therefore been on developing or enhancing the policy, legal, infrastructural and institutional framework for cultural and creative industries and prioritising actions which strengthen data measurement and collection processes in Jamaica.

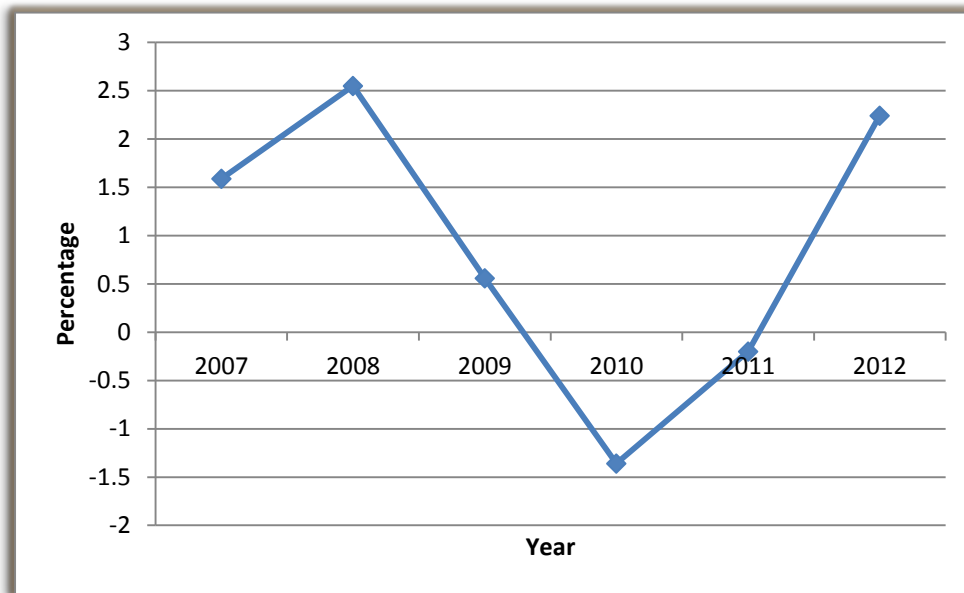
Arising from an assessment of the National Export Strategy (NES) which was conducted in 2014, it appears that the NES might have been effective in driving export volume for the culture and creative industry, one of the sectors of focus for that round of strategies. Between 2010, the year in which the strategy was finalised, and 2012, the growth rate of **Recreational, Cultural and Sporting Activities** continued in an upward trajectory (see Fig. 2).

Other notable developments over the period include the establishment of the National Cultural and Creative Industries Commission and the National Registry of Entertainment Practitioners; as well as the infusion of theatre arts in the school curriculum, thereby fostering, among other things, the development of highly demanded sound and lighting skills among students. Steps were also taken to promote greater levels of awareness and understanding of intellectual property rights as a key element of securing the economic benefits of Jamaica’s vibrant culture.

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<sup>13</sup> Throsby, David, 2008. Modelling the Cultural Industries. *International Journal of Cultural Policy*, 14 (3) 217-232

**Figure 2: Growth Rate of Recreational, Cultural and Sporting Activities: Jamaica, 2007 – 2012**



#### **Indicators and Targets – Update**

In 2012, the Recreational, Cultural and Sporting (RCS) sub-industry recorded a 2.2 per cent increase in real value added and contributed 2.7 per cent to overall Gross Domestic Product. Improvements were recorded in higher real gross sales by entertainment categories; increases in the number of amusement licences issued and revenue collected from their issuance; and higher capital expenditure associated with the implementation of creative industry projects. However the outcome indicator *Growth of real value added by recreational, cultural and sporting activities* fell 0.76 per cent below the target growth rate of 3.00 per cent in 2012. At 2.24 per cent in 2012, the sector achieved its highest level of growth compared to the previous three years and had grown 0.65 per cent above the base year level of growth.

**Table 34: Indicators and Targets – Internationally Competitive Industry Structures (Cultural and Creative Industries)**

<b>National Outcome # 12 – Internationally Competitive Industry Structures: Cultural and Creative Industries</b>									
<b>Indicators</b>	<b>Baseline</b>	<b>Actual</b>					<b>Targets</b>		
	<b>2007</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2012</b>	<b>2015</b>	<b>2030</b>
Growth of real value added by recreational, cultural and sporting activities	1.59	0.56	-1.36	-0.20	2.24		3.00	5.00	5.00

**Table 35: Priority Strategies and Actions - Internationally Competitive Industry Structures (Cultural and Creative Industries)**

National Outcome # 12 – Internationally Competitive Industry Structures: Cultural and Creative Industries				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<i>Sector Strategy: Develop the policy, legal and institutional framework to facilitate and encourage the development of the creative industries</i>				
1. Establish Cultural and Creative Industries Council (CCIC) as independent body with roles in policy making, marketing, product development and training	CCIC established by FY2013/2014	MYC, MTE	The National Cultural and Creative Industries Commission was established in 2013, supported by an interagency Technical Working Group housed at OPM.	
2. Establish Cultural Industries Enhancement Fund	FY2013/2014 - FY2014/2015	MYC, MTE	Currently no established fund is in existence; however grants are periodically requested from IDPs and NGOs.	
3. Develop measurement of GDP contribution of cultural and creative industries	WIPO template for measurement of economic impact of cultural and creative industries established by FY2014/2015	MYC, JIPO, JAMPRO, JBDC, STATIN, PIOJ	TBD	
4. Carry out census of cultural and creative industries and establish registry/database of practitioners	FY2013/2014 - FY2014/2015	MYC, JIPO, JAMPRO, JBDC, STATIN, PIOJ	Database is being created jointly with the Ministry of Tourism and Entertainment. Cabinet approved the establishment of the National Registry of Entertainment Practitioners in February 2014..	It is now mandatory for all event promoters to register by July 31, 2014 in order to secure a Places of Amusement Licence. Progress is being made towards the creation of an online registry platform which is scheduled to be completed by the end of the 2 <sup>nd</sup> Qtr. of 2015/16.

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

<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
5. Review, update/amend and pass the Entertainment Industry Encouragement Act (EIEA), including the Motion Picture Industry Encouragement Act	EIEA completed and passed by FY2014/2015	MYC, MTE, MIIC, OPC	The Motion Picture Industry Encouragement Act has been repealed with the December 2013 passage of the Fiscal Incentives Act.  The draft Entertainment Industry Act was never promulgated	Work is being done on an Entertainment Strategic Development Plan as part of the Cultural and Creative Industries Policy
6. Promote creation of national and parish arts councils	FY2013/2014 - FY2014/2015	MYC, MLGCD, LAs	TBD	Initiative is to be organised by the JCDC through the Parish Cultural Committees.
7. Build on the public-private sector partnership model adapted for Jamaica 50 as part of the short- to medium-term development plan for the cultural and creative industries	FY2013/2014 - FY2014/2015	MYC, private sector	TBD	
<b>Sector Strategy: Enhance physical, human, institutional and financial capacity of creative enterprises, associations and individuals</b>				
8. Undertake audit of training needs for culture and creative industries	FY2013/2014	MYC	TBD	Data base training needs will be ascertained from practitioners during the compilation of the performing arts registry.
9. Develop accreditation/standards for CSEC and tertiary cultural education courses and skills training	FY2013/2014 - FY2014/2015	MYC, MOE, HEART Trust/NTA	Programmes are being infused in the regular curriculum through theatre arts (covering Drama, Dance and Stage Craft) and other courses in keeping with MOE/CSEC syllabus.	
10. Promote greater levels of awareness, understanding and proactivity towards intellectual property rights protection, on the part of individual creative	FY2013/2014 - FY2014/2015	MIIC, MYC, JIPO, JBDC, CMOs, SBAJ, MSME Alliance	During years 2012-2014 JIPO celebrated Intellectual Property Week during the month of April. Focus was on raising the public's awareness of intellectual property rights under different themes connected to "Nation	The Authentic Jamaica competition and campaign was a collaboration



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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
practitioners			<p>Building, Creativity &amp; Innovation’. Activities include:</p> <ul style="list-style-type: none"> <li>i. publication of sponsored <i>Gleaner</i> supplements</li> <li>ii. Seminars held in conjunction with affiliates</li> <li>iii. presentations to educational institutions and groups</li> <li>iv. several radio, print media and TV interviews conducted.</li> </ul> <p>In 2012 a closed session was held with the Observer’s “Mogul in the Making” Awardees, which provided useful exposure for SMEs to IP related matters.</p> <p>In 2013/14 the MTE and JIPO collaborated on an “Authentic Jamaica” campaign to increase the number of industrial designs within the craft sector as well as create an authentic Jamaica mark for craft.</p>	between JIPO, Edna Manley College and the MTE to host a design competition for the craft industry. 118 industrial designs were registered during that period
<b>Sector Strategy: Expand and improve the infrastructure for the creative industries and performing arts</b>				
11. Establish framework for development and maintenance of venues for the creative industries and performing arts, including public-private partnerships and enabling legislation	Business plan to establish and sustain cultural centres developed by FY2013/2014	MYC, JCDC, DBJ, Private Sector	<p>The JCDC is collaborating with parish cultural committees to develop database of suitable venues island-wide for the arts, theatre and entertainment. As part of the process to address the deficiency in entertainment venues by improving existing spaces, Jamaica College, St. Andrew High School, Guys Hill High, and Manchester High have been chosen for improvement.</p> <p>MTE has committed funding to the upgrade of 4 named high school auditoriums as venues [for the creative industries and performing arts]</p>	
12. Establish National Centre for the Performing Arts with the Edna Manley College of the Visual and Performing Arts	Studies and designs undertaken during FY2013/2014 - FY2014/2015	MYC, Edna Manley College	Initial concept paper has been prepared and first meeting held. Further discussions are to be had as well as budget approved for partnership with Government of Cuba to establish national centre.	

National Outcome # 12 – Internationally Competitive Industry Structures: Cultural and Creative Industries				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
13. Ensure at least one venue for the performing arts in each parish (500 seat indoor centre)	Audit of existing venues completed by FY2013/2014	MYC, JCDC		
<b>Sector Strategy: Increase opportunities for products and services in the creative industries</b>				
14. Establish Jamaican public-private market aggregator/company/platform for cultural and creative industries	FY2013/2014 - FY2014/2015	MYC, DBJ, Private Sector, JBDC	The first staging of Arts in the Park, a live entertainment series that will take place in parks and open spaces at least twice per year, was on Sunday February 24, 2013 at the Hope Botanical Gardens in Kingston. It is expected that “Arts in the Park” will provide a forum for exposure of emerging Jamaican talent across creative sectors to energize the local and international markets.	Arts in the Park”, an initiative of the Ministry of Tourism & Entertainment and the Entertainment Advisory Board is aimed at exposing new and upcoming talent in the creative industries to international market intermediaries

# Sport

## Overview

Jamaica has boasted world class athletes in varying sporting disciplines and has demonstrated a distinct competitive advantage particularly in track and field. Evidence of the prominence of sports in Jamaica's culture is seen in the longevity and influence of sporting events such as the junior athletic championships, Boys and Girls Champs, which plays an indelible role in honing and identifying talent, making it a major event on the sporting calendar for track and field enthusiasts both at home and abroad.

Various models which seek to categorise cultural industries and interpret their production economy structure, explicitly include Sport activities as part of the cultural industry<sup>14</sup>. While *Vision 2030 Jamaica - National Development Plan* and MTF 2012-2015 treat with this industry separately, the potential of sporting activities as a significant contributor to economic development is without doubt.

## Indicators and Targets – Update

**Table 36: Indicators and Targets - Internationally Competitive Industry Structures (Sport)**

National Outcome # 12 – Internationally Competitive Industry Structures: Sport									
Indicators	Baseline	Actual					Targeted		
	2007	2009	2010	2011	2012	2013	2012	2015	2030

Note: No quantitative indicators are included for sport based on lack of data.

<sup>14</sup> The *Symbolic Texts Model*, which differentiates between high and popular culture, classifies sports as a borderline cultural industry. The *UNESCO Institute for Statistics (UIS) Model* identifies five 'core cultural domains': and identifies tourism, sport and leisure within the 'related domains'. (Throsby, 2008)

**Table 37: Priority Strategies and Actions - Internationally Competitive Industry Structures (Sport)**

National Outcome # 12 – Internationally Competitive Industry Structures: Sport				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<i>Sector Strategy: Develop a sport museum as a resource centre for the attraction of local and foreign visitors</i>				
1. Develop permanent sports museum	FY2013/2014 – FY2014/2015	<b>OPM, IOJ, IPL</b>	The Capacity Building and Infrastructure Committee of the National Sports Council, which is in charge of the project to develop the museum, as part of its work during the period: i. has been considering several possible sites for its erection ii. has commenced the selection of artefacts	
<i>Sector Strategy: Promote Jamaica as a sports tourism destination</i>				
2. Contribute to the development of the Sports Tourism Policy	FY2013/2014 – FY2014/2015	<b>OPM, MTE</b>	<b>TBD</b>	
3. Develop and market sport training and rehabilitation/wellness facilities to international markets	FY2013/2014 – FY2014/2015	<b>OPM, Insport, MTE, Sport Associations, private sector</b>	<b>TBD</b>	
4. Strengthen partnerships between national sporting associations, government and other public and private sector stakeholders in initiating and hosting international events	FY2013/2014 – FY2014/2015	<b>OPM, Insport, MTE, Sport Associations, private sector</b>	<b>TBD</b>	Jamaica Sport, which is a Technical Working Group established by the Ministry of Tourism and Entertainment, and the Ministry of Sport, will serve as a public/private entity, which will coordinate and develop sport tourism locally. Jamaica Sports, which was launched in October 2014, will spearhead the implementation of the National Sport Policy of Jamaica.

National Outcome # 12 – Internationally Competitive Industry Structures: Sport				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				Guidelines for Hosting International Events have also been developed and are expected to be ratified by the National Council on Sport. These guidelines will form the basis for co-ordination in seeking to attract international events to Jamaica.

# Information and Communications Technology (ICT)

## Overview

The role of the development of the ICT sector in transforming life in Jamaica over the past two decades is unquestionable. The information and communications technology (ICT) industry in Jamaica is 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).

The telecommunications network is considered under 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). However, the development of ICT as an industry in its own right is also considered as an important part of the National Development Plan under National Outcome # 12.

While MTF 2012-2015 has not established quantitative indicators for the ICT industry, data on real value added from the communication sub-industry between 2012/2013 and 2013/2014 suggest that there was growth in this sector, which hinged significantly on increased competition in the telecommunications subcategory.

## Indicators and Targets – Update

**Table 38: Indicators and Targets - Internationally Competitive Industry Structures (Information and Communications Technology)**

National Outcome # 12 – Internationally Competitive Industry Structures: Information and Communications Technology									
Indicators	Baseline	Actual					Targeted		
	2007	2009	2010	2011	2012	2013	2012	2015	2030

Note: No new quantitative indicators have been determined for the ICT industry.

**Table 39: Priority Strategies and Actions - Internationally Competitive Industry Structures (Information and Communications Technology)**

<b>National Outcome # 12 – Internationally Competitive Industry Structures: Information and Communications Technology</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
<b><i>Sector Strategy: Expand ICT focused business parks for major service providers</i></b>				
1. Develop ICT Parks including Naggo Head Technology Park in Portmore	FY2012/2013 – FY2014/2015	MIIC, private sector, DBJ	The Factories Corporation of Jamaica (FCJ) has sought proposals from local and international bidders for the phased development of Caymanas Logistics Centre, North Mandela Park and South Mandela Park; the Naggo Head Informatics Park; and an alternative energy generation project.	
<b><i>Sector Strategy: Create a national partnership with a high services demand nation and/or a mentoring nation that has a highly developed ICT services/software industry</i></b>				
2. Deepen relationship with India in development of near-shore BPOs and training programmes	FY2013/2014 – FY2014/2015	MIIC, JAMPRO, private sector	JAMPRO & Hon. Min. Hylton participated in an outward mission to India, which included participation in the 2014 NASSCOM Leadership Forum. The mission resulted in 5 new leads for the sector, strengthening of existing relationships and greater awareness of Jamaica as an outsourcing destination.	
<b><i>Sector Strategy: Establish mechanisms of funding ICT ventures</i></b>				
3. Establish framework for venture capital funding and micro-financing for ICT projects	FY2012/2013 – FY2014/2015	DBJ, MIIC, private sector, JBA, JAMPRO, Micro-finance institutions	TBD	The legal and regulatory changes to develop Jamaica's venture capital industry is expected for FY 2015/2016 MIDA, will be repositioned to develop and effectively manage a micro-venture financing facility for the MSME sector.
<b><i>Sector Strategy: Build an effective indigenous ICT industry</i></b>				

National Outcome # 12 – Internationally Competitive Industry Structures: Information and Communications Technology				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
4. Develop innovation incubators and entrepreneurship capacity development programmes for ICT, including MSMEs	FY2013/2014 – FY2014/2015	MIIC, JAMPRO, private sector	TBD	

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## Services

### Overview

Services have emerged as the driving force in modern economies, and represent the largest component of the Jamaican economy, with financial services, business services and distribution showing the highest relative growth of all economic sectors post-Independence.

For the Vision 2030 Jamaica – National Development Plan, the services industries include finance and insurance services, real estate, renting and business activities, and wholesale and retail trade; repair and installation of machinery.

Between 2012 and 2013, the services sector demonstrated improvements in performance as real value added by the industry increased by 0.47 per cent relative to output in 2011. This was driven by, among other factors, growth in the Finance and Insurance Services industry in both years. This growth emanated from factors such as increased net interest income at commercial banks and higher revenue generated from fees, service charges and commission.

Highlights for the period included the increased advocacy and educational campaigns on the part of the Consumer Affairs Commission for greater financial literacy, building of the capacity of financial institutions to utilize non-traditional forms of collateral through the passage of the Secured Interest in Personal Property Act (SIPPA) and the expansion of the standards framework for the services sector by the Bureau of Standards Jamaica.

### Indicators and Targets – Update

The rate of growth of the services sector continued to significantly lag behind projected targets as only marginal growth was recorded in the combined sectors over the period. Apart from the base year (2007) when there was 4.12 per cent growth in the sector, the sector continued to fall short of the 2.25 per cent growth target which had been established for 2012 and 2015.

**Table 39: Indicators and Targets - Internationally Competitive Industry Structures (Services)**

National Outcome # 12 – Internationally Competitive Industry Structures: Services									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Growth Rate of Services (Finance and Insurance Services and Real	4.12	0.91	-2.24	-0.31	0.12	0.35	≥2.25	≥2.25	≥4.02

National Outcome # 12 – Internationally Competitive Industry Structures: Services									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
Estate, Renting and Business Activities) <sup>15</sup>									

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<sup>15</sup> The figures for this indicator have been revised for the years 2009 to 2013.

**Table 40: Priority Strategies and Actions - Internationally Competitive Industry Structures (Services)**

National Outcome # 12 – Internationally Competitive Industry Structures: Services				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Develop public awareness on financial literacy</b>				
1. Incorporate information on new financial services into consumer education on financial literacy	FY2013/2014 – FY2014/2015	CAC, Bankers Association, DBJ	<p>The Consumer Affairs Commission engaged in a wide range of initiatives in execution of this action. The areas of focus included:</p> <ul style="list-style-type: none"> <li>i. <u>Personal Financial Management</u> which covered topics such as – Budgeting, Saving, Investment, Debt Management (credit cards, loans), Security (Identity Theft, Privacy, Scamming, Phishing, etc.), Wise Shopping.</li> <li>ii. <u>Regulatory Framework</u>, which addressed - NDX, JDX, Credit Reporting Act, Credit Bureaus, Draft Consumer Banking Code, BOJ Omnibus Banking Bill.</li> <li>iii. <u>Developments in Financial Sector</u> which looked at - Jamaica Bankers Association (JBA) Banking Code, Micro financing, Mobile Banking, Banking Rates and Fees.</li> </ul> <p>Several modes were utilised for the delivery of education programmes on these topics and included content in the print and electronic media as well as through outreach activities at which presentations were delivered.</p> <p>One of the highlights of the 2012/2013 FY for consumer financial literacy education was the agency’s continued participation in the CI /IDB Project on the Promotion of Consumer Protection in the Caribbean with particular focus on Banking and Credit. Three new brochures were developed addressing the banking themes: (i) Lower your Banking Fees; (ii) Everyday Banking Terms; and (iii) Invest Your Money Wisely; and (iv) Choosing Your Financial Institution: Credit Union or Commercial Bank?</p> <p>During 2013/2014 FY the Commission continued its advocacy for the adoption of the draft Consumer Banking Code through consultation and sensitization of civil society and consumer groups about the code and</p>	

National Outcome # 12 – Internationally Competitive Industry Structures: Services				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			increased media attention on the subject. Additionally, the CAC intensified its surveillance of the banking sector with ongoing review of banking fees in Jamaica in comparison to similar banks in the Region.	
<b>Sector Strategy: Diversify the range of financial institutions and products</b>				
2. Develop capacity of financial institutions to reflect the use of wider range of collateral, including cash flow, intellectual property and tools of trade	FY2013/2014 – FY2014/2015	DBJ, Bankers Association, MOFP	The Secured Interest in Personal Property Act (SIPPA) was passed in Parliament in December, 2013 paving the way for establishment of a central collateral registry. Use of the registry has commenced; training has also begun with 360 persons, chiefly banking and legal stakeholders, trained in the SIPPA.	
3. Develop mutual guarantee fund	FY2013/2014 – FY2014/2015	DBJ	TBD	
4. Strengthen Jamaica International Financial Services Authority [JIFSA] programme to establish Jamaica as centre for international financial services	FY2012/2013 – FY2014/2015	JIFSA, MIIC, JAMPRO, JBA	<p>There have been several developments in efforts to strengthen JIFSA's programme including:</p> <p><u>Legislative actions</u> 7 draft Bills specific to the international financial services sector have been reviewed by the Legislation Review Committee [of Parliament] namely the: International Holding Companies, International Trust, Limited Liability Companies, Trusts &amp; Corporate Service Providers, Segregated Accounts Companies, General Partnership and Limited Partnership Bills.</p> <p>Four (4) of the draft Bills – International Holding Companies, General Partnership, Limited Partnership and Trust &amp; Corporate Services Providers Bills are designated priority Bills. The General Partnership and Trust &amp; Corporate Services Providers Bills are with the responsible Ministries (MIIC and MoF respectively).</p> <p><u>Marketing projects:</u> During the FY 2012/13, a proposal for the Development of JIFSA Story Board for Stakeholder Communications was prepared. The storyboard will be presented in various fora to underscore the importance of the establishment of the Centre.</p>	<p>These Bills are currently with the Chief Parliamentary Counsel's office for finalization in accordance with the Cabinet Decision.</p> <p>The MIIC will make the submission to the Legislation Committee of Cabinet before the end of February 2015</p>

National Outcome # 12 – Internationally Competitive Industry Structures: Services				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				Discussions are ongoing to develop a competitive tax regime for users of the International Business Services Hub
<b>Sector Strategy: Develop capacity of service providers to meet international standards of certification</b>				
5. Encourage service industry providers to achieve international standards and certification including ISO 9001, 14001 and 50001	FY2012/2013 – FY2014/2015	BSJ, MIIC, PSOJ, JCC	<p>Recognizing the contribution of the services sector, the scope of the standards development programme was expanded to incorporate the adoption of 59 international services sector standards. There was a paradigm shift from developing standards to adopting regional or international standards. During the two years, of the 95 standards published, 53 of them were services standards. Of the 53 services standards, 49 or 92% were adopted international standards</p> <p>During the 2013/2014 FY, 74% of the published standards were adopted regional (CARICOM) and international (ISO) standards.</p> <p>The BSJ also delivered 43 training solutions to key stakeholders and engaged in 23 outreach activities. The courses were aimed at building capacity in quality management (ISO 9001); environmental management (ISO 14001); and energy management (ISO 50001) among others.</p>	
<b>Sector Strategy: Strengthen production and marketing of key service industries</b>				
6. Implement Services Sector Strategy and Action Plan with focus on six (6) priority sub-sectors: Medical Tourism, Wellness Tourism, ICT,	FY2013/2014 – FY2014/2015	MIIC, JAMPRO, JEA	Currently a review of the Services Strategy and Expansion Plan is in progress to determine how many initiatives have been implemented to date.	

National Outcome # 12 – Internationally Competitive Industry Structures: Services				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
Professional Services (specifically Management Consulting), Creative Industries (specifically Music) and Offshore Medical Education				
<b>Sector Strategy: Collaborate with providers in development of advanced ICT network and applications for services</b>				
7. Improve security and usage on electronic/e-commerce transactions	FY2012/2013 – FY2014/2015	MIIC, JCC, JBA	In 2012 Automated banking machines (ABM) density was 23.8/100,000 population or 1 per 4,202 population. This improved to 25.6/100,000 population or 1 per 3,900 population in 2013	
<b>Sector Strategy: Improve the transport infrastructure and network for distribution services</b>				
8. Encourage scheduling of movements of trailers and heavy transport vehicles to off-peak traffic hours	FY2013/2014 – FY2014/2015	MTWH	TBD	

# Tourism

## Overview

Over the period, the tourism industry focussed on the following key priorities:

- maintaining and increasing market share (sustaining/increasing visitor arrivals and airlift capacity)
- improving and diversifying the tourism product and enhancing the visitor experience
- deepening tourism linkages with the other industries of the economy
- integration of tourism into community development
- increasing investments and developing transformational projects
- development of support structures to strengthen the product offerings of the sector
- facilitating and sustaining the natural environment upon which the sector depends

Of key note over the period was the ability of the industry to diversify its source markets – reaching Latin America and the Eastern European Markets, particularly Russia. The increase in these visitor arrivals were also facilitated by indefinitely waiving visa requirements.

Additionally, new attempts were made over the period to explore ways to capitalize on Jamaica's rich resources and competitive advantage as a means of expanding market segments. To this end, the industry is pursuing the development of sub- industries such as health tourism, sports tourism, community tourism and events tourism. With respect to Community Tourism, the National Community Tourism Policy was drafted, consultations held and the draft policy approved by Cabinet. This policy has been designed to advance employment creation and poverty reduction in communities. The Jamaica Social Investment Fund through the REDI Project allocated J\$350 million to implement community based programmes.

Focus was placed on broadening and deepening the industry's contribution to national development through the creation of linkages between tourism and the rest of the economy. Of note was the establishment of a Tourism Linkages Task Force. Over the period, to facilitate these linkages, an online tool was developed by a number of stakeholders including the Ministry of Tourism, Ministry of Agriculture and Fisheries, JAMPRO, RADA, the JMA, JBDC, and the EXIM Bank to provide a common area for buyers to identify their needs and suppliers to meet those needs.

The industry also sought to provide ways in which workers of the industry could gain higher levels of benefit from their contribution to the industry. The main thrust was the preparation of a draft pension scheme for the tourism industry. Currently, as much as 84% of the workers in the accommodations subsector have no pension arrangements – that is, of the 36,000 workers

in that subsector, approximately 30,240 may retire without a pension plan if one is not promulgated in the next fiscal year.

### Indicators and Targets – Update

The table below shows the indicators that were adopted for tracking performance in this sector. The table below shows that in 2009, there was a major downturn in the percentage change in foreign exchange earnings from tourism – declining by 2.54%. However, by 2010 this was reversed showing a 3.45 % change in earning from foreign exchange, and up to 2013 continued to show increases in earnings.

Two new indicators, namely the % change in visitor arrivals (stopover) and % change in persons employed in the industry, have been added as indicators to track performance in this industry and the indicator, tourism competitiveness index country rank was removed. With respect to employment in the sector, the data shows a reduction in employment in the sector in 2013.

**Table 41: Priority Strategies and Actions - Internationally Competitive Industry Structures (Tourism)**

National Outcome #12 – Internationally Competitive Industry Structures										
Tourism										
Indicators	Baseline	Actual						Targets		
	2007	2009	2010	2011	2012	2013	2014	2012	2015	2030
% change in foreign exchange earnings from tourism	2.11	-2.54	3.94	0.36	3.05	0.36	4.4	≥3.98 %	≥5.6 %	≥4.1 %
% change in visitor arrivals (stopover)						1.1	4.6		2.8	4.0
% change in persons employed in the sector					0.8	-3.6	1.9		3.9	3.0

[Need to provide baseline and data time series for new indicators]



**Table 42: Priority Strategies and Actions - Internationally Competitive Industry Structures (Tourism)**

National Outcome #12 – Internationally Competitive Industry Structures: Tourism				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Develop new tourism market segments</b>				
1. Develop new target market segments including: <ul style="list-style-type: none"> <li>Sports tourism</li> <li>Health and wellness/medical tourism</li> <li>Culinary, cultural and heritage tourism</li> <li>Jamaicans at home and in the Diaspora</li> </ul>	FY2012/2013 – FY2014/2015	MTE, JTB, TPDCO, OPM, MOH, MYC, MFAFT, JAMPRO, private sector	<p><b>Sport Tourism:</b> The Sports Tourism Strategy was completed and a sport tourism implementation committee was established.</p> <p><b>Health and Wellness Tourism</b> A Health and Wellness Tourism Policy is being finalized.</p> <p>The Policy, Legal and Regulatory Sub-Committee have been preparing documents to: examine accreditation/standards issues pertaining to medical and wellness tourism</p>	The Jamaicans at Home and in the Diaspora – Visiting Friends and Relatives programme is an ongoing programme along with the Experience Jamaica Programme.
<b>Sector Strategy: Develop diversified geographic source markets</b>				
2. Increase marketing programmes to the UK, Continental Europe, Far East, Latin America and the Caribbean	FY2012/2013 – FY2014/2015	JTB, MTE, Trade associations, private sector, JAMVAC	Over the period, airlift new airlift was secured out of Latin America, Canada, Eastern Europe and Sweden. New gateways were opened in Czech Republic, Quebec in Canada and Munich in Germany.	
<b>Sector Strategy: Develop a variety of accommodations</b>				
3. Facilitate the development of major tourism accommodation projects	FY2012/2013 – FY2014/2015	MTE, TPDCo, JHTA, Private/public partnerships (PPPs)	The Timeshare Bill has been prepared and was tabled in Parliament in May 2014. Revised fiscal Incentives legislation was passed in 2013. Inputs to the Timeshare Bill was provided by a range of stakeholders including: JHTA, Jamaica Bar Association, the Jamaica Bankers' Association, The Registrar of Titles, and the American Resort Developers Association among others.	

National Outcome #12 – Internationally Competitive Industry Structures:				
Tourism				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Bed and Breakfast Policy and Programme being finalized.	
4. Complete framework for casino gaming projects, including approval of regulations to the Casino Gaming Act and full operationalization of the Casino Gaming Commission	FY2012/2013 – FY2013/2014	MOFP, MTE	<p>This initiative is being led by the Ministry of Finance and Planning. The Government is in the process of reviewing bids for the three proposed casinos that are earmarked for Jamaica.</p> <p>Two candidates were shortlisted for Integrated Resort Development and the Financial Investigations Division of the Ministry of Finance and Planning has begun the due diligence exercises. IRDs are luxury resort developments, which are expected to cater to 'high spenders' and include, but are not limited to hotels, villas, sporting and recreational facilities, shopping centres, and casinos.</p>	
<b>Sector Strategy: Create framework to facilitate awareness, broad participation, business opportunities and access for stakeholders</b>				
5. Develop community based tourism programmes	FY2012/2013 – FY2014/2015	MTE, JTB, Heart Trust/NTA, SDC, MLGCD, TPDCO, NGOs, CBOs	<p>The Community Tourism Policy was prepared in 2013 and stakeholder consultations were completed in 2014. The Policy was tabled in Parliament as a Green Paper in 2014.</p> <p>Two other important initiatives are expected to be undertaken as part of the broader community tourism programme – a needs assessment study of the agricultural sector and the development of a craft policy to better govern the craft industry.</p> <p>The call for the first set of community based projects also was advertised by JSIF over the</p>	<p>This policy has been deemed very important to the tourism sector as it is well established that the reach of community tourism can extend far beyond the tourism industry to generate increased capacity within communities, and support strong community governance, employment creation and poverty reduction.</p>

National Outcome #12 – Internationally Competitive Industry Structures: Tourism				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			period. Under this activity, the REDI Project, implemented by JSIF has earmarked approximately \$350 million to be allocated for community based projects.	
6. Revise the national tourism awareness programme to achieve greater inclusiveness of all stakeholders in the industry	FY2012/2013 – FY2014/2015	MTE, JTB	A number of promotional programmes were undertaken over the period, using a variety of media and targeting multiple markets, to attract visitors to Jamaica.	
7. Reactivate all resort boards	FY2012/2013 – FY2014/2015	MTE, TPDCO	All resort boards were reactivated by 2012. Resort boards ensure the development, improvement and sustainability of the tourism product within the resort area.	
<b>Sector Strategy: Increase the use of Jamaican inputs in the tourism product</b>				
8. Develop supporting structures to strengthen the product offering in the sector (e.g. have more entertainment events throughout the year, greater marketing of existing product offerings)	FY2012/2013 – FY2014/2015	MTE, JTB, TPDCO, JHTA, private sector	<p>A Tourism Linkages Council and Task Force comprising representatives from the public and private sectors were established in 2013. A Hub also was established in 2013 as a means of deepening the linkages between tourism and the other sectors of the economy.</p> <p>To address this action, the Ministry of Tourism and Entertainment has contracted the UWI to undertake a demand study of the tourism industry and in particular hoteliers' needs. This study is expected to be completed in mid-2015.</p> <p>The Ministry continues to facilitate the use of local products being consumed in the tourism industry and to over the period, contracts totalling over US\$ 1 million were secured to provide local furnishings for the industry.</p> <p>The Ministry sought to facilitate direct/supplier</p>	

National Outcome #12 – Internationally Competitive Industry Structures:				
Tourism				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			networking through the participation in various expositions over the period including among others: 8 Agro-Tourism Farmers Markets, Caribbean Market Place and the Denbigh Agricultural Show.	
<b>Sector Strategy: Ensure that all aspects of the tourism industry meet required standards and customer service</b>				
9. Develop and implement standards for tourism enterprises including enforcing existing tourism standards	FY2012/2013 – FY2014/2015	MTE, TPDCO, LAS	Standards developed over the period included: High Angle Techniques; Standards for Spa Operators; Amendments to the Water Sport Regulations; Amendment of Travel Agency Regulations; Amendment of the JTB Act.	
<b>Sector Strategy: Strengthen the legislative and regulatory framework to protect workers' health, safety, remuneration and rights</b>				
10. Establish pension scheme for workers in the tourism sector	FY2012/2013 – FY2014/2015	MLSS, pensions industry, private sector, MFPS, MTE, JCTU	Plan for a Pension Scheme for the Tourism Sector was drafted and reviewed and recommendations were submitted to the JHTA for consideration.	Approximately 84% of the workers in the accommodations sector do not possess a pension plan.
<b>Sector Strategy: Strengthen the social infrastructure for workers and adjoining communities of resort areas</b>				
11. Participate in land use planning for resort areas and adjoining communities, including planning for housing for tourism workers	FY2012/2013 – FY2014/2015	Parish councils, private sector, NEPA, UDC, Resort Boards, JTI, MTE	The NHT also has put in place a Hotel Sector Worker Policy which has been designed to enhance the affordability and accessibility of loans to hotel sector workers.  The TEF also has been in discussions with the HAJ with respect to allocation of lands for tourism workers.	
<b>Sector Strategy: Strategically position the tourism sector as a national development priority</b>				
12. Implement tourism component of the South Coast Sustainable Development Plan	FY2012/2013 – FY2014/2015	MTE, JTB, TPDCO, Resort Boards, UDC	Projects are being implemented from this Plan in Canoe Valley, Milk River, Blue Fields, the town of Mandeville and the Treasure Beach Area.	
13. Undertake carrying capacity studies of resort towns for Portland, South Coast and	FY2012/2013 – FY2014/2015	MTE, JTB, TPDCO, NEPA,	No action undertaken over the period.	

National Outcome #12 – Internationally Competitive Industry Structures:				
Tourism				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
Kingston		UDC		
<b>Sector Strategy: Ensure that waste, emission, water and energy are addressed in integrated sustainable planning for the tourism sector</b>				
14. Develop adequate infrastructure in communities and resort towns, improving the state of roads, and creating additional facilities for sanitary conveniences, sewage etc.	FY2012/2013 – FY2014/2015	Resort Boards, NEPA, NWA, NSWMA, MTE	The Tourism Enhancement Fund continued to provide funding to improve roads as well as road access to tourism attractions such as Accompong.	
15. Develop a comprehensive programme to improve infrastructure and management of public beaches in resort towns	FY2012/2013 – FY2014/2015	TPDCO, Resort Boards, NEPA, UDC, TEF, Parish Councils, MTE	Work on upgrading of 5 public beaches commenced over the period – Burwood in Trelawny, Orchard in Hanover, Bull Head in Hanover, Providence in Montego Bay and the Norman Manley Sea Park in Negril.	Upgrading of public beaches is a priority to allow both Jamaicans and visitors to be able to access their resources
16. Develop a comprehensive strategy for improving sanitation and waste management in resort towns – solid waste, sewage, storm water	FY2012/2013 – FY2014/2015	NSWMA, NWC, Resort Boards, NEPA, Parish councils, MTE		
17. Encourage the use of renewable energy sources in resort towns and in establishments through training and incentives	FY2012/2013 – FY2014/2015	MTE, MSTEM, MOFP, JHTA, private sector	JHTA and the JPSCo developed a programme to assist small and medium sized hotels to improve their energy conservation.	
18. Increase the number of establishments connected to central sewage treatment systems in resort areas	FY2012/2013 – FY2014/2015	NWC, private sector		
<b>Sector Strategy: Ensure that environmental management systems are implemented by tourism entities</b>				
19. Develop waste management programmes in establishments (hotels, attractions, craft markets, restaurants) with respect to plastics, compostable materials, biodegradable materials, chemical and hazardous substances	FY2012/2013 – FY2014/2015	NSWMA, Resort Boards, tourism private sector		
<b>Sector Strategy: Ensure that the activities of the tourism industry support biodiversity conservation objectives as well as ecosystems management objectives</b>				
20. Develop national ecotourism guidelines	FY2012/2013 –	MTE, NEPA,	Two guidelines developed over the period –	A guideline on water

National Outcome #12 – Internationally Competitive Industry Structures:				
Tourism				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
aligned to the Protected Areas System Master Plan	FY2014/2015	Forestry Department, JNHT	Caves and Trails Ecosystem guidelines for the Cockpit Country trails being prepared.	features will be prepared in the 2014/15 fiscal year.
<b>Sector Strategy: Develop and implement flagship heritage, cultural, historical and nature-based attraction projects</b>				
21. Develop Kingston as a cultural capital/city	FY2012/2013 – FY2014/2015	MYC, MTE, IOJ, TPDCO, Resort Boards, JHTA, JNHT, private sector, Jamaica Music Museum	To advance this activity, a committee was established over the period and the Entertainment Advisory Board began discussions with the KSCA with respect to the application process to UNESCO to facilitate this process.  Application for UNESCO designation for Kingston is being completed. A range of programmes are being developed to support this initiative.	
<b>Sector Strategy: Reduce the vulnerability of the tourism sector to natural hazards</b>				
22. Improve road and drainage system/infrastructure for flood mitigation in resort towns/areas	FY2012/2013 – FY2014/2015	MTE, MTWH, NWA, Resort Boards, LAs	TBD	
23. Expand current multi-hazard contingency planning programme to improve institutional capacity to plan, prepare, respond and recover from natural hazards	FY2012/2013 – FY2014/2015	MTE, ODPEM, MLGCD, NEPA	During 2012, the Ministry of Tourism and Entertainment received grant funding of US\$785,500 to implement Component 3 of the Adaptation Fund project. Activities undertaken include: Development of a Climate Risk Atlas for Negril, training of community stakeholders in disaster risk reduction and natural resources management, storm surge modelling and community hazard mapping.  DRM programme for the tourism sector also established.	

National Outcome #12 – Internationally Competitive Industry Structures: Tourism				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Enhance awareness within the sector on the impacts of climate change on tourism</b>				
24. Develop a climate change communications strategy to support/improve awareness of climate change among tourism stakeholders	FY2012/2013 – FY2014/2015	MTE, MOWLECC, NEPA, Panos Caribbean	Not undertaken during the reporting period	
<b>Sector Strategy: Develop a dynamic and flexible demand-driven education training system for tourism</b>				
25. Identify the priority skills required by the sector and establish mechanisms for skills training	FY2012/2013 – FY2014/2015	MTE, Heart/NTA	In 2012, Heart Trust conducted a tourism sector study to assess the skills and training needs required by the sector. A training plan is currently being developed and will be completed in the 2015/16 fiscal year.	

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

### **Overview**

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

Over the period 2012 – 2014, there were increased efforts on the use and management of natural resources, particularly with respect to forests, watersheds, water resources, protected areas and improving fish stocks all geared towards the country achieving by 2030 "... a healthy natural environment". Key initiatives undertaken over the period included:

- Implementation of activities that supported and encouraged proper farming practices
- Finalization of the Watersheds Policy of Jamaica
- Implementation of components of the Watershed Area Management Mechanisms (Watershed Model) began in 11 of the island's 26 Watershed Management Units. The Watershed Model is a community driven mechanism to allow for the sustainable use of the country's watersheds. Over the period, the Government has exceeded its original target of implementing the model in five new units. These include the Swift River, Oracabessa/Paggee, and White River/Rio Bueno in the North Eastern Region; Negril, Martha Brae, Great River and Lucea River in the Western Region; St. Elizabeth, Clarendon, and Gut Alligator Hole, Manchester in the Southern Region, as well as St. Catherine and St. Thomas in the South Eastern Region.
- Reforestation of degraded land and sustainable land management and water security activities within the Yallahs River and Hope River Watershed Management Units – recognizing that these units provide potable water to approximately one (1) million citizens in Kingston and St. Andrew and have been seriously degraded overtime.
- Preparation of Jamaica's Forest Policy and subsequent approval by Cabinet
- The preparation of the Forest Management Plan for the Cockpit Country Forest Reserve as a means of preserving one of Jamaica's largest remaining closed broadleaf forests
- Upgrading and expanding the National Hydrologic Monitoring Network, through the installation of additional and more accurate monitoring equipment. The data from this network will guide the management of water resources, the allocation of water to drive national development and the assessment of climate change impacts on water resources and relevant strategies that must be implemented to mitigate the impacts of climate change.



- Implementation of strategies to reduce the impact of the bauxite alumina operations, on water resources across the island – a groundwater model of the Essex Valley Limestone aquifer was completed in association with Alpart to guide water resources management and the reduction of contamination once the Alpart Plant is restarted as well as implementation of a more efficient effluent management system at the Ewarton Plant, towards reducing spills into the Rio Cobre.
- Increased focus was placed on the 14 already established special conservation fishery areas (also called fish sanctuaries) and the government in collaboration with NGOs sought to work with the fisher folk, to ensure that the restrictions are enforced, and to explain the importance of the sanctuaries to the country, the industry and the protection of their fishermen's' livelihood.
- Creation of a spatial database for coastal ecosystems including coastal set back limits, protected areas (PAs), and to guide in decisions on Environmental Impact Assessments (EIAs) all geared towards better management of coastal and marine resources

With respect to waste management, the Riverton landfill continued to be a major problem – with a number of fires occurring over the period – either by being lit with malicious intent or spontaneous combustion. The Government over the period identified a range of strategies to better manage the Riverton City Landfill. These strategies include among others: accessing funds from the environmental levy to engage in activities to ensure that the site is properly covered with soil so that only one cell will be exposed at any given time, thereby reducing the incidence of spontaneous combustion and enhancing containment of fires; issuing a request for proposals (RFP) for waste recovery, and waste to energy solutions; and over the next few years identifying an alternate site to Riverton where a modern landfill or sanitary landfill can be established.

#### From the 2013 Waste Characterization Study...

- The average daily generation rate per person was calculated to be 1kg
- Households within urban communities generate an average of 18.29kg of wastes every 3.5 days. Of this total approximately 62% represents compostable, while plastic and paper accounted for 12% and 9% respectively.
- Households within rural communities generate an average of 12.53kg of wastes every 3.5 days. Of this total approximately 61.21 % represents compostable, paper accounted for 6.07 % and plastic 13.49 %.
- There has been a decrease in the per capita generation of most of the selected communities.

Two new pieces of legislation related to waste management were prepared although there was not much inroads into the development of a revised national waste management policy. The National Waste Characterization Study completed in 2013 by the National Solid Waste

Management Authority (NSWMA), is expected to provide relevant data for the drafting of the new policy.

With respect to pollution control, over the period, the country now has enhanced capacity to respond to air quality pollution incidents and has developed a national air quality monitoring network; strengthened the air quality management programme to improve air quality monitoring and measurement; and developed standards for particulate matter less than 2.5 microns in addition to the existing standards for particulate matter less than 10 microns. Two additional air quality monitoring stations were added to the Kingston Metropolitan Area increasing the number of stations from three to five.

Additionally, the Wastewater and Sludge Regulations were finalized in 2013. The development of the Regulations is part of Jamaica's compliance to the Cartagena Convention concerning 'Pollution from Land Based Sources'. These regulations will serve to provide the framework for the operation of treatment facilities, their monitoring and the reporting mechanisms that will be required as well as issues related to compliance and a discharge fee system.

As with the previous period, the country also continued to show improvements in number of areas including capacity building in forestry management, climate change adaptation, disaster risk reduction; land management; water quality monitoring and Geographical Information Systems (GIS). However, achievements in the sector continued to be hampered by inappropriate land use and waste management practices and low levels of awareness of environmental issues among large segments of the population.

The sector also continued to be constrained by limited financial resources from the budget although allocations to the sector continue to increase. Funding was however received from various international development partners, which allowed the country to implement various technical assistance projects.

## National Outcome Indicators and Targets – Update

The table below shows the indicator that was adopted for tracking performance in this sector. The Environmental Performance Index (EPI) ranks how well countries perform on high-priority environmental issues in two broad policy areas: protection of human health from environmental harm and protection of ecosystems. Within these two policy objectives the EPI scores country performance in nine issue areas comprising 20 indicators (see graph at right).

The two objectives that provide the overarching structure of the 2014 EPI are Environmental Health and Ecosystem Vitality.

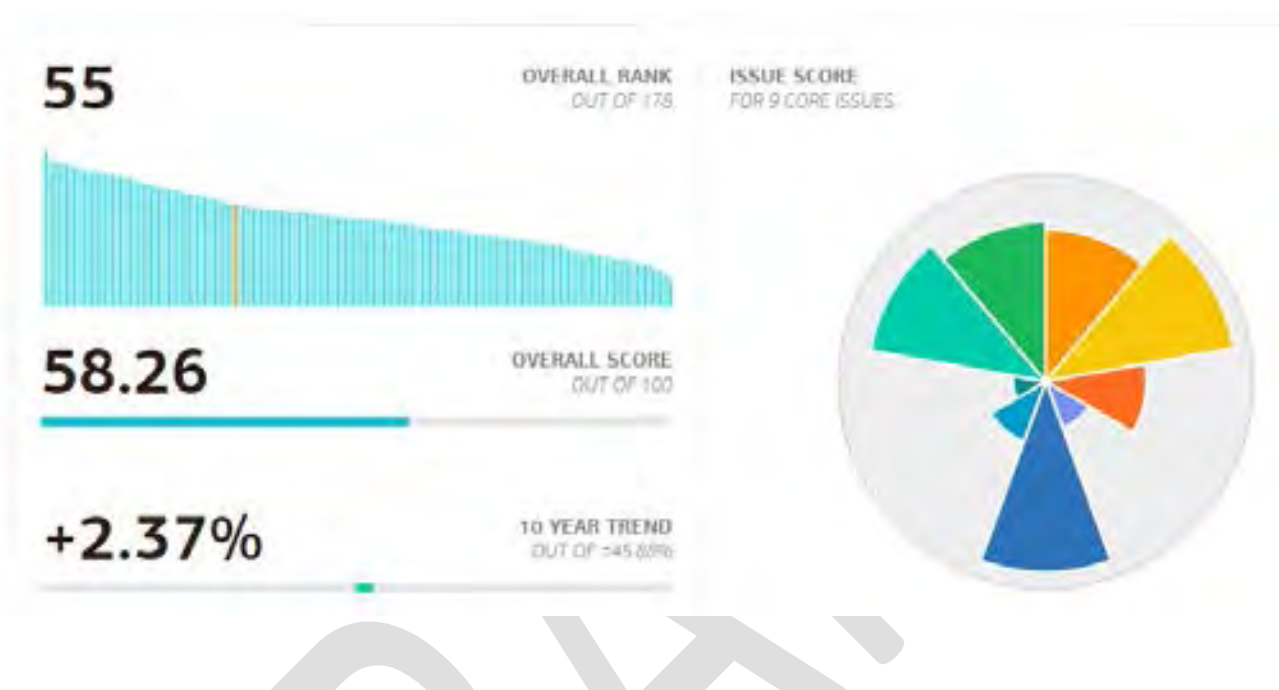
Environmental Health measures the protection of human health from environmental harm. Ecosystem Vitality measures ecosystem protection and resource management. These two objectives are further divided into nine issue categories that span high-priority environmental policy issues, including air quality, forests, fisheries, and climate and energy, among others. The issue categories are extensive but not comprehensive (See: Data Gaps and Deficiencies, below). Underlying the nine issue categories are 20 indicators calculated from country-level data and statistics.

Scores are then converted to a scale of 0 to 100 by simple arithmetic calculation, with 0 being the farthest from the target (worst observed value) and 100 being closest to the target (best observed value). In this way, scores convey similar meaning across indicators, policy issues, and the overall EPI.

In 2010, Jamaica's ranking in terms of environmental performance as measured by the Environmental Performance Index (EPI) dropped by 35 places, placing the country at 89th out of 163 countries with a score of 58.0, down from a ranking of 54th out of 149 countries with a score of 79.1 in 2008. However Jamaica's ranking on the EPI improved in 2012 to 63rd out of 132 countries, with a score of 54.4. However, scores and rankings for the 2014 EPI cannot be



compared directly with scores and rankings from earlier releases of the EPI, due to changes in data and methodology. In 2014, the country ranked 55th out of 178 countries, with a score of 58.3.



The Issues Score 2014 and 2012 for the nine (9) core issues are as follows:

Indicator	2014		2012	
	Score	Rank	Score	Rank
<b>Environmental Performance Index</b>	<b>58.26</b>	<b>55/178</b>	<b>54.4</b>	<b>63/151</b>
<b>Environmental Health</b>				
Health Impacts (Child Mortality)	72.5	88	68.2	73
Air Quality (Particulate Matter, household air quality)	96.33	39	63.2	74
Water and Sanitation (Effects on Human Health) – Access to water and sanitation	41.26	98	46.5	76
<b>Ecosystem Vitality</b>				
Water Resources (wastewater treatment)	10	89	31.4	67
Agriculture (agriculture subsidies and pesticide regulation)	96	1	97	2
Forests (change in forest cover)	18.52	97	74.1	82
Fisheries (coastal shelf fishing pressure and fishing stocks)	0	98	40.1	13
Biodiversity and habitat (critical habitat protection, terrestrial protected areas, marine protected areas)	88.04	35	73.3	44
Climate and Energy (trend in carbon intensity,	76.98	9	34.5	85

Indicator	2014		2012	
	Score	Rank	Score	Rank
<b>Environmental Performance Index</b>	<b>58.26</b>	<b>55/178</b>	<b>54.4</b>	<b>63/151</b>
access to electricity, trends in CO2 emissions per KWH)				

Source: EPI.yale.edu

Based on the analysis of the EPI, and the table above showing the scores for the 9 indicators in 2012 and 2014, it is clear that Jamaica needs to improve its score on indicators in both categories – ecosystem health and ecosystem vitality to be able to see significant improvements on the EPI Index. Greater efforts and initiatives are required particularly around the following indicators:

- Water and Sanitation (Effects on Human Health) – Access to water and sanitation
- Water Resources (wastewater treatment)
- Forests (change in forest cover)
- Fisheries (coastal shelf fishing pressure and fishing stocks)

**Table 43: Indicators and Targets - Sustainable Management and Use of Environmental and Natural Resources**

National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2014	2012	2015	2030
Environmental Performance Index (EPI)	74.7 (2006)	79.1 (2008)	58.8		54.4	58.26	≥80	≥82.2	≥85

**Table 44: Priority Strategies and Actions - Sustainable Management and Use of Environmental and Natural Resources**

<b>National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
<b>National Strategy 13-1: Integrate Environmental Issues in Economic and Social Decision-Making Policies and Processes</b>				
<b>Sector Strategy: Create mechanisms to ensure the use of impact assessments in sectoral policy development</b>				
1. Undertake Regulatory Impact Assessments (RIAS) when updating key environmental policies, legislation and regulations	FY2012/2013 – FY2014/2015	<b>MOWLECC, NEPA</b>	Draft RIA Policy guideline was completed. The latest RIA conducted was on the Natural Resources Conservation (Wastewater and Sludge) Regulations which were promulgated in 2013.	
2. Develop a policy on the use of economic instruments to regulate industries and other economic activities	FY2012/2013 – FY2014/2015	<b>MOWLECC, NEPA, PIOJ, MOFP</b>	Not undertaken over the period.	NEPA is expected to recruit an environmental economist in 2014, who is expected to lead the development of this policy.
3. Create and improve access to beaches through further amendments to the Beach Control Act (access to sandy area in particular the foreshore)	FY2012/2013 – FY2014/2015	<b>MTE, NRCA Board, Beach Control Authority, NEPA</b>	Over the period, the draft Ocean and Coastal Resources Management Policy was reviewed.	
<b>Sector Strategy: Implement best management practices for air, forest, ground and surface water, land management, soils and resources consumption</b>				
4. Develop a national air monitoring system for air and water quality	FY2012/2013 – FY2014/2015	<b>MOWLECC, NEPA, MOH</b>	A national air quality monitoring network was developed.  NEPA worked to strengthen the air quality management programme to improve air quality monitoring and measurement. Standards were developed for particulate matter less than 2.5 microns in addition to the existing standards for particulate matter less than 10 microns.  National water quality profile was developed.	

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

<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
5. Expand air quality monitoring and include additional urban sites, emerging growth centres, protected areas and communities	FY2012/2013 – FY2014/2015	<b>MOWLECC, NEPA, MOH</b>	Two new air quality monitoring sites were established in the Kingston Metropolitan Area - Washington Gardens and Waterford, in Portmore. This brings the total number of air quality monitoring stations in the Kingston Metropolitan Area from three to five.  Two new air quality monitoring sites were established in Montego Bay and May Pen.	Establishment of two monitoring stations are planned for Portmore and Kingston in 2015/2016. Equipment has been procured.
6. Develop legislation for motor vehicle emissions	FY2012/2013 – FY2014/2015	<b>MOWLECC, NEPA, MTWH, Chief Parliamentary Counsel</b>	New Motor Vehicle Act, which contains motor vehicle emissions standards, was drafted by the MTWH and sent to the CPC for comments.	
7. Develop framework for non-regulated sources of air pollution	FY2012/2013 – FY2014/2015	<b>NEPA, MOWLECC</b>	NWSMA has drafted regulations to address open burning.	Scoping study to determine point and non-point sources of air and water pollution scheduled for completion by March 2015
<b>National Strategy 13-2: Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management</b>				
<b>Sector Strategy: Adopt an ecosystems management approach</b>				
8. Implement the WAMM (Watershed Areas Management Mechanism) in 18 watershed management units	FY2012/2013 – FY2014/2015	<b>NEPA, Forestry Department, NGOs</b>	NEPA and the Forestry Department continued the implementation of the Watershed Area Management Model in 11 out of 18 Watershed Management Units. The WAMM is being implemented as part of the Global Environment Facility Integrated Watershed and Coastal Area Management Project.  Work continued towards the finalization of the Watersheds Management Policy of Jamaica.  The Forestry Department established four Local Forest Management Committees (LFMC) in the following watershed management units – 2 in the Hope River WMU, Dallas Castle, Constitution Hill; 1 in the Yallahs	Implementation of components 1, 2 and 4 of the WAAM in 10 WMUs in Q3 2014/15  Implementation of components 6-10 of the WAMM in Black River scheduled to commence Q4 2014/15 (TEF funded project)

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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			River WMU, Westphalia; and, 1 in the Rio Bueno WMU, Sawyers.	
9. Design and implement financing mechanisms for watershed management	FY2012/2013 – FY2014/2015	NEPA, Forestry Department, MOFP	Work advanced on the Yallahs/Hope River Watershed Project.	The Integrated Management of the Yallahs/Hope Watershed Management Units Project (funded by IDB) includes a component to design and implement financing mechanisms for payment for ecosystem services. The start of this project was delayed, however, and was not initiated until the end of 2014. This activity is scheduled for completion in 2016 calendar year.
10. Improve sustainable management of protected areas – including developing sustainable financing plans for protected areas (2 per year) through an approach involving community participation	FY2012/2013 – FY2014/2015	NEPA, Forestry Department, Nature Conservancy, MOFP, NGOs	NEPA commenced the implementation of Strengthening the Operational and Financial Sustainability of the National Protected Area System project with funding from the GEF/UNDP to develop a sustainable management financing framework for protected areas, and for the establishment of a Protected Areas Trust Fund.  Draft User Fees Framework for protected areas prepared.  The Trust Fund was established in 2014 under the name The National Conservation Trust Fund of Jamaica (NCTFJ).	
11. Identify appropriate management and business plans useful to the management of protected areas	FY2012/2013 – FY2014/2015	NEPA, Forestry Department, Nature Conservancy, NGOs	Blue and John Mountains National Park Business Plan was prepared in 2014.  Management Plans have been drafted for the Blue & John Crow Mountains National Park (BJMNP), and for Seville and the Portland Bight Protected Areas, Windsor Castle and Stephney-John’s Vale Forest Reserves, Mason River Protected Area, and Pedro Cays and Surrounding Waters.	



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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>The Forestry Department is near completion in the preparation of Management Plans for Windsor and Stephanie John’s Vale Forest Reserves.</p> <p>Management Plans for Discovery Bay Fish Sanctuary, Ocho Rios PA, Palisadoes/Port Royal PA, Black River and Mason River are at an advanced stage of preparation.</p> <p>Business Plans for the BJMNP, Seville and Portland Bight Protected Areas were completed.</p>	
<b>Sector Strategy: Reverse loss of environmental resources through restoration initiatives</b>				
12. Rehabilitate degraded forest and increase forest cover	FY2012/2013 – FY2014/2015	<b>Forestry Department,</b> NEPA, NWC, NGOs	<p>Forest Policy for Jamaica drafted in 2014 and considered by Cabinet in 2014.</p> <p>Forest Management Plan for the Cockpit Country Forest Reserve was completed. The management plan outlines the strategies that will be employed by the Forestry Department to engage with all the various stakeholders within the boundaries of the Cockpit Country Forest Reserve to preserve one of Jamaica’s largest remaining closed broadleaf forests. Also, two other Forest Management Plans – Windsor Castle &amp; Stephney Johns Vale were prepared.</p> <p>405 ha planted in degraded Watershed Management Units by the Forestry Department. To support this and other initiatives, over 400,000 seedlings were produced under the CCADRRP.</p> <p>Under the CCADRRP, 21 Permanent Sample Plots were established during the reporting period.</p>	<p><b>The Policy is expected to become a green paper in early 2015.</b></p> <p><b>The GOJ/EU/UNEP Climate Change Adaptation and Disaster Risk Reduction Project (CCADRRP) was implemented over the period 2010-2013</b></p>

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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>A Forest Fire Management Plan was completed to guide the forestry department and other key stakeholders in planning for, preventing and managing forest fires. This Plan also includes a series of maps that identify the high risk areas.</p> <p>NEPA is undertaking an assessment towards instituting a regulatory regime to manage the production of charcoal. Charcoal production is a source of growing concern particularly because of its negative impact on the country's forests and watersheds.</p>	
13. Reverse unsustainable use of fisheries by enhancing monitoring, control, surveillance and enforcement of fisheries regulations	FY2012/2013 – FY2014/2015	<b>Fisheries Division,</b> MOAF	Two pieces of legislation were passed in Parliament in 2013, one of which sought to address the import of aquaculture products into Jamaica, and to establish proper and adequate guidelines for all aspects of the fishing industry.	
14. Prepare plan that defines strategies for the sustainable management and use of fish sanctuaries	FY2012/2013 – FY2014/2015	<b>Fisheries Division,</b> MOAF, NEPA, NGOs	Implementation of the Caribbean Fish Sanctuary Partnership Initiative (C-FISH) began. This is an initiative aimed at improving the management of marine resources and promoting sustainable livelihoods in coastal communities. Focus was placed on enhancing the effectiveness of fish sanctuaries and increasing their resilience to climate change. To this end, at least 5 fish sanctuaries were able to hire Sanctuary Managers to carry out a suite of duties towards strengthening and improving the operations and effectiveness of the sanctuaries – such as coordinating enforcement activities, developing educational and awareness activities and programmes, and developing and implementing other activities to support the sustainability of each sanctuary.	
15. Continue to sensitize managers and users of	FY2012/2013 – FY2014/2015	<b>Fisheries Division,</b>	The Fisheries Division worked with fisher folk, to ensure that the restrictions within the special fishery	

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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
fish sanctuaries		MOAF, NEPA, NGOs	conservation area were enforced, and to explain the importance of the sanctuaries to the country, the industry and the protection of their fishermen’s livelihood.	
16. Create programme to develop under- and unutilized fisheries	FY2012/2013 – FY2014/2015	<b>Fisheries Division,</b> MOAF, NGOs		
<b>Sector Strategy: Promote sustainable use of biological resources</b>				
17. Conduct natural resource valuation (NRV) on critical areas of biodiversity	FY2012/2013 – FY2014/2015	<b>NEPA,</b> Forestry Department	NRV were prepared for the Jamaican Coral Reef Systems in 2013 (by World Resource Institute) - this is the second NRV prepared for an ecosystem – the first one was undertaken of the Cockpit country and was completed in 2011.	
18. Identify and implement alternative livelihoods strategies through an approach involving community participation	FY2012/2013 – FY2014/2015	<b>NEPA, PIOJ, MLSS, Fisheries Division, Forestry Department, MLGCD, NGOs, CBOs</b>	NEPA, the Forestry Department and the MOWLECC implemented a range of activities to promote sustainable livelihoods. Some of these included: <ul style="list-style-type: none"> <li>7. Encouraging proper farming practices,</li> <li>8. reforestation of 400 hectares of degraded land, sustainable land management and water security within the Yallahs River and Hope River Watershed Management Units. These Watershed Management Units provide potable water to approximately one (1) million citizens in Kingston and St. Andrew</li> <li>9. 400 farmers from all four LFMCs registered in Agroforestry programme.</li> <li>10. Five (5) community workshops held in collaboration with NGOs &amp; CBOs with all four LFMCs to promote agroforestry &amp; sustainable livelihood.</li> <li>11. 2 apiaries consisting of 10 colonies established at Constitution Hill.</li> </ul> <p>NEPA also supported other alternative livelihoods ventures in 5 marine communities inclusive of marine protected areas (Negril, Montego Bay, Portland Bight,</p>	

National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			Westmoreland, and St. Thomas). The activities promoted included: 12. Apiary 13. Construction of Marker Buoys 14. Establishment of a Palm Nursery 15. Sea Moss farms 16. Eco-tourism activities	
<b>National Strategy 13-3: Develop Efficient and Effective Governance Structures for Environmental Management</b>				
<b>Sector Strategy: Create dynamic and responsive regulatory environment</b>				
19. Revise governance framework for waste management	FY2012/2013 – FY2014/2015	NSWMA, MLGCD, MOWLECC	<p>National Solid Waste (Public Cleansing) Regulations, 2014 were drafted. These regulations are designed to maintain a clean public environment by providing for the proper storage, conveyance and disposal of waste by making provision for penalties where the regulations are contravened. The regulations also will clearly outline the roles and responsibilities of the citizens, waste haulers and the NSWMA in matters of waste management.</p> <p>Consultations on the draft regulations began over the period and a wide cross-section of stakeholders were consulted, including NEPA, Ministry of Health, the Jamaica Constabulary Force, Private Waste Haulers, persons in academia, the Business Sector, the Environmental NGO community, and members of the Public.</p>	Public education around the regulations and waste management are slated to begin in the next fiscal year.
<b>National Strategy 13-4: Manage All Forms of Waste Effectively</b>				
<b>Sector Strategy: Create an integrated framework for the management of all types of waste</b>				
20. Revise National Solid Waste Management Policy	FY2012/2013 – FY2014/2015	NSWMA, MLGCD, NEPA, MSTEM, NWC	Discussions began on the preparation of a revised waste management policy that would take into account the different typologies of waste including new and emerging forms of waste – e-waste, white waste, hazardous waste etc. This is expected to be completed in 2015.	The country needs a new comprehensive waste management policy that takes into account all forms of waste and one that includes a range of strategies to address the reuse,

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

Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				recycling and proper management of different types of waste.
21. Implement integrated waste management strategy and action plan, specifically for hazardous waste, e-waste, sewage, medical waste, agricultural waste etc.	FY2012/2013 – FY2014/2015	<b>NSWMA,</b> MLGCD, NEPA, MOH, MOWLECC, MSTEM, NWC, PCJ, MOAF	The Wastewater and Sludge Regulations were finalized in 2013. The development of the Regulations is part of Jamaica’s compliance to the Cartagena Convention concerning ‘Pollution from Land Based Sources’.  The regulations will serve to provide the framework for the operation of treatment facilities, their monitoring and the reporting mechanisms that will be required as well as issues related to compliance and a discharge fee system.	
22. Pursue waste-to-energy options including revise draft waste-to-energy policy, seek Cabinet approval and develop action plan for waste to energy	FY2012/2013 – FY2014/2015	<b>NSWMA,</b> <b>MSTEM,</b> MLGCD, NEPA, MOH, MOWLECC, NWC, PCJ	No action during the reporting period.	The draft waste to energy policy is expected to be revised in the 2014/15 fiscal year.
23. Create management framework for better management of disposal sites	FY2012/2013 – FY2014/2015	<b>NSWMA,</b> NEPA, MOH, MOWLECC, MLGCD	The National Solid Waste Management (Disposal of Solid Waste) Regulations, 2014 were drafted. The purpose of these regulations is to regulate the kinds of material which may be disposed of at a landfill and the manner in which such disposal is done. The regulations also seek to impose tipping fees on users of a landfill based on the waste burden put on the landfill by these users.	The regulations will be tabled in Parliament in the next fiscal year and are currently being reviewed by key stakeholders
24. Develop local area plans for the management of wastes and disposal sites	FY2012/2013 – FY2014/2015	<b>NSWMA,</b> MOH, MOWLECC, MLGCD	A Transfer Station was constructed to assist in the management of waste in western Jamaica, where waste from Westmoreland is moved to St. James via small trucks.  Waste Characterization and per capita generation report prepared in 2013.	

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

<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
25. Construct infrastructure for hazardous waste, including collection points and transfer stations	FY2012/2013 – FY2014/2015	<b>NSWMA,</b> NEPA, MOH, MOWLECC, MLGCD	Discussions continue on the most appropriate site for a hazardous waste disposal facility.	

DRAFT

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

### **Overview**

Jamaica, by virtue of its location, topography and geology, is prone to several natural hazards. These natural hazards can be placed into two categories: hydro-meteorological (tropical cyclones or hurricanes, floods, drought and fires) and geological (earthquakes, landslides and tsunamis) (UNEP, 2010). Over the years, natural hazards have had significant impact on economic activities, property, human welfare and natural resources in Jamaica, affecting public finance, increasing expenditure, reducing domestic revenue and in turn resulting in increased domestic and external borrowing.

With respect to seismic risk, an assessment of public buildings in the Kingston Metropolitan Region undertaken over the period revealed that several of these structures are not earthquake resistant. The assessment, which was carried out by the Office of Disaster Preparedness and Emergency Management (ODPEM) found that of 77 critical facilities in the Corporate Area, 61 per cent are susceptible to earthquakes. Of the 37 police stations assessed, 65 per cent was not earthquake safe. Of the seven fire stations surveyed, 61 per cent also fell in that category, along with 57 per cent of the 33 health centres included in the assessment.

These figures obviously reinforce the need for an updated national disaster policy and plan and the promulgation and enforcement of the country's revised building code. Over the period an Earthquake Road Map was developed. This Road Map addresses the preparation for response and recovery from seismic activity and is intended to serve as a guiding document for improving the resilience of critical facilities.

ODPEM has indicated that of the 947 communities in Jamaica over 300 can be considered highly vulnerable and therefore there is a strong need to address vulnerability to natural hazards. To this end, over the period, efforts were made on building more disaster resilient communities and a range of activities were undertaken including the development of a national disaster risk management policy, tabling in Parliament of the Bill on Disaster Risk Management, the completion of guidelines for community hazard mapping and seismic guidelines.

Jamaica has experienced an increase in the frequency of natural hazard events related to inclement weather, tropical depressions, tropical storms, hurricanes—primarily floods, droughts and landslides—over the last 30 years, which have resulted in increasing economic and environmental costs. With respect to hydro-meteorological hazards, between 2001 and

2012 Jamaica experienced 11 storm events (including 5 major hurricanes) and several flood events. These events combined resulted in loss and damage amounting to approximately \$128.54 billion (data from the PIOJ in the State of the Jamaican Climate 2012 Report), in one case (Hurricane Ivan, 2004) the loss was equivalent to 8.0 per cent of GDP. Hurricane Sandy (2012) accounted for \$9.7 billion or 0.8% of 2011 GDP in direct and indirect damage (\$9.4 billion in damage and \$0.3 billion in losses, including expenditure for vector control) as well as increased expenditure by private and government entities. The social sector (health, housing and education) had the largest impact accounting for 48% of the total costs. One death and 291 injuries resulted from Hurricane Sandy. (PIOJ - Economic and Social Survey, Jamaica 2012).

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

At the strategic and policy levels, a Climate Change Advisory Committee was established as well as a Climate Change Division in the Ministry of Water, Land, Environment and Climate Change to provide strategic direction on climate change issues. The Committee as well as the Climate Change Division, in collaboration with the CCADRR led the preparation of the country’s first national climate change policy framework. Over the period, the draft policy benefitted from a range of consultations and input from stakeholders and was approved by Cabinet to be tabled in Parliament as a Green Paper. Also, change agents for climate change (also called climate change focal points) were identified in all ministries and 14 agencies and departments of Government and they will assist with the infusion of climate change issues into policy development.

Twenty automatic weather stations were installed to enhance the climate data collection capacity of the Meteorological Service of Jamaica. Information provided by these twenty automatic weather stations and computer hardware will support the establishment of a climate information portal at the National Spatial Data Management Division. This portal will improve data availability for informed appropriate planning.



A range of climate change publications was also produced over the period as a means of strengthening the knowledge base in climate change and adding to the breadth of existing information. Of note was the ‘State of Jamaica Climate 2012’ which is intended to be an initial reference point for a description of Jamaica’s climate, its variability and trends and future projections and has been designed to be used by key sectors and persons who wish to engage in climate change adaptation work with respect to Jamaica and who need to determine the climate state being adapted. It is also intended to be an initial reference point for persons seeking other sources of information which document how key sectors of Jamaica may be influenced by climate change. Other key publications and reports included: 2012 State of the Jamaican Climate, Information for Resilience Building (Summary for Policy Makers); Socio-economic and Environmental Impact Assessment Handbook for Jamaica Disaster to Jamaicanize the UN/ECLAC Damage and Loss Assessment (DaLA) methodology of estimating the cost and impact of disasters; Review of Policy, Plans, Legislation & Regulations for Climate Resilience in Jamaica; Report on Climate Change, Knowledge, Attitude and Behavioural Practice Survey; Communication for Climate Resilience, 2012-2017 – A National Strategy and Action Plan prepared for the PPCR; and Near Term Climate Scenarios for Jamaica.

At the international level, Jamaica remains a Party to the UN Framework Convention on Climate Change and its Kyoto Protocol, and has been active in negotiations pressing the case of small island developing states (SIDS) for there to be substantial reductions in the emission of greenhouse gases (GHG) and for adequate funding to be made available to assist SIDS which are not responsible for the high levels of GHG emissions. Jamaica continues to play its part in reducing its GHG emissions through ‘no regrets’ mitigation actions which can lead not only to reduced emissions, but also cost savings and social and environmental benefits for the country. Jamaica over the period also focussed in the negotiations on approaches to address loss and damage associated with the adverse effects of climate change, including impacts related to extreme weather events and slow onset events, as where there are constraints and limitations to adaptation, then other means of addressing economic loss and damage from climate change impacts will have to be found.

### **National Outcome Indicators and Targets – Update**

The table below shows the indicators that were adopted for tracking performance in the sector. It is expected that many of the activities that are being implemented will assist in reducing Jamaica’s vulnerability to natural hazards. In 2012, the cost of damage caused by disasters as a % of GDP was due primarily to Hurricane Sandy which adversely affected the country, resulting in total estimated damage and loss of \$9.7 billion which represented some 0.8 per cent of 2011 nominal GDP. The largest impact was felt in the eastern parishes (Portland, St Mary and St Thomas). Social sectors (health, housing, and education) had the largest impact

accounting for 48.1 per cent of the total costs. One death and 291 injuries resulted from the impact of the hurricane. Additionally, damage was sustained to 59 health facilities including 12 hospitals and 38 health centres. The data shows that the 2012 target was exceeded as the cost of damage caused by disasters as a % of GDP was 0.8% compared to the target of 2.5%

With respect to greenhouse gas emissions, in 2015, the country will calculate its emissions from 2009 to 2012 by undertaking an inventory of these emissions. This inventory will be undertaken as part of the development of the Third National Communication to the UNFCCC which is an obligation and a requirement of Jamaica as a party to the Convention. A Biennial Update Report (BUR) will also be prepared which will determine GHG emissions for the year 2010. The BUR is to be completed every 2 years.

**Table 45: Indicators and Targets Hazard Risk Reduction and Adaptation to Climate Change**

<b>National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change</b>									
<b>Indicators</b>	<b>Baseline</b>	<b>Actual</b>					<b>Targets</b>		
	<b>2007</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2012</b>	<b>2015</b>	<b>2030</b>
Cost of damage caused by disasters as % of GDP	3.4	n/a	1.9	0.1	0.8	n/a	2.5	1.5	≤1
Greenhouse Gas Emission (Mt per annum)	5	5	TBD				4.75	4.50	3.5

**Table 46: Priority Strategies and Actions - Hazard Risk Reduction and Adaptation to Climate Change**

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 14-1: Improve resilience to all forms of hazards</b>				
<b>Sector Strategy: Develop mechanisms that integrate disaster risk reduction in development planning</b>				
1. Prepare and disseminate information to guide decision-making related to hazard risk reduction and spatial planning	FY2012/2013 – FY2014/2015	<b>ODPEM, MLGCD, MOWLECC, NEPA</b>	<p>16 community hazard maps were completed as part of the community resilience programme for St. Thomas, Manchester, St. Elizabeth and Westmoreland under the Negril Climate Risk Project and the JSIF Resilience Project.</p> <p>Guidelines for Community Hazard Mapping were completed and then used to undertake a Risk Assessment of Annotto Bay, St. Mary.</p> <p>Seismic assessments and storm surge modelling was undertaken for Falmouth, Trelawny.</p> <p>A seismic assessment was undertaken for Linstead St. Catherine and well as the mapping of over 4,600 assets in Negril.</p> <p>Reviews were conducted for the development approvals process to infuse hazard consideration in the approvals process.</p> <p>Storm Surge Modelling for Old Harbour Bay was undertaken and Micro Zonation of Linstead completed.</p> <p>11 Community Disaster Risk Management Groups were established.</p>	The Multi-hazard mapping risk assessments have been designed to assist stakeholders and communities in deciding the best approach to address their vulnerability to flooding, earthquakes and storm surge.
2. Prepare national policy on disaster risk management	FY2012/2013 – FY2014/2015	<b>MLGCD, MOWLECC, ODPEM, NEPA</b>	During the period, the Bill on disaster risk management was tabled in Parliament. This Bill, when promulgated is expected to strengthen the country's overall national disaster preparedness, emergency management and response processes and mechanisms through a range of measures, including: giving recognition to existing organisational structures, such as the National Disaster Committee, Parish Disaster Committees, and Zonal Committees, with their roles	The DRM policy draft will be completed in early 2015.

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>and functions clearly established; provisions to legally evacuate persons identified as being at risk, based on their location; identifying and earmarking high- risk areas as especially vulnerable areas; and financing the National Disaster Fund (NDF).</p> <p>Drafting of the National DRM policy has begun.</p> <p>The drafting of No Build Zone Legislation also began during the period.</p>	
3. Expand the development of multi-hazard mapping and risk assessments	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, NEPA	See 1 above	
4. Develop mechanisms for the mainstreaming of hazard information into other national sectoral policies	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, PIOJ, NEPA	<p>Mainstreaming DRR in Education Committee established Nov. 2013.</p> <p>There also is continuous collaboration with the agriculture and tourism sectors as a means of infusing DRM issues into these sectors to reduce vulnerabilities.</p> <p>In the case of agriculture, farmers, in five vulnerable fishing and farming communities in St Elizabeth, Manchester and Westmoreland were provided in 2013 with the necessary resources and training to enable them to better manage and prepare for disasters. The disaster resilience capacities of the communities of Flagaman and Pisgah in St Elizabeth, Devon and Asia in Manchester, and Whitehouse in Westmoreland were significantly developed and strengthened under the Building Disaster Resilient Rural Communities (BDRC) and Livelihood Project.</p> <p>The key components of the one-year project, which began mid-2013, included community training; community disaster management planning; adaptation of the BDRC toolkit and information management; community disaster risk reduction and mitigation;</p>	

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>livelihood protection measures; as well as the strengthening of partnerships, and building the institutional capacity of communities.</p> <p>The Meteorological Service Jamaica prepared Farmers Bulletins to provide a Precipitation Outlook and Expected Agricultural Impacts to stakeholders.</p>	
5. Improve post disaster assessments to obtain more localized information by determining the main deficiencies in the current post disaster assessments	FY2012/2013 – FY2014/2015	<b>ODPEM, MLGCD, MOWLECC, PIOJ, NEPA</b>	<p>Recommendations were drafted following Hurricane Sandy in 2012 for improving the National Recovery Plan.</p> <p>Official Training &amp; Launch of NERGIST was completed in June 2014.</p> <p>Continued community IDA Training undertaken.</p> <p>Preparation of Jamaican Damage and Loss Assessment Handbook</p>	
6. Create a mechanism to reduce informal developments in high risk areas	FY2012/2013 – FY2014/2015	<b>NLA, MTWH, MOWLECC, OPM, MLGCD</b>		
7. Install shoreline protection infrastructure (e.g. breakwaters) specific to most vulnerable tourism areas (include both hard and soft engineering structures)	FY2012/2013 – FY2014/2015	<b>MTE, MTWH, NWA, TPDCO, NEPA, UDC</b>	<p>Under the GOJ Adaptation Fund engineering designs were completed for the installation of two breakwater systems to protect the most severely eroded section of the Negril coastline.</p> <p>Under the CCADRRP, the following were implemented:</p> <ul style="list-style-type: none"> <li>i. Shorelock (propriety technology) – the technology was geared towards restoring sand dunes in Negril, Westmoreland; Font Hill, St Elizabeth; and Discovery Bay, St Ann.</li> <li>ii. 19 modular turbulence generators artificial reef structures (MTGs) – in Bloody Bay, Negril</li> <li>iii. 1000m2 of seagrass replanted in prop scars – to encourage natural regeneration</li> </ul> <p>Note: 1) the project facilitated the installation of 150 wave</p>	

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			attenuation devices (WADS) in Old Harbour, Clarendon. These devices retard the rate of erosion along the shoreline of the Old Harbour Fishing Beach; 2) a coastal plants was established at the Discovery Bay Marine Lab which will assist in the implementation of soft engineering structures	
8. Improve road and drainage system/infrastructure for flood mitigation in resort towns/areas	FY2012/2013 – FY2014/2015	<b>MTE, MTWH, NWA, Resort Boards, LAs</b>	<p>A number of projects related to road drainage as a means of reducing vulnerability was implemented. Chief among these were the: ‘Management of Slope Stability in Communities (MoSSaIC)’, which primarily entails drain infrastructure improvement works, among other activities, aimed at reducing flooding, and improving slope stability to curtail the incidence of land slippage, and other occurrences resulting in dislocation for the residents.</p> <p>Approximately 20,000 residents will benefit from the undertaking in the targeted communities where the project will be undertaken as a pilot, beginning in late 2014. These are Harbour Heights, Melbrook Heights, and Bedward Gardens in St. Andrew; and Breastworks, in Portland.</p>	
9. Develop mechanisms to increase land ownership and land reform	FY2012/2013 – FY2014/2015	<b>NLA, MTWH, MOWLECC, OPM, MLGCD</b>	See National Outcome # 15	
10. Create frameworks to improve enforcement and squatter containment	FY2012/2013 – FY2014/2015	<b>NLA, MTWH, MOWLECC, OPM, MLGCD</b>	See National Outcome # 15	
11. Identify and assess vulnerability of settlements and implement public awareness, mitigation and relocation where necessary	FY2012/2013 – FY2014/2015	<b>NLA, MTWH, MOWLECC, OPM, MLGCD</b>	Close to 400 lots in four informal settlements were identified for regulation. There also was containment of about 8 squatter settlements by various state agencies.	

<b>National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
12. Incorporate hazard information into national finance decisions	FY2012/2013 – FY2014/2015	<b>ODPEM, MOFP, MOWLECC, MLGCD</b>	No intervention to date.	
13. Complete hazardous materials plan and identify hazardous waste disposal sites	FY2012/2013 – FY2014/2015	<b>MOWLECC, ODPEM, NWSMA, MLGCD, NEPA</b>	National Chemical Emergency Response Protocol was approved for implementation in June 2014.	Chemical Risk Management Plan to be completed by December 2015.
14. Develop systems to prevent the inflows of hazards at the country's borders	FY2012/2013 – FY2014/2015	<b>ODPEM, MOWLECC, MLGCD, MOFP, Customs Department</b>		
<b>Sector Strategy: Build awareness of natural hazards among all stakeholders</b>				
15. Develop communication and dissemination mechanisms for disaster risk information and early warning systems	FY2012/2013 – FY2014/2015	<b>ODPEM, MLGCD, MOWLECC, NEPA</b>	Early Warning System was developed for the Disabled community (Portmore Pilot). Disaster Risk Information Platform (DRIP) for St. Catherine (Pilot Project) was developed. National Public Safety Network for NWA was developed.	A National Risk Information Platform (NRIP) is scheduled to be developed under the Jamaica Disaster Vulnerability Reduction Project
16. Package technical information and communicate to various target audiences	FY2012/2013 – FY2014/2015	<b>ODPEM, MLGCD, MOWLECC, NEPA</b>	Earthquake Risk Public Seminar held on 2013. Seismic Risk Forum held in January 2014. Housing Sector Hurricane Forum held in May 2013. A school safety initiative was launched to ensure the safety of children at educational institutions across the island, particularly during an earthquake.	
17. Identify disaster risk reduction champions who	FY2012/2013 – FY2014/2015	<b>ODPEM, MLGCD,</b>		

<b>National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change</b>				
<b>Priority Strategies and Actions for FY2012/2013 – FY2014/2015</b>	<b>Timeframe</b>	<b>Responsible Agencies</b>	<b>Progress FY2012/2013 – FY2013/2014</b>	<b>Comments</b>
can lead the charge for making disaster risk reduction a national priority		MOWLECC, NEPA		
18. Develop and implement disaster risk reduction training for different groups of stakeholders	FY2012/2013 – FY2014/2015	<b>ODPEM,</b> MLGCD, MOWLECC, NEPA	Training programmes implemented over the period focussed on the following areas: First Aid, fire safety, management of slope stability in communities, safe roofing, and shelter management (in Clarendon, St. Elizabeth, and Kingston and St. Andrew), emergency operations centre management, disaster risk management (DRM), hurricane & earthquake safety, basic emergency telecommunications, drought mitigation, Help Age Operators, Initial Damage Assessment (IDA), climate change, and basic disaster management.	
19. Develop a framework for dissemination of hazard risk information in spatial planning	FY2012/2013 – FY2014/2015	<b>ODPEM,</b> MLGCD, MOWLECC, NEPA	DRIP developed for St. Catherine	National Risk Information Platform slated to be developed under the Jamaica Disaster Vulnerability Reduction Project
<b>National Strategy 14-2: Improve emergency response capability</b>				
<b>Sector Strategy: Implement best practices for hazard risk management</b>				
20. Develop and implement disaster risk management and business recovery training for sectors	FY2012/2013 – FY2014/2015	<b>ODPEM,</b> MLGCD, MOWLECC		
21. Develop national disaster recovery framework	FY2012/2013 – FY2014/2015	<b>ODPEM,</b> MLGCD, MOWLECC	Recommendations for updating National Recovery Plan completed. An Outline of a Recovery Strategy drafted.	
22. Develop business recovery processes through business continuity planning for public and private sectors	FY2012/2013 – FY2014/2015	<b>ODPEM,</b> MLGCD, MOWLECC		
<b>National Strategy 14-3: Develop measures to adapt to climate change</b>				



National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>Sector Strategy: Adopt best practices for climate change adaptation</b>				
23. Create mechanisms for the better management of natural resources including water resources, coastal resources, land degradation and deforestation	FY2012/2013 – FY2014/2015	NEPA, MOWLECC, WRA, NWC	<p>Guidelines and technical standards for Beach Restoration and Shoreline Protection, as well as Adaptation Plans for the most vulnerable areas along the Negril coastline are being developed.</p> <p>Process towards the finalization of the Beach Access and Management Policy by the Natural Resources Conservation Authority was undertaken.</p> <p>A policy on the Management of Jamaica’s Cays also was drafted.</p> <p>In an attempt to preserve the over 7.2 kilometres of white sand beach around which Negril is marketed as a tourism product, preliminary activities commenced for the development of two breakwater structures within the coral reef system of Negril, aimed at enhancing the resilience of the coastline.</p> <p>The Shorelock method was applied to approximately 250 meters of beach in the community beach in Negril as a pilot project towards addressing the erosion of the beach. See no. 7 for other locations, etc.</p> <p>The GOJ/EU Climate Change Adaptation and Disaster Risk Reduction Programme (CCADRP) was completed in December 2013. This project facilitated reforestation in selected watersheds, assisted in restoring selected coastal ecosystems, policy development and building local level and institutional capacity in climate change adaptation and disaster risk reduction. Under the project, the following were established/implemented: a GIS database for ecosystems (a coastal development setback tool, environmental sensitivity map tool included); coastal plants nursery (see no. 7 above); and data loggers for monitoring sea surface temperature in Negril, Montego Bay, Discovery Bay, San San, Bluefields, etc</p>	
24. Rehabilitate severely	FY2012/2013 –	NEPA,	Under the GOJ/EU/UNEP Climate Change Adaptation and Disaster Risk	

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
degraded mangrove ecosystems and create and implement action plans for improving the management of water resources at the household, commercial and industrial levels	FY2014/2015	<b>MOWLECC,</b> WRA, NWC	Reduction Project (CCADRRP), selected watersheds were rehabilitated and selected coastal ecosystems were restored, and institutional and local level capacity in climate change adaptation and disaster risk reduction built.	
25. Create opportunities for increasing levels of education and awareness about climate change	FY2012/2013 – FY2014/2015	<b>MOWLECC,</b> NEPA, ODPEM, MOE, Met Office	<p>Public education and awareness building activities were carried out across 12 parishes, targeting the public sector, 11 community groups, local forest management communities, members of Parliament, students, fisher folk, farmers, persons with disabilities and vulnerable groups among others.</p> <p>Implementation of a pilot public education project on climate change and training for community leaders and members was undertaken.</p> <p>A national campaign on climate change was launched in 2013 – this was made possible under the Climate Change Adaptation and Disaster Risk Reduction Project. The message of Climate Change was carried out on JUTC buses with the slogan: <i>“With Climate Change, We Must Change”</i>.</p> <p>A National Communication Strategy and Action Plan entitled “Communication for Climate Resilience (2012-2017)” was prepared under the Pilot Programme for Climate Resilience (PPCR) as well as a Report on Climate Change Knowledge, Attitude and Behavioural Practice Survey.</p> <p>There were also a range of interventions in watershed and coastal areas in which awareness raising activities were carried out.</p> <p>Under the CCADRRP, an audio-visual kit was prepared, 8 vulnerable</p>	

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			communities were targeted for CC info (Old Harbour Bay, the disabled community, Westphalia, etc),	
26. Improve public access to information on climate change and develop a targeted approach for the most vulnerable on their role in climate change adaptation	FY2012/2013 – FY2014/2015	<b>MOWLECC</b> , NEPA, ODPEM, MOE, PIOJ, Met Office	<p>MOWLECC led the implementation of a project in Portmore, St. Catherine which saw the city of Portmore partnering with the City of Hagen in Germany, to formulate and implement climate change projects at the Local Government level. This project included the conduct of a Situational Analysis in the Portmore municipality and from this, several projects were identified for implementation. One such project was the implementation of a complete solar energy system for the Heart Academy, Portmore. To complement this, training of engineers in solar energy technology also was undertaken. Planning for a climate change park in Portmore is currently underway.</p> <p>In 2013, the Livelihood Protection Policy (LPP), a parametric personal weather insurance product, was launched by the Caribbean Catastrophe Risk Insurance Facility (CCRIF) in association with Munich Climate Insurance Initiative (MCII). Prior to the launch, the German funded Munich Climate Insurance Initiative (MCII) conducted a pilot for introducing a micro insurance facility aimed at small farmers in Portland and St. Thomas. The LPP policy will provide insurance coverage for poor and vulnerable Jamaicans, particularly those in low income communities and the agricultural sector, against extreme weather events. The policy is being offered through a private insurance company.</p>	
27. Incorporate climate change issues into the primary, secondary and tertiary education curriculum	FY2012/2013 – FY2014/2015	<b>MOWLECC</b> , <b>MOE</b> , NEPA, ODPEM, PIOJ, Met Office	The Forestry Department conducted 159 school visits across primary/prep, secondary & tertiary institutions the period 2013 to 2014. These visits were aimed at improving knowledge and education on climate change and forestry.	
28. Develop the policy framework for climate change	FY2012/2013 – FY2013/2014	<b>MOWLECC</b> , NEPA, PIOJ, Met Office	A Climate Change Advisory Committee was established in 2012 to guide the process of enabling Jamaica to become climate resilient. This multisectoral, inter-disciplinary body comprises government representatives, civil society, academia, and NGOs.	

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>The National Climate Change Policy and Action Plan was drafted and consultations undertaken over the period. The draft policy was approved by Cabinet and presented to Parliament as a Green Paper. The policy framework will guide Jamaica’s efforts and prescribes priorities in adaptation and complement other policy instruments such as Jamaica’s National Energy Policy 2009-2030 and Vision 2030 Jamaica-National Development Plan.</p>	
<p>29. Increase research on climate change and increase climate change modelling of sectors, including establishment of a mechanism for data sharing</p>	<p>FY2012/2013 – FY2014/2015</p>	<p><b>MOWLECC, UWI, NEPA, PIOJ, Met Office</b></p>	<p>The report “<i>State of the Jamaican Climate 2012</i>” was published by the PIOJ and tabled in Parliament. This document also includes a Summary for Policy Makers. This report sets out the climate projections and the implications for Jamaica to the end of the 21<sup>st</sup> century. It includes up-to-date information, with data sets which can be used by all sectors for incorporation in their planning.</p> <p>Under the Enhancing Capacity for Low Emission Development Strategies (EC-LEDS) Programme, support was provided in the use of economic modelling to take better account of the impacts of climate change in the country’s development planning activities.</p> <p>The MOWLECC in collaboration with PIOJ worked with the Caribbean Community Climate Change Centre (CCCCC) and the UK based group Acclimatize to infuse climate change risk assessments into the country’s planning cycle. Jamaica was selected as one of the pilot countries to develop a Climate Change Risk Assessment Tool. This tool will allow ministries, departments and agencies as well as Parish Councils to assess the risk of community and national projects against specific climate change scenarios. Training in the use of the tool also was provided to the public sector.</p> <p>Support was provided by MOWLECC to the Scientific Research Council and the Caribbean Industrial Research Institute (CARIRI), in Trinidad to commence the establishment of a Caribbean Climate Change</p>	

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			<p>Innovation Centre which will operate from the SRC and CARIRI in Trinidad. This Centre is one of one of six centres of excellence of its kind being established by the World Bank in different regions of the world.</p> <p>Risk and Vulnerability Assessment Methodology Project Phase II was supported by the CCADRRP – it provided information on changes in the South Negril/Orange River Watershed. Also, 3 case studies of Glengoffe, St Catherine; Jeffery Town, St Mary and Westphalia, St Andrew were conducted.</p>	
30. Improve mechanisms for the financing of climate change	FY2012/2013 – FY2014/2015	<b>MOWLECC, MOFP, NEPA, PIOJ, UWI, Met Office</b>	Under the Enhancing Capacity for Low Emission Development Strategies (EC-LEDS) Programme, MOWLECC was assisted in the development of a Climate Finance Strategy that enabled the identification of options for the financing of vital mitigation and adaptation projects.	
31. Develop priority project proposals for climate change adaptation	FY2012/2013 – FY2014/2015	<b>MOWLECC, PIOJ, NEPA, UWI, Met Office, MOFP</b>	Phase I of the Pilot Programme for Climate Resilience (PPCR) was undertaken which, among other things, expanded the hydro-meteorological network.	
32. Undertake better tracking of financing on climate change across sectors	FY2012/2013 – FY2014/2015	<b>MOWLECC, PIOJ, NEPA, UWI, Met Office, MOFP</b>	TBD	
<b>Sector Strategy: Identify strategic priorities for climate change</b>				
33. Establish Climate Change Department	FY2012/2013 – FY2014/2015	<b>MOWLECC</b>	A Climate Change Division (CCD) was established in 2013 at the MOWLECC and various posts filled. The United Nations Development Programme (UNDP) provided substantive assistance in developing a plan for establishing the Division. The CCD has responsibility for coordinating climate change adaptation and mitigation activities for Jamaica.	
34. Reduce dependence on and inefficiency in the use of non-renewable energy	FY2012/2013 – FY2014/2015	<b>MSTEM, PCJ, MOWLECC</b>	The Enhancing Capacity for Low Emission Development Strategies (EC-LEDS) Programme was implemented by MOWLECC in collaboration with MSTEM and the and the United States Agency for International	

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
and implement projects in energy efficiency and conservation in the public sector			Development (USAID). The Programme supported the efforts to pursue long-term, transformative development and accelerate sustainable, climate-resilient economic growth, while at the same time slowing the growth of greenhouse gas emissions. One major component under the EC-LEDS programme is the Analysis and Investment for Low-Emission Growth (AILEG).	
35. Create projects that will increase the use of renewables and alternative energy—hydro, solar, waste-to-energy, LNG	FY2012/2013 – FY2014/2015	<b>MSTEM</b> , PCJ, MOWLECC, MOFP	See Outcome # 10 – Energy Security and Efficiency	
36. Promote the use of cleaner technologies in the manufacturing sector	FY2012/2013 – FY2014/2015	<b>MSTEM</b> , PCJ, MOWLECC, MOFP, MIIC, JMA	The National Policy and Strategy on Environmental Management Systems was drafted and is being reviewed. This Policy will establish the framework within which an organization (private or public) can improve their performance by addressing the impacts of their products, processes, and services on the environment.	
<b>National Strategy 14-4: Contribute to the effort to reduce the global rate of climate change</b>				
<b>Sector Strategy: Participate in developing global solutions to climate change</b>				
37. Engage in negotiation of new international climate change treaty	FY2012/2013 – FY2014/2015	<b>MOWLECC</b> , <b>Met Office</b> , <b>MFAFT</b> , NEPA, PIOJ, UWI	Jamaica participated in the both the eighteenth and nineteenth sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change and focussed its negotiating position on issues such as climate financing, adaptation mechanisms and significant emissions reductions.	Jamaica along with the group of small islands and least developed countries, was successful in Doha at initiating the launch of a process to consider the establishment of a new mechanism to address "loss and damage" from extreme weather conditions, sea level rise,

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
				ocean acidification, and the colonisation of aquifers.

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

### **Overview**

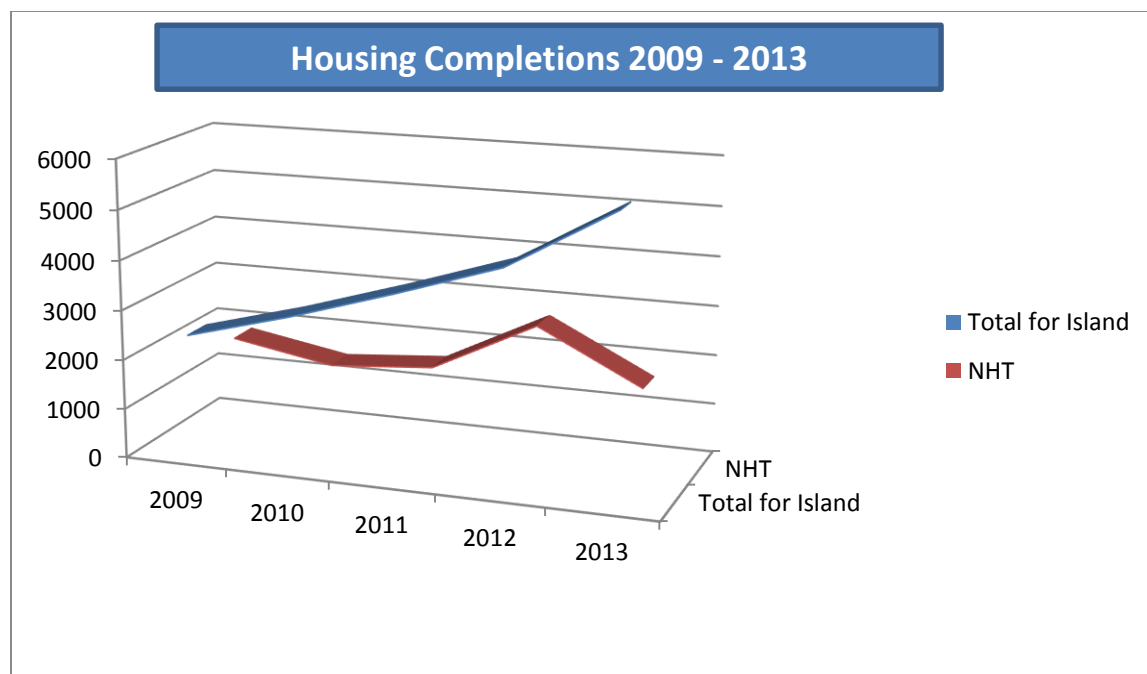
The development of Local Sustainable Development Plans (LSDP) was a focus during the period. In fact the Government articulated that the preparation of Local Sustainable Development Plans be treated as a priority as they are critical to the national growth agenda and can provide long term support to sustainable socio-economic development within the various parishes and communities. The Local Sustainable Development Planning Taskforce was established in 2012 by the Ministry with responsibility for Local Government to guide the LSDP process. Manchester completed its LSDP over the period and significant strides were made for St. Elizabeth. The Greater Treasure Beach Local Sustainable Development Plan was completed in 2013 for a section of that area. Implementation of two key projects identified in the Plan has begun - the Sports Tourism Strategy and the Black River Revitalization Project. Development Orders were also developed for several parishes including Trelawny and Portland.

Over the period, NEPA was actively engaged in the finalization of the Town and Country Planning Bill. Of note is that the new features of the Town and Country Planning Bill will include the extension of the Act to cover the island's territorial waters to include the continental shelf, the exclusive economic zone and all natural or artificial accretions.

To advance the thrust for affordable housing, the Mortgage Bank Act was amended in 2014 to increase the affordability of housing by reducing the burden of a high down payment from a 10–15 per cent band to three per cent. Total housing completions over the period (from both public and private sector investments) were approximately 9,894 solutions compared to a little over 2,400 in 2009.

With respect to housing, the National Housing Trust continued to be the largest investor in the country's housing sector with expenditure on housing construction and mortgage financing of over \$40 billion over the period. In the 2013/14 fiscal year alone, over 7,500 mortgage loans were provided to teachers, members of the security forces, domestic helpers, labourers and a host of other contributors. The Trust also funded a number of developments including among others: Jacaranda and Heathfield in St. Catherine; Holland Estate and Stonybrook Vista in Trelawny; and, Kings Manor in St. Andrew. Over the period, the NHT contributed over 33% of the completed housing solutions islandwide.





The Housing Agency of Jamaica also played a key role in contributing to an improved standard of living through social transformation and the provision of affordable shelter solutions with security of tenure for many Jamaicans and was able to deliver hundreds of housing solutions in communities such as Vernon Drive in St. James and Luana Gardens in St. Elizabeth. Notwithstanding, the Government acknowledged (Fiscal Policy Paper (FPP) FY 2013/14) that the housing agency has been unable to satisfy over 50 per cent of housing demand.

The Infill Housing Programme continued to upgrade existing housing schemes and projects with over 55 housing solutions being provided at a cost of approximately \$31M. These developments took place in Manningsville and Gazeland, both in St. Elizabeth.

The Land Administration and Management Project (LAMP) made significant progress in both cadastral mapping and land titling over the period. Notwithstanding, of the over 800,000 parcels of land across the island, only 50 per cent have a registered title. The LAMP, which was launched in 2000, is aimed at reducing the number of unregistered parcels of land, which in 2014 stood at 349,302 and regularising existing titles with current information. Since its inception, in excess of 25,000 files have been opened, of which approximately 4,000 titles have been issued to new home owners.

### **National Outcome Indicators and Targets – Update**

The table below shows the indicators that were adopted for tracking performance in this sector. The table indicates that there continues to be a lack of sustainable development plans. Only two plans were completed over the period 2012 – 2014 –Manchester and Treasure Beach

in St. Elizabeth. Under Vision 2030 Jamaica it is proposed that all parishes will have development plans and complementing development orders as a means of ensuring more sustainable development across the country. It should be noted that development orders continue to be prepared by NEPA and four of these were completed over the period. The importance of LSDPs and the role they play was highlighted when MOWLECC was able to use the Manchester LSDP to inform and complete a Provisional Development Order for Manchester.

Under this national outcome, attempts also are made to impact changes in rural poverty and the housing quality of the population. The table shows that the housing quality index improved slightly in 2012 over the reporting period and rural poverty also declined between 2010 and 2012. The housing quality index rose to 72.0 in 2012, up from 71.5 in 2010 and 68.1 in the baseline year 2007. This target was met for 2012.

**Table 47: Indicators and Targets: Sustainable Urban and Rural Development**

National Outcome #15 – Sustainable Urban and Rural Development									
Indicators	Baseline	Actual					Targets		
	2007	2009	2010	2011	2012	2013	2012	2015	2030
# of parishes with sustainable development plans not older than 3 years	0	1	1	1	2	2	8	10	15
% of population with secure housing tenure	80.5	80.5	80.9				82	85	95
Housing Quality Index	68.1	70.9	71.5		72.0		71.34	73.77	86
Poverty in Rural Areas (%)	19.8 (2006)	22.5	23.2		21.3		16.8	14.5	≤12

**Table 48: Priority Strategies and Actions - Sustainable Urban and Rural Development**

National Outcome #15 – Sustainable Urban and Rural Development				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 15-1: Create a comprehensive and efficient planning system</b>				
<b>Sector Strategy: Develop and adopt mechanisms for better integration of spatial models and tools for decision-making</b>				
1. Determine the planning instruments that are to be reviewed and develop and agree on the appropriate methodology for review	FY2012/2013 – FY2014/2015	MLGCD, MOWLECC	<p>Draft Development Order (DO) prepared for St Elizabeth in 2013</p> <p>Confirmation notices prepared for four (4) Provisional DOs for the Negril /Green Island Area and the parishes of Portland, Trelawny and Manchester were promulgated in 2013</p> <p>DOs for Kingston and St. Andrew, St. Catherine (excluding Portmore), St. Thomas and Clarendon were reviewed for promulgation.</p> <p>Commenced preparation of draft DOs for Hanover and Westmoreland.</p> <p>Work commenced on the finalization of the Draft Town and Country Planning Bill. This act will allow for: the creation of a framework of Development Plans and Development Orders which will enable government to formulate up-to-date policies and plans with respect to land use, physical and spatial planning and development control as well as to review and rationalize the role and function of all agencies involved in land use, physical and spatial planning, and development control.</p> <p>Planning studies with respect to Negril, the Blue Lagoon, and Port Henderson commenced with a view to assessing the net residential density and floor space index throughout the Island, as well as, setback from natural and artificial features including water bodies.</p>	<p>DO for Kingston and St. Andrew to be printed by end of 2014-2015</p> <p>DO for Hanover to be completed by end of 2014-2015 FY.</p> <p>DO for Westmoreland to be completed in 2015-2016 FY.</p>

National Outcome #15 – Sustainable Urban and Rural Development				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			The recommendations from these studies will be used to develop Planning Policy Guidelines that will be used along with other instruments to guide and control development within the island. These planning policy guidelines are expected to enable a more consistent, transparent and accountable decision making process.	
2. Develop a clear and defined methodology for the integration of sectors, agencies, disaster and economic plans	FY2012/2013 – FY2014/2015	NEPA, MLGCD	Activity not undertaken during two-year review period	
3. Undertake legislative review of current planning laws and regulations	FY2012/2013 – FY2014/2015	MOWLECC, NEPA, MLGCD	New features of the Town and Country Planning Bill will include the extension of the Act to cover the island's territorial waters to include the continental shelf, the exclusive economic zone and all natural or artificial accretions.	
4. Strengthen/improve the country's spatial data by identifying spatial data gaps in the current inventory	FY2012/2013 – FY2014/2015	NEPA, MLGCD	Spatial Database with over 200 datasets developed to support the preparation of the National Spatial Plan and made available via the Government of Jamaica WebMap online application.	
5. Develop national data sharing policy	FY2012/2013 – FY2014/2015	MOWLECC, National Spatial Data Management Division, MLGCD	A draft policy was produced over the period.	
6. Develop the National Spatial Plan	FY2013/2014 – FY2014/2015	MOWLECC, NEPA, MLGCD, OPM	Work on components of the National Spatial Plan, including the review and updating of a National Settlement Strategy started. To date NEPA has completed surveys for 133 Centres island wide, conducted desk audits in twenty (20) emerging Centres island wide.  Geo-Spatial data collection has been completed, as part of the preparation process.	

National Outcome #15 – Sustainable Urban and Rural Development				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
<b>National Strategy 15-3: Create sustainable urban centres, including urban renewal and upgrading</b>				
<b>Sector Strategy: Formulate urban designs that enhance safety, contribute to a sense of place and encourage social interaction</b>				
7. Implement the Kingston Lifestyles Centre project and CRP development in contiguous communities	FY2012/2013 – FY2014/2015	MLGCD, PIOJ, UDC, SDC, MNS, KSAC, private sector	Monitoring of the Kinston Lifestyles Centre has been placed by Cabinet under the oversight of the Kingston Redevelopment Committee. A private sector consortium is undertaking the development of the project.	
<b>National Strategy 15-5: Ensure safe, sanitary and affordable shelter for all</b>				
<b>Sector Strategy: Provide housing opportunities and improve economic access to housing for all income levels of the population by encouraging a mix of residential development types</b>				
8. Develop policies to address low income housing	FY2012/2013 – FY2014/2015	MTWH, HAJ, NHT, MLSS	A range of programmes were implemented to address low income housing. Chief among these were: Government of Jamaica (GOJ)/Food for the Poor (FFP)/PetroCaribe Housing Project (under the Jamaica Emergency Employment Programme – JEEP) and the Jamaica Economic Housing Project.  The development process for a National Squatter Management Policy and Implementation Plan has begun.	During 2015/16, THE Ministry of Transport, Works and Housing will prepare a squatter policy to guide the development of informal communities across the country.
9. Implement the Jamaica Economic Housing Project	FY2012/2013 – FY2014/2015	MTWH, HAJ	Over the period, work began on the construction of 1,320 housing solutions, primarily for tourism workers.	
10. Create a strategy to provide tenureship and affordable shelter	FY2012/2013 – FY2014/2015	MTWH, MOWLECC, HAJ, NHT, NLA	The Mortgage Bank Act was amended in 2013 to increase the affordability of housing by reducing the burden of a high down payment from the 10–15 per cent band to three per cent.	
11. Strengthen land adjudication processes	FY2012/2013 – FY2014/2015	MTWH, MOWLECC, HAJ, NHT, NLA	The Land Administration and Management Project (LAMP) was extended by 10 years to 2014.  The Cadastral Mapping and Land Titling Project commenced in 2012.	This project facilitated implementation of the cadastral mapping and titles preparation process in the country.
<b>Sector Strategy: Develop and maintain a comprehensive up-to-date information of housing concerns in the country, and the resources available to address housing needs</b>				
12. Promulgate National Housing Policy	FY2012/2013 – FY2014/2015	MTWH	This policy remains in draft. Over the period the draft policy was reviewed and a steering committee	The policy is expected to be tabled in Cabinet in

National Outcome #15 – Sustainable Urban and Rural Development				
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies	Progress FY2012/2013 – FY2013/2014	Comments
			established to lead the reviews.	the 2014/15 fiscal year.
13. Prepare policy on government land distribution	FY2012/2013 – FY2014/2015	MTWH, MOWLECC, NLA		

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# Section 4: Communicating Vision 2030 Jamaica

# COMMUNICATING VISION 2030 JAMAICA – PROGRESS UNDER MTF 2012-2015 (TO BE COMPLETED)

## Overview

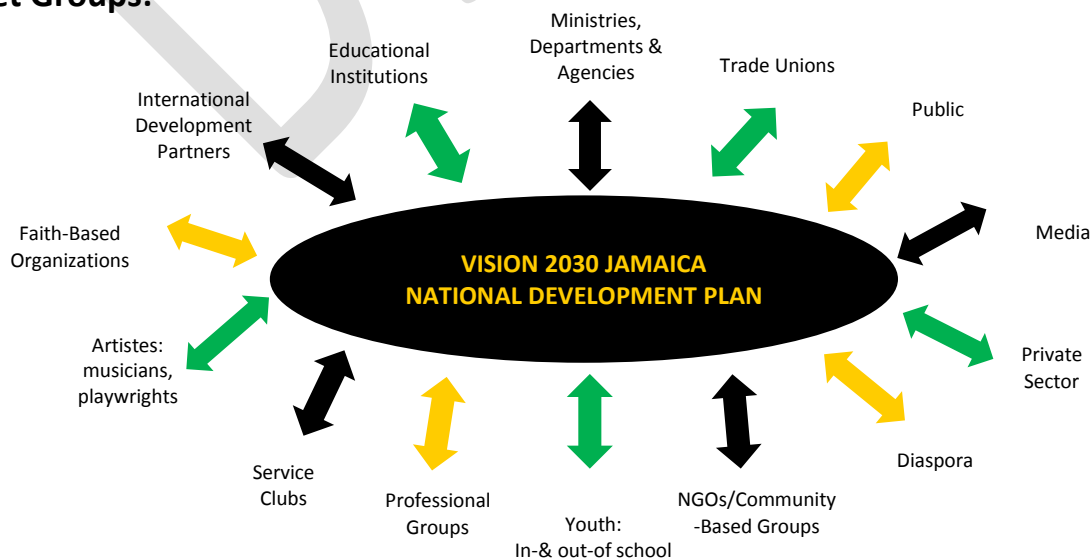
The Strategic Communication Plan 2012-2015 for *Vision 2030 Jamaica – National Development Plan* was focused primarily on continued awareness, and improving knowledge and understanding of the Plan in general and of the strategic priorities for the second three year period of its implementation. These are essential for achieving the long-term development objective of attaining developed country status by 2030. These priorities are as presented under *Vision 2030 Jamaica – National Development Plan* and its prioritized action Plan, the Medium Term Socio-Economic Policy Framework (MTF) 2012-2015.

## Broad Objectives:

To:

- Produce consistent, credible, clear, unambiguous and compelling communications focused on the strategic imperatives of Vision 2030 Jamaica - National Development Plan.
- Provide open channels to facilitate the sharing of vital information, issues, and ideas among all target groups, through a process of high-performance, two-way communications.
- Equip key stakeholders with knowledge and information relevant to their role in the Vision 2030 Jamaica process.
- Harness and excite national spirit and interest around a long-term vision for Jamaica.
- Ensure broad-based participation through continuous advocacy/consultation/dialogue/partnership with key stakeholders throughout the period.

## Target Groups:







- Upgrade of web site; and maintenance of web site and Facebook page
- Development of a Twitter and YouTube accounts
- Public Education Campaign – April 2012-March 2014
- Continued dissemination of information to mixed audiences across the island and in the Diaspora via multimedia channels
- On-going presentations on Plan and MTF to various groups and organizations across the island including children and youth, educators, community groups, faith-based organizations, Ministries, Departments and Agencies (MDAs), private sector and civil society organizations
- Training of hundreds of community leaders and field officers across the island to educate communities about the Plan and train/assist them to infuse key components into community plans and programmes
- Continued partnerships with public and civil society organizations to ensure on-going broad-based involvement, advocacy and dialogue with key stakeholders including the public
- Infusion of issues into non-traditional channels – e.g. Jamaica Festival (Speech, Song, Drama, Festival Queen Competition); SDC Twenty20 Cricket Collaboration with Jamaica Cultural Development Commission (JCDC) and have joint responsibility for the work of the Festival Queens (2012/13 and 2013/14) as National Vision 2030 Jamaica Youth Ambassadors to assist in championing the National Development Plan, specifically among the youth population

### **Summary Report – Communications**

During the review period, a range of communications interventions was undertaken, concomitant with the *Vision 2030 Jamaica* implementation programme; and in keeping with the strategic communication Plan, was targeted to multiple stakeholders in Jamaica and the Diaspora.

A multi-media approach, relying mainly on the interpersonal, was used to create awareness and understanding of the key elements of the Plan and to enlist support and buy-in to the process of making “Jamaica, the place of choice to live, work, raise families and do business” by the year 2030. Leveraging partnerships in the public and private sectors as well as civil society was also a key strategy for successful implementation of the communication’s interventions. Links were therefore forged with agencies/organizations with wide audience reach and extensive networking capabilities, especially at the community level. Championing of Jamaica’s new development paradigm was undertaken by the *Vision 2030 Jamaica* Youth Ambassadors. We continue to have mixed results; although overall, interventions were generally successful — meeting the planned objectives and targets, against the background of a tight fiscal space, limited resources and budgetary constraints — there was evidence that the Vision 2030

Jamaica Secretariat met some objectives while other areas needed to be strengthened, in order to realize the expected results.

There were no baseline and end-line surveys to measure intervention results or their impact on the intended population's knowledge, awareness and practice. Instead, our assessment of the overall results/outcomes is based on: pre- and post-test evaluations of some specific activities and educational/promotional materials; Impact Assessments conducted by the Social Development Commission (SDC)—a key partner in the *Vision 2030 Jamaica* communication and dissemination process— among community groups across the island; direct feedback from key stakeholder groups, at the community level, private and public sectors, civil society and the youth; anecdotal evidence; and unscientific content analysis of the frequency of reference to the Plan and related issues in the print and electronic media.

Inclusion of the National Vision Statement, “Jamaica, the place of choice to live, work, raise families and do business”, in public speeches and discussions via the mass media, for example, has revealed a growing awareness and understanding among stakeholders of the linkage of *Vision 2030 Jamaica* to development efforts and of its importance for achieving holistic well-being for our people and country, in the medium and short term. Key stakeholders— especially at the community level— during presentations and discussions on the key elements of the Plan, have also exhibited enthusiasm and a willingness to become involved/participate in the process of individual, community and national transformation.

The corollary is also true. Feedback through articles in the press; comments via the electronic media; and utterances at meetings/talks/discussions, have revealed much scepticism among some stakeholders about the feasibility of achieving the vision, as well as a lack of knowledge of components of the Plan. Absence of tangible evidence of policymakers— especially in the public sector— in integrating the strategies for achieving the National Goals and ultimate vision, as well as individuals' expectations for long-term outcomes to be achieved in the short term/“overnight”, reveal the need for a more intensive public education programme. This is what is required to move individuals beyond knowledge of the National Vision Statement, to understanding how the successful achievement of the vision relates to everyone and not just to “the Government/politician/MP”; why *Vision 2030 Jamaica* is different from the country's other development Plans that are perceived to have been “shelved” after formulation; and how it will be implemented and by whom.

### **Interventions and Outcomes:**

The Secretariat utilized high impact affordable/cost effective multimedia channels designed to create greater awareness, educate and inform the public and especially children and youth.

This strategy proved highly effective in communicating the National Vision Statement, as well as more in-depth information on the who, what, when, and why of the Plan.

In effecting this strategy, the Secretariat produced stakeholder-specific information, educational and promotional materials and distributed these to all stakeholder groups; and disseminated their contents during consultations, workshops and small group discussions across the island. Of note was the production of three main printed documents— a full version Vision 2030 Jamaica – National Development Plan document; an abridged “Popular” Version (plus Braille adaptations for the visually challenged); and a three-year medium-term implementation framework (MTF) — in addition to electronic materials: a 10 min information video with 5-min video features, and an audio book of the Popular Version.

Printed and electronic document formats were in great demand among policy makers in the public and private sectors, civil society and academia, children and youth in- and out-of school; and were available online for easy access. “Culturetainment” and edutainment through folk and non-traditional media such as the national music, speech and drama festivals, national pageants (Festival Queen cultural presentation; Miss Jamaica World, 2012); SDC Twenty20 Cricket; national and community expositions; a Schools’ Essay Competition; theme song and jingle, were also strategically integrated into the communication and marketing programme.

### Interventions

- Consultations
- Presentations
- Meetings
- Public Education Campaign
- Read Across Jamaica Day
- Dissemination of information via print and electronic media; popular music; knowledge wheel
- Dedicated web site
- Facebook, Youtube and Twitter
- Edutainment: JCDC festival of the Performing Arts – speech, drama, music, Festival Queen Competition; Miss Jamaica World 2012, SDC Twenty20 Cricket
- Schools’ Essay Competition

## Key Performance Indicators - Achievements Matrix

OVERALL OBJECTIVES	SPECIFIC OBJECTIVES	OUTCOME/RESULTS
Produce consistent, credible, clear, unambiguous and compelling communications focused on the strategic imperatives of <i>Vision 2030 Jamaica - National Development Plan</i> .	Produce high quality information and promotional Materials (i) Print (ii) Electronic	Target specific information and promotional materials produced and disseminated within three-year period.
PRINT	• Produce and disseminate 2 000 copies of <i>Vision 2030 Jamaica - National Development Plan</i>	2 000 copies produced and 1 988 distributed.
	• Produce 29 Sector Plans	Sector Plans produced and uploaded on the <i>Vision 2030 Jamaica</i> - website: <a href="http://www.vision2030.gov.jm">www.vision2030.gov.jm</a> ; and also distributed to sector Ministries, Departments & Agencies (MDAs).
	• Produce and disseminate 100 copies of the Medium Term Socio-Economic Policy Framework (MTF) 2012 - 2015	100 copies produced and 97 distributed
	• Produce and distribute 46 500 copies of <i>Vision 2030 Jamaica - National Development Plan</i> Popular Version • Produce Braille version	45 333 copies produced and distributed to diverse audiences across Jamaica. 65 copies produced and distributed islandwide to libraries and agencies that support the visually challenged.
	• Produce and distribute 42 000 <i>Vision 2030 Jamaica</i> Information Brochures	Brochures produced and distributed to diverse audiences at public events, e.g., expos, fairs, presentations and consultations.
	Produce and distribute 40 000 <i>Vision 2030 Jamaica</i> Goals Brochures	40 000 copies produced and 37 140 distributed islandwide.
	• Produce promotional posters as required	10 posters and two hanging banners and four retractable banners produced to promote key events and for display purposes.
	• Produce and distribute Branding memorabilia - 8 000 bookmarks, 2 500 message pens, 10 000 pencils, 5 000 sunglasses and 347 polo shirts to specific target groups	Bookmarkers, message pens, pencils, sunglasses, message shirts produced and distributed to a wide cross section of stakeholders across Jamaica.
	• Produce two (2) feather banners, four (4)	All branding materials produced.

	retractable banners, four outdoor and 12 indoor banners; 2 rolls of ---bunting; 12 information posters plus 500 to promote the <i>Vision 2030 Jamaica</i> public consultations; and one branded tent	
ELECTRONIC	• Produce and distribute 5 000 copies of <i>Vision 2030 Jamaica</i> Information Video	5 000 copies produced and 1698 distributed
	<u>Social Media</u>	
	• Web site • Facebook • Twitter • Youtube	- Produced a dedicated <i>Vision 2030 Jamaica</i> web site. - Created a Facebook page. - Created a Twitter account. - Created a Youtube account.
	• Audio Book	Produced an Audio version of the Popular Version.
	• Non-Traditional	Produced interactive information tool for use by multiple stakeholders.

## Production of Materials

OVERALL OBJECTIVES	SPECIFIC OBJECTIVES	OUTCOME/RESULTS
<b>Publicity</b>		
<ul style="list-style-type: none"> <li>• Equip key stakeholders with knowledge and information relevant to their role in the <i>Vision 2030 Jamaica</i> process</li> <li>• Harness, excite national spirit and interest around a long-term vision for Jamaica</li> <li>• Ensure broad-based participation through continuous advocacy/consultation/dialogue/partnership with key stakeholders throughout the period.</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize mass &amp; small media to stakeholders specific channels to communicate and inform through Public Education Campaign and other media related events <ul style="list-style-type: none"> <li>- Radio and television interviews on multiple radio stations including Atlanta Broadcasting Network (ABN) WIGO 1570 AM — pre- and post-<i>Vision 2030 Jamaica</i> and related events.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Several interviews and highlights of related activities undertaken on radio and television: explaining key issues of the Plan and MTF; launch of the <i>Vision 2030 Jamaica</i> Dashboard of Indicators; progress on implementation, during participation in expos and Health Fairs.</li> <li>- Six each “Get the Facts” – 5-minute radio and television programmes aired on commercial media in time allowed for Government broadcasts, and 30 second tag lines on a leading commercial radio station, as part of six-month Public Education Campaign.</li> <li>- Public Service Announcements (PSAs) on radio to publicize main events e.g. radio and television features on the Plan.</li> <li>- Information video uploaded to YouTube; <i>Vision 2030 Jamaica</i> web site and used in face-to-face workshops/presentations/ meetings.</li> <li>- <i>Vision 2030 Jamaica</i> Audio Book</li> </ul>

	<ul style="list-style-type: none"> <li>• Use Information video to reach mass and small group audiences</li> </ul>	uploaded to YouTube.
	<ul style="list-style-type: none"> <li>• Presentations and Consultations</li> <li>• Participation in Expos and Health Fairs by external agencies and organizations</li> </ul>	<ul style="list-style-type: none"> <li>- Approximately 40 presentations, meeting and consultations held annually with various stakeholder groups islandwide.</li> <li>- Participated in approximately 22 exhibitions and fairs (e.g. health, community empowerment) annually, on request from external stakeholders in the public and private sectors and Civil society.</li> </ul>
	<p>Partner with SDC and JCDC— agencies and organizations that can assist to maximize outreach impact; Sponsor specific events that have maximum audience reach:</p> <ul style="list-style-type: none"> <li>- SDC Twenty20 Cricket</li> <li>- Other SDC Community events</li> <li>- Vision 2030 Jamaica Youth Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>- Sponsored and participated over 2 year period in approximately 10 SDC Twenty20 Cricket competition matches across the island; and disseminated information to thousands of people across hundreds of communities through distribution of the Popular Version, Information brochures and message memorabilia.</li> </ul> <p>Collaboration with JCDC to have joint responsibility for the work of the Festival Queens (2012/13 and 2013/14) as National Vision 2030 Jamaica Youth Ambassadors to assist in championing the National Development Plan, specifically among the youth population</p> <ul style="list-style-type: none"> <li>- Four main presentations/ Workshops held for Senior Education Officers/ teachers assigned to the Quality Education Circles, Community Relations, and Citizenship in Education Programme/new Civics programme for schools; and two main presentations made to members of JISA.</li> </ul>
	Public Launch of the Popular Version	Official Launch by the Prime Minister held in Jamaica’s second city; over 300 persons comprising children and youth, members of government and the Opposition, private sector, civil society, community groups, International

		Development Partners in attendance.
	Utilize non-traditional media to reach specific audiences	<ul style="list-style-type: none"> <li>- Presentations/education sessions held with Festival Queens from all parishes in 2011; <i>Vision 2030 Jamaica</i> themes infused in their cultural presentation presented at the national finals in 2011.</li> <li>- Photo Op presentation of Popular Version to finalists in the Miss Jamaica World 2012 “Beauty with a Purpose” Competition; contestants enter an Essay Competition explaining their understanding of <i>Vision 2030 Jamaica</i>; and National Finals included a question on <i>Vision 2030 Jamaica</i>.</li> <li>- <i>Vision 2030 Jamaica</i> Youth Ambassador/Champion appointed and assisted in education and communication among children and youth.</li> </ul>

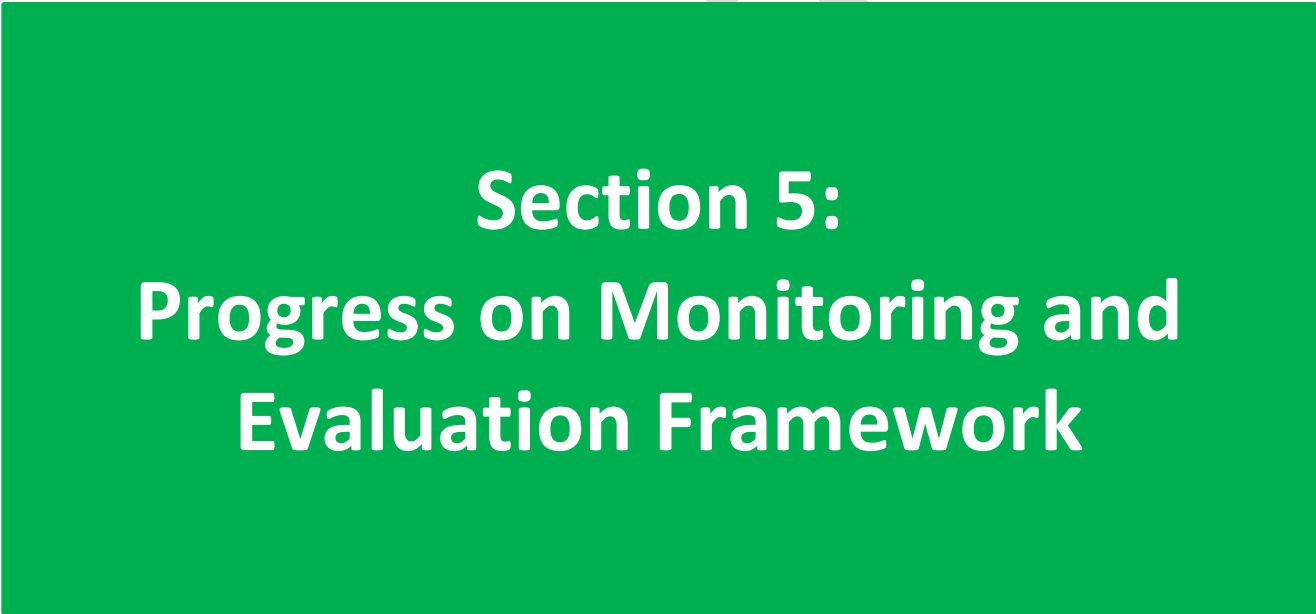
## Lessons Learned and Recommendations - Communications

1. Programme and project developers need to incorporate a communication component from conceptualization and development phase of the programme/project, if national development efforts are to succeed. Stakeholders also need to be informed about the what, why, who and when, and be involved from the beginning of the project.
2. In spite of much scepticism by stakeholders, with effective communication —of the key contents of the Plan, its framework/strategies for achieving their dreams/goals and aspirations for themselves and country; and their role/s in this achievement— many are willing to get on-board to assist in effecting “mind-set change” and to work assiduously to ensure the country’s transformation into “...the place of choice...”
3. Many Jamaicans believe that their country can and will be transformed within their lifetimes.
4. Undertaking the strategic communication programme within the country’s tight fiscal space requires partnerships with key agencies at the levels of public, private and civil society, as they can considerably boost initiatives through shared human, technical and financial resources.



## Recommendations

1. Provide a more realistic budget to undertake critical interventions, on a more sustained basis.
2. Build in more structured/measurable objectives and undertake formative and summative evaluations of interventions.
3. Involve the youth in a more targeted way.
4. Develop and strengthen the communication programme to reach specific stakeholders, especially the private sector, more effectively.
5. Involve policy makers and persons of influence as Champions of the Plan.
6. Communicate the medium term targets to all stakeholders.
7. For long-term sustainability institutionalize *Vision 2030 Jamaica* in the Public Sector Communication Departments/Units/programmes.
8. To achieve the integrated approach to implementation, strengthen stakeholder partnerships and forge stronger alliances with the private sector and civil society for greater participation, promotion and advocacy.
9. Provide adequate resources to ensure a more robust communications' programme: one that incorporates the use of channels that are more pervasive such as electronic mass media, particularly local cable (especially those that are music-based). This approach will assist in reaching the younger demographic age groups on a more consistent basis.
10. Enlist a number of persons of influence (representing different demographic groups) as champions/spokespersons to create and maintain the buzz. This will assist in keeping the vision on the personal, community and national agenda, which is important for the successful implementation of the Plan.



# **Section 5: Progress on Monitoring and Evaluation Framework**

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

This section provides a report of progress during the period FY2012/2013 - FY 2013/2014 under MTF 2012-2015 in establishing the framework for the implementation, monitoring and evaluation of the ***Vision 2030 Jamaica – National Development Plan***. This includes progress in the institutionalization of ***Vision 2030 Jamaica*** in the public sector, and establishment of a robust performance monitoring and evaluation system.

The implementation of ***Vision 2030 Jamaica*** includes a wide range of programme and project activities included in the annual and corporate work plans of the ministries, divisions, departments, agencies, local authorities and statutory companies within the public sector. The performance of these activities involves the participation of other actors, including the private sector, trade unions, civil society stakeholders and the international development community. However, the management, coordination and supervision of these activities will remain largely within the public sector entities with the responsibilities for their implementation, and who will ultimately be held accountable for performance.

Coordination among the relevant entities and several stakeholders is critical to ensure successful achievement of ***Vision 2030 Jamaica***. The PIOJ as the National Secretariat represents the main coordination mechanism for the implementation, monitoring and evaluation of ***Vision 2030 Jamaica***.

The institutional framework for implementation, monitoring and evaluation of ***Vision 2030 Jamaica*** is presented in Figure below. This institutional framework has undergone some modifications since its preparation during the initial planning process for ***Vision 2030 Jamaica***.

Figure : Framework for Implementation, Monitoring and Evaluation



## **Institutionalization of Vision 2030 Jamaica in the Public Sector**

An ongoing focus of implementation of *Vision 2030 Jamaica* in FY 2012/2013 - FY 2013/2014 has been on the institutionalization of *Vision 2030 Jamaica* in Ministries, Departments and Agencies (MDAs) within the public sector. In keeping with Cabinet Decision 20/09 of November 2009 which directed MDAs to align their corporate and operational plans with *Vision 2030 Jamaica* and the *MTF 2009-2012*, the PIOJ as the National Focal Point for *Vision 2030 Jamaica* has carried out ongoing meetings with MDAs during the period to facilitate:

- alignment of the corporate and operational plans of MDAs with *Vision 2030 Jamaica* and the MTF; and
- alignment of key national policies and strategies with *Vision 2030 Jamaica* including the new National Sport Policy, National Policy and Plan of Action on International Migration and Development, National Food and Nutrition Security Policy and the Draft Diaspora and Development Policy.

The PIOJ, in its capacity as National Secretariat for Vision 2030 Jamaica, also led the process of completion of the *Medium Term Socio-Economic Policy Framework (MTF)* for FY2012/2013–FY2014/2015.

The PIOJ collaborated with key agencies including the Office of the Prime Minister (OPM), the Cabinet Office and the Ministry of Finance and Planning (MOFP) to ensure the integration of *Vision 2030 Jamaica* with existing and proposed national and sectoral processes and mechanisms for planning, budgeting, monitoring and evaluation in the public sector. These include:

- the alignment of the new Whole of Government Business Plan and Strategic Business Plan templates introduced by the Cabinet Office under the phased establishment of the Performance Monitoring and Evaluation System (PMES) in the public sector with the goals and outcomes of *Vision 2030 Jamaica*;
- the introduction of the new Public Investment Management System (PIMS) whose criteria for selection of capital projects are explicitly aligned with the priority national outcomes of *Vision 2030 Jamaica* and the MTF.

The PIOJ also ensured the alignment of the Growth-Inducement Strategy (GIS), which was developed as a key initiative under *Vision 2030 Jamaica*, with the Medium Term Economic Programme FY2013/14 – FY2015/16 of the Government, and with the four year 2013-2017 Extended Fund Facility Arrangement with the International Monetary Fund (IMF). Presentations on the Growth Agenda were made to key ministries, including the Ministry of Finance and Planning, and to the Economic Development Committee of Cabinet, the Permanent Secretaries' Board and the Cabinet Office Corporate Planners and Policy Analysts Network. The PIOJ also

served as the National Focal Point for the Caribbean Growth Forum (CGF) project, including staging of the launch of the CGF Jamaica Chapter at the CGF Workshop on May 2, 2013; and participation in the CGF Regional Workshop in The Bahamas, from June 23 to 25, 2013.

### **Establishment of a Robust Performance Monitoring and Evaluation System**

The *Vision 2030 Jamaica* monitoring and evaluation framework is being built on existing systems and processes within the public sector. The overall expected outcome is an integrated national framework for monitoring and evaluation which is consistent with current public sector transformation efforts and the Government's commitment to Results-Based Management (RBM), and which is fully aligned to *Vision 2030 Jamaica*.

The progress made in the establishment of the *Vision 2030 Jamaica* monitoring and evaluation framework during FY 2012/2013 - FY 2013/2014 includes the following:

#### **Thematic Working Groups**

The PIOJ has facilitated the establishment and operation of Thematic Working Groups (TWGs), with membership drawn from the public and private sectors, civil society and International Development Partners as part of the monitoring and evaluation framework for each of the main sectors and outcome areas under *Vision 2030 Jamaica*. TWGs provide a dynamic mechanism to plan, implement, monitor, and evaluate strategic priorities and actions; track indicator progress; identify and mobilize resources for each sector or thematic area; promote new policies and projects; and share information, knowledge and expertise. Approximately 18 TWGs ultimately will be established with a schedule of quarterly meetings. By the end of FY 2013/2014, a total of twelve TWGs had been established – Education and Training, National Security, Justice, Governance, Infrastructure and Construction, Population, Health, Social Protection, Energy and Minerals Development, Hazard Risk Reduction and Adaptation to Climate Change, Environmental Management and Planning, and Tourism.

Seven Thematic Working Groups (TWGs) held meetings during the period, including Education and Training, National Security, Environment and Natural Resources Management, Hazard Risk Reduction and Adaptation to Climate Change, Population, Tourism, and Health. Preparations were made for the resumption of meetings for the TWGs for Strong Economic Infrastructure, Effective Social Protection, Energy and Minerals Development, and for a TWG for Justice to be formed from the previously combined National Security and Justice TWG. A highlight of the year was the launch of the Governance TWG in December 2013. Meetings were held with relevant ministries toward the establishment of the remaining seven TWGs, including the Ministry of Youth and Culture, Ministry of Industry, Investment and Commerce, Ministry of Agriculture and Fisheries, and the Ministry of Science, Technology, Energy and Mining.

## Indicators and Targets

The monitoring and evaluation framework includes a framework of national indicators and targets in sectors including demography, economy, education, environment, health, information and communication, governance and national security, that are used to monitor progress toward achievement of the national goals and outcomes of *Vision 2030 Jamaica*. The revised framework of national indicators and targets contains a total of some 46 indicators from both national and international data sources that are used to track progress of the implementation of *Vision 2030 Jamaica* against targets, mainly on an annual basis. Many of the data time series for these indicators are already provided by STATIN and other MDAs. These data time series are stored on the comprehensive national JAMSTATS database, which is the database used to monitor *Vision 2030 Jamaica*.

The main steps in developing the framework of indicators and targets that were undertaken during the review period include:

- Integration and updating of the framework of national indicators and targets for *Vision 2030 Jamaica* on the JAMSTATS database;
- the revision and finalisation of sector-level performance indicators and targets for key MDAs including the ministries of National Security, Justice, Education, Energy and Mining, Health, and Labour and Social Security;
- preliminary assessment of the capacity to provide information and data/statistics for monitoring of implementation progress and tracking of indicators; and
- progress toward agreement on coordination and reporting requirements.

## Capacity Development

During the review period the PIOJ undertook steps to strengthen capacity in key areas to support the monitoring and evaluation framework for the National Development Plan. In June 2013, the PIOJ in collaboration with the Cabinet Office hosted a workshop on Results-Based Management (RBM) at MIND for corporate planners and M&E officers in the public sector.

## Preparation of Progress Reports (Performance Reporting)

The timely preparation and submission of progress reports and other monitoring and evaluation outputs form an integral part of the monitoring process that builds transparency and accountability. In 2009-2010, four Quarterly Progress Reports on the implementation of the Medium Term Socio-Economic Policy Framework (MTF) 2009-2012 were prepared. A draft 2-Year Progress Report on MTF 2009-2012 for FY 2009/2010 and FY 2010/2011 was also prepared in 2011. This was circulated to stakeholders and placed on the *Vision 2030 Jamaica* website. A draft Three-Year Progress Report on *Vision 2030 Jamaica* for FY 2009/2010–FY 2011/2012 was completed during the year for review by stakeholders. The completion of the full 3-Year Progress Report completes the progress reporting on *Vision 2030 Jamaica* for FY 2009/2010 –

2011/2012. The preparation of the 2-Year Progress Report for MTF 2012-2015 brings the progress reporting for ***Vision 2030 Jamaica*** fully up to date.

### Dashboard of Indicators

A National Dashboard of Indicators has been developed and introduced in FY 2010/2011 to track progress toward achievement of the national goals of ***Vision 2030 Jamaica*** as a holistic and integrated measure of national development and social well-being, using the following eight areas of measurement:

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

These indicators are now reported on by the PIOJ on a quarterly basis as an integral part of its Quarterly Press Briefings on Economic Performance. The full framework of over 60 national indicators and targets used to track progress under ***Vision 2030 Jamaica*** was also updated on the JAMSTATS database, the comprehensive national database used to store the ***Vision 2030 Jamaica*** framework of indicators and targets.

The ***Vision 2030 Jamaica*** National Secretariat in collaboration with the JAMSTATS Unit and UNICEF Jamaica, with technical consultancy services from the UN DevInfo Support Group, completed the development of an online interactive graphical dashboard that will facilitate monitoring of progress in implementing ***Vision 2030 Jamaica***. The E-Dashboard was launched in 2013.

### Lessons Learned

The first five years of ***Vision 2030 Jamaica*** have provided a number of lessons which are relevant for its successful implementation:

- I. The successful implementation of ***Vision 2030 Jamaica*** is dependent on the institutionalization and mainstreaming of processes to align the priorities of the Plan with the strategic and operational plans and budgets of MDAs. While progress was made in the alignment of MDA plans and budgets with ***Vision 2030 Jamaica*** under MTF 2009-2012 and MTF 2012-2015, this process should be strengthened under future MTFs.
- II. Regular and timely reporting of performance is an integral element to notify stakeholders on the country's progress, and to engender accountability, trust and



commitment by stakeholders. The completion of Progress Reports covering the first five years of implementation of ***Vision 2030 Jamaica*** represents an important achievement under the M&E framework for ***Vision 2030 Jamaica***. However the performance reporting on ***Vision 2030 Jamaica*** must be further strengthened to ensure timely preparation of annual progress reports, along with deepening of communication and stakeholder participation processes.

- III. A fully operational institutional framework is required to oversee the implementation of ***Vision 2030 Jamaica*** and coordinate the monitoring and evaluation of implementation progress. The institutional arrangement to monitor and evaluate the implementation of ***Vision 2030 Jamaica*** is not fully in place. While a Technical Secretariat is in place at the PIOJ and twelve of the proposed 18 Thematic Working Groups have been established, the Technical Monitoring Committee to provide overall oversight has not yet been established. It is important that the establishment of the full ***Vision 2030 Jamaica*** institutional framework is completed.
- IV. ***Vision 2030 Jamaica*** is underpinned by a results based management (RBM) system. However, there are weaknesses in the national capacity for RBM and monitoring and evaluation (M&E), particularly within the public sector. Capacity in RBM and M&E in the public sector must be further strengthened to support the implementation and monitoring of ***Vision 2030 Jamaica***.









## **Outlook and Conclusion**

The purpose of *Vision 2030 Jamaica* and the successive MTFs is to provide the framework for advancing the sustainable development of the Jamaican economy and society towards achievement of the high levels of well-being and opportunities of more developed countries.

The 2-Year Progress Report for MTF 2012-2015 provides the basis for assessment of the areas in which Jamaica has successfully advanced towards achievement of the National Goals and Outcomes of *Vision 2030 Jamaica*, as well as identifying the areas in which our country has not made progress in the first five years of the Plan. The lessons learned from the first five years of *Vision 2030 Jamaica* must be reflected in the planning for the next period of implementation of the Plan, including the next MTF and the strengthening of the institutional, monitoring and evaluation framework for *Vision 2030 Jamaica*.












# Appendices

## Appendix I: Vision 2030 Jamaica - National Development Plan (NDP): Indicator Matrix for MTF 2012-2015

Indicator	Unit	Baseline	Actual						Target			Dashboard
		2007	2008	2009	2010	2011	2012	2013	2012	2015	2030	(2015)
Goal 1: Jamaicans are empowered to achieve their fullest potential												
Outcome 1: A Healthy and Stable Population												
Human Development Index	Index	0.717	0.724	0.724	0.726	0.727	0.730		0.745	0.754	0.8	Yellow 
Life expectancy at birth	Years	72.4		72.7	72.7	74.15	74.15	74.15	72.8	73.4	76.4	Green 
Population growth rate	Per cent	0.5	0.4	0.2	0.2	0.3	0.3	0.2	0.45	0.35	0	Green 
Outcome 2: World-Class Education and Training												
Adult literacy rate (estimated)	Per cent	86	86.4	86.8	91.7	91.7	91.7	91.7	89.7	91.6	98.3	Green 
Gross enrolment rate at tertiary level	Per cent	31.5	29.5	30.8	32.8	33.1	29.5	28.9		35	50	N/A 
Percentage of labour force that is certified	Per cent	18.52	19.6	20.1	21.2	23.2	23.5	24.4	25	30	90	Yellow 
Outcome 3: Effective social protection												
Percentage of children in consumption quintile 1 receiving PATH benefits	Per cent	65.8	69	68.2	72					80.00		N/A 
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	Per cent	75	70.1	66.5	67.1					80.00		N/A 

		Baseline	Actual						Target			Dashboard
Indicator	Unit	2007	2008	2009	2010	2011	2012	2013	2012	2015	2030	(2015)
Poverty headcount ratio	Per cent	9.9	12.3	16.5	17.6		19.9		12.1	10.5	10	Red ●
Outcome 4: Authentic and transformational culture												
Use of Cultural Resources Index	Index		1.7	1.6		1.6		1.6	2.1	2.5	4.7	Red ●
Goal 2: The Jamaican Society is safe, cohesive and just												
Outcome 5: Security and Safety												
Major Crime rate (Category 1)	Per 100,000 population	272.18	373.21	437.79	409.56	403.36	396.34	352.39	216	182	43	Red ●
Murder rate	Per 100,000 population	58.82	59.84	62.40	52.90	41.86	40.59	44.32	50	35	10	Yellow ●
Outcome 6: Effective Governance												
Case clearance rate	Per cent	93.78	89.55	80.06	94.03	82.73	92.09	95.33		95	100	Green ●
Control of Corruption Index	Index	-0.49	-0.49	-0.44	-0.38	-0.29	-0.36		-0.24	0.13	1.96	Yellow ●
Government Effectiveness Index	Index	0.30	0.29	0.21	0.20	0.22	-0.02		0.18	0.45	1.78	Red ●
Regulatory Quality Index	Index	0.31	0.33	0.28	0.28	0.30	0.23		0.33	0.53	1.55	Red ●
Rule of Law Index	Index	-0.46	-0.4	-0.48	-0.5	-0.42	-0.41		-0.3	0.04	1.75	Yellow ●
Voice and Accountability Index	Index	0.6	0.53	0.55	0.42	0.42	0.43		0.78	0.88	1.37	Red ●
Goal 3: Jamaica's economy is prosperous												

		Baseline	Actual						Target			Dashboard
Indicator	Unit	2007	2008	2009	2010	2011	2012	2013	2012	2015	2030	(2015)
Outcome 7: A Stable Macroeconomy												
Annual inflation rate	Per cent	16.8	16.8	10.2	11.7	6	8	9.5	10	10	10	Green
Debt to GDP ratio (Fiscal Year)	Per cent	109.42	118.59	131.6	133.86	131.77	135.24	133.31	100	132	75	Red
Fiscal balance as a percentage of GDP (Fiscal Year)	Per cent	-4.61	-7.44	-11.12	-6.20	-6.42	-4.08	0.12	0	0	0	Green
Nominal GDP per capita	US\$	4779.90	5120.68	4522.54	4966.81	5430.99	5450.95	5193.50	5354	6629	23567	Yellow
Real GDP annual growth rate (base 2007)	Per cent	1.43	-0.81	-3.42	-1.45	1.40	-0.47	0.20	3	1.7	5	Red
Outcome 8: An Enabling Business Environment												
Ease of Doing Business Ranking	Rank	50	62	67	79	85	88	90	58	53	34	Red
Unemployment rate	Per cent	9.8	10.6	11.4	12.4	12.6	13.9	15.2	10	7.5	4	Red
Labour Market Efficiency Index		4.42	4.34	4.33	4.23	4.22	4.32	4.33	4.50	4.60	4.75	Red
Outcome 9: Strong Economic Infrastructure												
Connectivity and Technology Infrastructure Index	Index	3.7	3.8	5.15	4.75				4.35	4.9	7.5	Green
Infrastructure Index	Index	3.54	3.54	3.84	3.91	3.74	3.59	3.49	3.69	3.84	4.59	Red
Outcome 10: Energy Security and Safety												
Energy intensity index	BTU per US\$ GDP	14586.97		13656.81	11018.29	10,674.72	10,316.2	10,313.2	14000	12700	6000	Yellow
Percentage of renewables in energy mix	Per cent	4.8	5.6	6	9	10	10		11	12.5	20	Yellow
Outcome 11: A Technology Enabled Society												

		Baseline	Actual						Target			Dashboard
Indicator	Unit	2007	2008	2009	2010	2011	2012	2013	2012	2015	2030	(2015)
E-readiness Index	Index	5.05	5.17	5.33	5.21				5.5	6	8	Yellow 
Resident patent filing	per million population	2.2	5.6	5.9	4.8	7.4	9.2	8.1	12	18	53	Yellow 
<b>Outcome 12: Internationally Competitive Industry Structures</b>												
Agriculture production index	Index	100	93.7	106.2	106.6	117.6	119.8	119.2	124.6	132.2	176.4	Yellow 
Growth rate of services (Financing and Insurance and Real Estate and Business Services)	Per cent	4.12	2.22	0.91	-2.24	-0.31	0.12	0.35	2.25	2.25	4.02	Red 
Percentage change in export earnings from the bauxite industry	Per cent	14.65	4.05	-65.88	14.27	38.64	-15.77	3.48	4			Red 
Percentage change in export earnings of Manufactures (value not volume) (rolling 3-year average)	Per cent	26.26	30.25	3.74	-6.37	-8.84	12.12	7.98	10	13	14	Red 
Percentage change in labour productivity of Construction and Installation sector	Per cent	-0.26	5.11	3.13	1.36	2.25	2.93		3.00	3.00	3.00	Yellow 
Growth rate of Recreational, Cultural and Sporting Activities	Per cent	1.59	2.55	0.56	-1.36	-0.20	2.24		3.00	5.00	5.00	Yellow 
Percentage change in foreign exchange earnings from tourism	Per cent	2.11	3.43	-2.54	3.94	0.36	3.05	0.36	3.98	3.98	4.1	Red 
Percentage share of global GDP based on PPP	Per cent	0.036	0.035	0.034	0.032				0.035	0.037	0.047	Red 
Travel and Tourism Competitiveness Index	Rank	48	57	60		65		67	54	48	35	Red 
<b>Goal 4: Jamaica has a healthy natural environment</b>												

Indicator	Unit	Baseline	Actual						Target			Dashboard
		2007	2008	2009	2010	2011	2012	2013	2012	2015	2030	(2015)
Outcome 13: Sustainable management and Use of Environmental and Natural resources												
Environmental Performance Index	Index		79.1		58.8		54.4	58.3	80.1	82.2	85	Red ●
Outcome 14: Hazard Risk Reduction and Adaptation to Climate Change												
Hazard damage as a percentage of GDP	Per cent	3.4	2		1.9	0.1	0.8		2.5	1.5	1	Green ●
Outcome 15: Sustainable Urban and Rural Development												
Housing Quality Index	Index	68.1	71.4	70.9	71.5				71.34	73.77	86	Green ●
Proportion of households with access to secure tenure	Per cent	80.5	81.8	80.5	80.9				82	85	95	Yellow ●
Poverty in rural areas	Per cent	15.3	17	22.5	23.2				16.8	14.5	12	Red ●



## Appendix 2: Revision of Indicators and Targets for Progress Report on MTF 2012-2015

The Vision 2030 Jamaica framework of indicators and targets underwent substantial review and revision for the preparation of the new Medium Term Socio-Economic Policy Framework (MTF) 2012-2015. The revised framework of indicators and targets has guided the preparation of the 3-Year Progress Report on Vision 2030 Jamaica for 2009-2012 as follows:

1. Indicators which were removed from the monitoring framework for the MTF 2012-2015 have also been removed from the monitoring framework for the 3-Year Progress Report on Vision 2030 Jamaica for 2009-2012;
2. New indicators introduced for the monitoring framework for the MTF 2012-2015 have been included in the monitoring framework for the 3-Year Progress Report on Vision 2030 Jamaica for 2009-2012, with the exception of Grade 4 literacy rates and performance of students sitting CSEC exams. These will be included in subsequent progress reports, based on updating of data time series in the JamStats database.

The revisions made to the framework for the MTF 2012-2015, which have also been incorporated in the 2-Year Progress Report, are detailed below.

Indicator/Target	Revisions
<b>National Goal 1: Jamaicans are Empowered to Achieve Their Fullest Potential</b>	
Human Development Index	The Human Development Report 2010 introduced a new methodology for calculation of the Human Development Index (HDI). <sup>16</sup> The values for the HDI indicator for Jamaica were revised for 1980, 1985, 1990, 1995, 2000 and 2005-2011, based on the new methodology.
Healthy life expectancy index	Healthy life expectancy data have not been available for Jamaica on a consistent basis that would allow for monitoring over the period 2008-2011. Consequently the indicator is not included in the MTF 2012-2015.
Adult literacy rate	Adult literacy data for 2006-2009 based on UNESCO estimates; figure for 2010 and 2011 based on Literacy Module of the JSLC 2010; target for 2015 revised upward to be equal to the figure for 2010

<sup>16</sup>Human Development Report 2010.

Indicator/Target	Revisions
	and 2011.
Gross enrolment rate at tertiary level	Replaces % of population with tertiary level certification (24+ year olds) as an indicator, based on better data availability.
Percentage of labour force that is certified	The targets for this indicator have been provisionally reduced to 25 per cent in 2012 and 30 per cent in 2015, based on forecasting of the statistical trends over the period 1995-2011.
% of eligible population benefiting from social assistance programmes (including PATH)	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
% of eligible population contributing to the National Insurance Scheme (NIS) (18-59 years)	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
Percentage of children in consumption quintile 1 receiving PATH benefits	Replaces % of eligible population benefiting from social assistance programmes (including PATH), based on better data availability and relevance. Provisional target for 2015 equals best performance over 2006-2010.
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	Replaces % of eligible population benefiting from social assistance programmes (including PATH), based on better data availability and relevance. Provisional target for 2015 equals best performance over 2006-2010.
Incidence of public order infractions per capita	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
% of Single parent households (calculated as % of all households with children)	This indicator is not included in the MTF 2012-2015, based on unresolved methodological issues in its calculation from available data sources.

Indicator/Target	Revisions
<b>National Goal 2: The Jamaican Society is Secure, Cohesive and Just</b>	
Crime rate per 100,000 population	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
Murder rate per 100,000 population	Provisional target for 2015 revised downward based on straight-line projection between value achieved in 2011 and target for 2030.
Regulatory Quality Index	This indicator has been introduced from the Worldwide Governance Indicators (World Bank). The methodology for calculating targets is the same as for the other Worldwide Governance Indicators included in the MTF 2012-2015. The target for 2012 is to regain our best past score (2008 and 2011). The target for 2030 is to achieve the average score achieved by the top 15 HDI countries in the baseline year (2007). The target for 2015 is set by apportioning the 2030 target over the 18 year period between 2012 and 2030.
Female to male wage ratio at managerial level	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
Case clearance rate	This indicator has been introduced to measure the performance of the justice sector. Case clearance rate is calculated as the number of cases disposed of annually in Resident Magistrates' Courts as a per cent of the number of cases filed (excluding traffic cases). The provisional targets for case clearance rate are set at levels that will reduce the backlog of cases over time.
<b>National Goal 3: Jamaica's Economy is Prosperous</b>	
Real GDP annual growth rate (base year 2007)	The data values for this indicator have been revised based on the change of the base year from 2003 to 2007. The targets for 2012 and 2015 have been revised to be consistent with the targets for the GOJ medium-term economic programme.
Ease of Doing Business Ranking	The data values for this indicator have been revised based on the revised values published for each year for Jamaica in the annual Doing Business Reports.

Indicator/Target	Revisions
% of total renewable fresh water resources that is produced	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
Fuel reserve Barrels/1000 population	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
# of scientific publications/million population	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
Agricultural production index	The data values and targets for this indicator have been revised based on the change of the base year from 2003 to 2007.
% Change in Export Earnings of Manufactures (value)	The data values for this indicator have been revised based on updated data. The data are reported in the MTF 2012-2015 as a rolling 3-year average, rather than as an average over a fixed period as stated in the <i>Vision 2030 Jamaica – National Development Plan</i> (2009).
Percentage change in export earnings from the bauxite/alumina industry	No target for this indicator has been set beyond 2012, based on the market uncertainty in this industry.
Average % change in value added outputs of non-metallic minerals (lime, cement, whiting)	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
Unit labour productivity (ULP) index - Construction	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
Contribution of copyright industry to GDP	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
Growth rate of Recreational, Cultural and Sporting Activities	This indicator has been introduced to measure the economic contribution of cultural and creative industries, including sport. Based on the Jamaica Industrial Classification 2005 (Division 92), Recreational, Cultural and Sporting Activities include Motion Picture, Radio, Television and other Entertainment Activities, News Agency Activities, Library, Archives, Museums and other Cultural Activities, Sporting and other Recreational Activities. The provisional targets for 2012, 2015 and 2030 are set at the overall growth rates for the

Indicator/Target	Revisions
	Jamaican economy targeted in the Vision 2030 Jamaica – National Development Plan (2009).
Average growth rate of communication sub-sector	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability. No new quantitative indicators have yet been determined for the ICT industry to replace this indicator.
Growth rate of services (Financing and Insurance and Real Estate and Business Services)	The data values for this indicator have been revised based on the change of the base year from 2003 to 2007.
% change in gross sales of registered firms in distribution sector	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
<b>National Goal 4: Jamaica has a Healthy Natural Environment</b>	
Loss of lives due to disasters	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
Greenhouse Gas Emission (Mt per annum)	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
# of parishes with sustainable development plans not older than 5 years	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.

## **Appendix 3: Process for Preparation of Progress Report on MTF 2012-2015**

The Draft 2-Year Progress Report on Vision 2030 Jamaica for MTF 2012-2015 has been prepared by the Plan Development Unit, PIOJ, over the period December 2014 – January 2015. The Draft 2-Year Progress Report was prepared by drawing relevant monitoring and evaluation information on each national outcome and industry from a range of sources, including:

- Quarterly and Annual Reports of Ministries, Departments and Agencies
- Key GoJ Policy and Programme Reports
- IDP Country Assessments and Partnership Strategies for Jamaica 2009-2012
- International Surveys of the Global Economy
- GoJ National Report on Millennium Development Goals (2009)
- Government of Jamaica Medium Term Economic Programme (2012)
- PIOJ Growth Inducement Strategy (2011)
- PIOJ Economic and Social Survey Jamaica and Jamaica Survey of Living Conditions (various years)
- Three-Year Progress Report – Vision 2030 Jamaica 2009-2012

A listing of the main reference documents is included in Appendix 4.

In addition the monitoring of the framework of indicators and targets was completed using data from the domestic and international data sources for each indicator.

Following the preparation of the Draft 2-Year Progress Report for MTF 2012-2015, the completion of the 2-Year Progress Report for MTF 2012-2015 will involve the following steps:

- Review of the Draft 2-Year Progress Report for MTF 2012-2015 by the PIOJ, MDAs, and stakeholders, including Thematic Working Groups
- Preparation of Final 2-Year Progress Report for MTF 2012-2015 based on feedback from PIOJ, MDAs, and TWGs
- Submission of Final 2-Year Progress Report for MTF 2012-2015 to Cabinet and Parliament
- Typesetting, printing and dissemination of Final 2-Year Progress Report for MTF 2012-2015

## Appendix 4: References

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