



VISION 2030 JAMAICA

NATIONAL DEVELOPMENT PLAN
Planning for a Secure & Prosperous Future

**MEDIUM TERM SOCIO-ECONOMIC POLICY
FRAMEWORK (MTF)
2009 - 2012**

**Two-Year Progress Report
April 2009 – March 2011**

Prepared by the Planning Institute of Jamaica



VISION
2030
JAMAICA



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

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List of Abbreviations and Acronyms

AAJ	Airports Authority of Jamaica
BCJ	Broadcasting Commission of Jamaica
BOJ	Bank of Jamaica
BNS	Bank of Nova Scotia Jamaica Limited
BSJ	Bureau of Standards Jamaica
BTU	British Thermal Units
CBET	Competency Based Education and Training
CBO	Community Based Organization
CDA	Child Development Agency
CERE	Centre for Excellence in Renewable Energy
CITO	Central Information Technology Office
CMA	Caribbean Maritime Authority
CPC	Chief Parliamentary Counsel
CSO	Civil Society Organization
CTO	Caribbean Tourism Organization
DBJ	Development Bank of Jamaica
DCS	Department of Correctional Services
DEVINFO	Development Information
ECC	Early Childhood Commission
EDC	Economic Development Committee (Cabinet)
EFJ	Environmental Foundation of Jamaica
EPA	Economic Partnership Agreement
EPI	Environmental Performance Index
ESSJ	Economic and Social Survey Jamaica
EU	European Union
FAO	Food and Agriculture Organization
FBO	Faith Based Organization
FSC	Financial Services Commission
GCI	Global Competitiveness Index
GDP	Gross Domestic Product
GI	Geographical Indications
GIS	Geographical Information Systems
GMP/HACCP	Good Manufacturing Practices/Hazard Analysis and Critical Control Points
GOJ	Government of Jamaica
HDI	Human Development Index
HEART Trust/NTA	Human Employment and Resource Training Trust/National Training Agency
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IDP	International Development Partners
IMF	International Monetary Fund
INSPORT	Institute of Sport
IP	Intellectual Property
IPL	Independence Park Limited
IPP	Independent Power Producers
IWRM	Integrated Water Resources Management
JAMSTATS	Jamaica Statistics
JBDC	Jamaica Business Development Corporation

JBI	Jamaica Bauxite Institute
JCC	Jamaica Chamber of Commerce
JCDC	Jamaica Cultural Development Commission
JCF	Jamaica Constabulary Force
JDF	Jamaica Defence Force
JCTU	Jamaica Confederation of Trade Unions
JEA	Jamaica Exporters' Association
JEF	Jamaica Employers' Federation
JMA	Jamaica Manufacturers' Association
JPC	Jamaica Productivity Centre
JIPO	Jamaica Intellectual Property Office
JPAT	Jamaica Protected Areas Trust
JPSCo	Jamaica Public Service Company Limited
JRC	Jamaica Railway Corporation
JSIF	Jamaica Social Investment Fund
JSLC	Jamaica Survey of Living Conditions
JTB	Jamaica Tourist Board
JTI	Jamaica Trade and Invest
JUTC	Jamaica Urban Transit Corporation
LCEP	Least Economic Cost Expansion Plan
LICJ	Land Information Council of Jamaica
LPG	Liquid Petroleum Gas
LRIDA	Labour Relations and Industrial Disputes Act
MDAs	Ministries, Agencies and Departments
MDGs	Millennium Development Goals
MEFL	Micro Enterprises Financing Limited
M&E	Monitoring and Evaluation
MGD	Mines and Geology Division
Met Office	Meteorological Office
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MOFP	Ministry of Finance and Planning
MYC	Ministry of Youth and Culture
MIIC	Ministry of Industry, Investment and Commerce
MIND	Management Institute for National Development
MIS	Management Information System
MLSS	Ministry of Labour and Social Security
MSTEM	Ministry of Science, Technology, Energy and Mining
MNS	Ministry of National Security
MOAF	Ministry of Agriculture and Fisheries
MOE	Ministry of Education
MOH	Ministry of Health
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
MTEF	Medium Term Expenditure Framework
MTF	Medium Term Socio-Economic Policy Framework
MTW	Ministry of Transport and Works
MWH	Ministry of Water and Housing
NCTVET	National Council on Technical Vocational Education and Training
NCYD	National Council for Youth Development
NEPA	National Environment and Planning Agency
NGO	Non Governmental Organization
NIC	National Irrigation Commission

NIDP	National Irrigation Development Project
NIS	National Insurance Scheme
NLA	National Land Agency
NPC	National Planning Council
NROCC	National Road Operating and Construction Company
NWA	National Works Agency
NWC	National Water Commission
NYS	National Youth Service
ODPEM	Office of Disaster Preparedness and Emergency Management
OPM	Office of the Prime Minister
OUR	Office of Utilities Regulations
PACT	Peoples Action for Community Transformation
PAJ	Port Authority of Jamaica
PATH	Programme for Advancement through Health and Education
PCJ	Petroleum Corporation of Jamaica
PDC	Parish Development Committee
PICA	Passport, immigration and Citizenship Agency
PIOJ	Planning Institute of Jamaica
PMES	Performance Monitoring and Evaluation System
PSIP	Public Sector Investment Programme
R & D	Research and Development
RADA	Rural Agricultural Development Authority
RBM	Results-Based Management
SAJ	Shipping Association of Jamaica
SBAJ	Small Business Association of Jamaica
SDC	Social Development Commission
SDF	Sport Development Foundation
SMA	Spectrum Management Limited
SRC	Scientific Research Council
STATIN	Statistical Institute of Jamaica
TA	Transport Authority
TEF	Tourism Enhancement Fund
TGCC/JTI	Target Growth Competitiveness Committee/Jamaica Trade and Invest
TMC	Technical Monitoring Committee
TPDCO	Tourism Product Development Company
TWG	Thematic Working Group
UDC	Urban Development Corporation
UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund
USA	United States of America
USAID	United States Agency for International Development
UTECH	University of Technology
UWI	University of the West Indies
WRA	Water Resources Authority



NATIONAL VISION

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

What does this mean?

(The National Goals)

1 Jamaicans are empowered to achieve their fullest potential

2 The Jamaican society is secure, cohesive and just

3 Jamaica's economy is prosperous

4 Jamaica has a healthy natural environment

Where do we want to be by 2030?

(The National Outcomes)

1. A Healthy and Stable Population
2. World-Class Education and Training
3. Effective Social Protection
4. Authentic and Transformational Culture

5. Security and Safety
6. Effective Governance

7. A Stable Macroeconomy
8. An Enabling Business Environment
9. Strong Economic Infrastructure
10. Energy Security and Efficiency
11. A Technology-Enabled Society
12. Internationally Competitive Industry Structures

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



Overview of Progress 2009 - 2011

INTRODUCTION

The country's first long-term strategic plan, ***Vision 2030 Jamaica - National Development Plan***, tabled in Parliament in May 2009, provides a comprehensive and integrated planning framework that aims to put Jamaica in a position to achieve developed country status by 2030 based on the vision statement:

NATIONAL VISION STATEMENT

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

As a companion document of ***Vision 2030 Jamaica***, the ***Medium Term Socio-Economic Policy Framework (MTF) 2009 – 2012*** sets out a prioritized package of policies, strategies and programmes proposed by the Government for implementation of ***Vision 2030 Jamaica*** over the period 2009 - 2012.

The Progress Report 2009 – 2011 covers the two year period from FY2009/2010 to FY 2010/2011, and presents the main highlights of the implementation of the Plan, including the progress toward achieving the quantitative targets for each area of the Plan. The Progress Report has been prepared by the Planning Institute of Jamaica (PIOJ) based on inputs provided by each Ministry and other sources. The Report also represents an important input for the preparation of the new ***MTF*** for FY2012/2013 to FY 2014/2015.

BACKGROUND AND CONTEXT

The first two years of implementation of the ***Vision 2030 Jamaica – National Development Plan*** have taken place within the context of the global recession which began in 2008 and intensified in 2009, with gradual recovery through 2010 and 2011. The Jamaican economy was affected by the impact of the global recession, and Gross Domestic Product (GDP) declined by 3.0 per cent in 2009 and by 1.2 per cent in 2010. The first quarter of positive economic growth in over three years was produced in the first quarter of 2011, which showed an increase of recorded growth of 1.5 per cent in real GDP relative to the similar period in the previous year. The largest declines in output were recorded in the goods-producing industries, where the real value added declined by 9.0 per cent in 2009 and by 1.7 per cent in 2010. The mining and

quarrying industry showed the greatest declines, with real value added falling by 50.5 per cent in 2009 and by 3.4 per cent in 2010. The real value added in the services industries declined by 0.8 per cent in 2009 and by 1.5 per cent in 2010. By contrast, growth was recorded during the review period in the agriculture, forestry and fishing industry, where the real value added increased by 13.9 per cent in 2009 and by 0.8 per cent in 2010. Similarly, hotels and restaurants recorded increases of 2.1 per cent and 3.4 per cent over the same years.

As the macroeconomy deteriorated during the period, Jamaica entered into a 27-month Stand By Arrangement (SBA) with the International Monetary Fund (IMF) in February 2010, that provides for loan assistance of US\$1.3 billion over the period. The main features of the IMF SBA include fiscal policy measures to reduce the overall public sector deficit, structural fiscal reforms to entrench fiscal discipline and bolster transparency, monetary and exchange rate policy that focus on reducing inflation, and measures to strengthen the financial system.

The difficult macroeconomic circumstances also impacted the social, environmental and governance context of the country during FY 2009/2010 and 2010/2011, leading to declines in levels of employment, income and consumption, and to increased need for social protection programmes. The national security situation saw a major security intervention in May 2010 in connection with an external extradition request, while the governance context highlighted ongoing reforms in the justice system, the security forces, local government and constitutional reform, and public sector reform. The review period also saw Jamaica's participation in international climate change negotiations including the preparation of the 2nd Communication and development of a number of climate change adaptation projects, and the impact of several natural disasters including prolonged drought in 2009 and flooding from Tropical Depression No. 16/Tropical Storm Nicole in September 2010.

percentage of PATH beneficiaries in quintiles 1 and 2 increasing from 66.5 per cent in 2009 to 67.1 per cent in 2010. However, the prevalence of poverty rose from 12.3% in 2008 to 16.5% in 2009.

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

Positive progress also has been made under the national outcomes for security and governance. Major crimes fell by 7.5 per cent in 2010 to 409 per 100,000 population, down from 437 per 100,000 population in 2009, while the annual murder rate fell even more, by 15 per cent in 2010 when compared with the rate for 2009, falling to 53 per 100,000 population in 2010 to 62 per 100,000 population in 2009. The rate of recidivism for correctional institutions fell to 23.8 per cent in 2009, down from 27.8 per cent in 2008. Meanwhile the case clearance rate in Resident Magistrates Courts increased to 94.0 per cent in 2010, up from 80.1 per cent in 2009. However, most other indicators for governance showed little or no improvement 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 two years of Vision 2030 Jamaica. The global recession of 2008-2009 had a negative impact on the economy, with several economic indicators showing declining performance during the period. The real Gross Domestic Product (GDP) of the country saw negative growth of -3.1 per cent in 2009 and -1.2 per cent in 2010, compared to growth targets of 3 per cent for each year. The debt to GDP ratio worsened to 130.7 and the fiscal balance also worsened to -6.2 per cent of GDP by the end of FY2010/2011. The unemployment rate rose to 12.4 per cent in 2010, up from 9.8 per cent in 2007. Other indicators for specific industries also showed

declines over the review period. Export earnings for manufactures declining by 41.04 per cent in 2009 and 7.83 per cent in 2010, while export earnings from bauxite and alumina declined by 50 per cent in 2009 before recovering to record an increase of 9 per cent in 2010.

However, there were some favourable economic results, as the annual inflation rate fell to 11.7 per cent in 2010 from 16.8 per cent in the baseline year 2007, while the nominal GDP per capita increased to US\$4,979 in 2010 from US\$4,802 in 2007. The Connectivity and Technology Infrastructure Index for Jamaica improved significantly to 4.85 in 2010, up from 3.70 in 2007, and the E-readiness Index also improved from 5.05 to 5.21 over the same period. The energy sector also showed improvement over the period, as the percentage of renewables in the energy mix increased from 4.8 per cent in 2007 to 9 per cent in 2010. The Agriculture Production Index increased in 2009 to 93.67 (base year 2003=100), up from 83.1 in 2008, and increased further to 93.92 in 2010.

NATIONAL GOAL 4: Jamaica has a Healthy Natural Environment



The national outcomes for a healthy natural environment have also shown mixed performance. In 2010, Jamaica's ranking in terms of environmental performance as measured by the Environmental Performance Index (EPI) dropped by over 20 points, placing the country at 89th out of 163 countries with a score of 58, down from a ranking of 54th out of 149 countries in 2008. There were no hazards which caused damage in 2009, while hazards in 2010 resulted in significant damage and losses representing 1.9% of GDP, mainly from floods associated with Tropical Depression # 16/ Tropical Cyclone Nicole. This compares with the baseline year of 2007, when disasters caused damage representing 3.4% of GDP. Some progress was also recorded in the indicators relating to housing. The Housing Quality Index rose to 71.40 in 2009,

up from 68.10 in the baseline year 2007, before falling slightly to 70.90 in 2010, while the proportion of households with access to secure tenure rose from 80.50 per cent in 2007 to 81.8 per cent in 2009, but then fell back to 80.50 per cent in 2010.

MONITORING AND EVALUATION FRAMEWORK

The progress made during the period under review in establishing the framework for the implementation, monitoring and evaluation of *Vision 2030 Jamaica* includes the following:

- Alignment of *Vision 2030 Jamaica* with planning and budgeting mechanisms in the public sector, including the Performance Monitoring and Evaluation System (PMES), Medium Term Expenditure Framework (MTEF) and the Jamaica Public Investment Prioritization System
- Establishment of nine Thematic Working Groups (TWGs) as key multi-stakeholder mechanisms to support implementation of *Vision 2030 Jamaica* toward each national outcome
- Collaboration with the Public Sector Transformation Unit (PSTU) and the Cabinet Office in developing management accountability frameworks aligned with *Vision 2030 Jamaica* for twelve (12) public sector agencies slated for devolution
- Revision and finalisation of performance indicators and targets for key MDAs including the ministries of National Security, Justice, Education, Energy and Mining, Health, and Labour and Social Security;
- Capacity development to support the monitoring and evaluation framework for *Vision 2030 Jamaica* including two one-week training in Results-Based Management (RBM) for public sector staff and hosting of two study tours to Jamaica during the period from the Trinidad and Tobago Vision 2020 Office and the Institute of Applied Economic Research (IPEA) from Brazil
- Introduction of a National Dashboard of Indicators to report on progress toward achievement of the national goals of *Vision 2030 Jamaica* on a quarterly basis

The main communication and marketing activities undertaken under Vision 2030 Jamaica during FY 2009/2010 – 2010/2011 include:

- Preparation and printing of 37,000 copies of the Vision 2030 Jamaica Popular Version for distribution to a wide cross-section of stakeholders throughout Jamaica and overseas
- Presentations and consultations conducted on an ongoing basis to MDAs, key stakeholders and a wider cross-section of the population about the Plan;
- Distribution of copies of the Plan, MTF and Sector Plans
- Development of the Vision 2030 Jamaica website - www.vision2030.gov.jm, which features news and activities, resources and publications related to the Plan;

- Development of strategic communications partnerships with a range of MDAs, including the MoE, JIS, SDC, JCDC and Department of Local Government

KEY LESSONS LEARNED AND RECOMMENDATIONS

The experience of the implementation of the ***Vision 2030 Jamaica – National Development Plan*** and the review of progress over the period FY 2009/2010 – 2010/2011 has shown a number of lessons learned that are relevant to the success of the Plan in the years to come:

- Institutionalization of ***Vision 2030 Jamaica*** processes in the public sector is fundamental to long-term sustainability
- Stakeholder support and participation should be built at all levels to ensure commitment and consensus
- Encouragement of experimentation and creativity in the Vision 2030 Jamaica process will foster learning, relevance and adoption of best practices
- Establishment and maintenance of bipartisan political support is an important basis for successful implementation of ***Vision 2030 Jamaica***

The review of progress to date and the main lessons learnt over the period FY 2009/2010 – 2010/2011 in the implementation of the ***Vision 2030 Jamaica – National Development Plan*** provides a basis for the development of proposed recommendations for the process in the future as outlined below:

- Deepen alignment and institutionalization of ***Vision 2030 Jamaica*** processes
- Strengthen linkages between planning at the national, parish and community levels
- Complete the institutional framework and the monitoring and evaluation framework for ***Vision 2030 Jamaica***
- Strengthen stakeholder partnerships
- Incorporate lessons learnt and recommendations in preparation of new MTF





Overview of Progress 2009 - 2011



This section presents a summary report of progress toward implementation of each of the National Strategies, Priority Sector Strategies and Key Actions for Years 1-3 under the Priority National Outcomes and Supporting National Outcomes. It also includes tables on the indicators and targets that were adopted for tracking performance, along with the actual results achieved in 2009 and 2010.

Note that where a section is left blank, this indicates that there has been either no progress or no available information.





Overview of Progress 2009 - 2011

Table 1: Medium Term Priority Strategies, Programmes and Actions – Security and Safety

Priority National Outcome - Security and Safety				
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Strengthen the capacity of communities to participate in creating a safe and secure society	Improve the implementation of targeted community interventions	Develop a national crime prevention and community safe strategy	The National Crime Prevention and Community Safety Strategy (NPCSS) was developed and is being implemented primarily through the Community Renewal Programme (CRP)	MNS, JCF, PIOJ-CRP Secretariat
		Develop a governance structure for social interventions aimed at community safety and security	The Community Renewal Programme provides the mechanism for coordinating socio-economic and other interventions designed to enhance community safety and security. The programme has commenced roll out in West and Central Kingston and aspects of the programme are being rolled out in other communities.	MNS, JCF, PIOJ-CRP Secretariat
		Build mechanisms for the continuity and sustainability of intervention programmes	The JCF has led in the establishment of several safety mechanisms including the introduction of Community Based Police Officers in 52 communities and the revamping and expansion of neighbourhood watch programmes and police youth clubs.	MNS, JCF, IDPs, PIOJ-CRP Secretariat
	Establish/strengthen community groups/councils	Support the establishment of a community management apparatus for each community island-wide	The CRP includes a Governance component that will be rolled out in all communities. An oversight Governance Thematic Working Group is being established.	MNS, JCF, CBOs, NGOs, FBOs, PIOJ-CRP Secretariat
		Develop awareness campaigns aimed at deterring involvement in illicit or coercive governance arrangements	Being developed through the CRP	MNS, JCF, CBOs, NGOs, FBOs, IDPs, PIOJ-CRP Secretariat

Priority National Outcome - Security and Safety

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	Improve community conformity to legal requirements	Enhance the capacity of regulatory and enforcement bodies to monitor public order issues	The MNS introduced community and state capacity building interventions such as the Violence Prevention Peace and Sustainable Development Programme (JVPPSD). Interventions included strengthening of the SDC GIS capacity, the MOJ's restorative justice initiatives and the JCF's Community Policing initiatives in West Kingston	MNS, JCF, NGO's Regulatory bodies PIOJ-CRP Secretariat
		Institutionalize the involvement of the MNS in community planning	The MNS Social Intervention Programmes have been introduced in 39 communities in 8 parishes by merging the DFID supported Citizen's Security Initiative (CSI) with the IDB funded Citizens Security and Justice Programme (CSJP)	MNS, CBOs, FBOs, NGOs PIOJ-CRP Secretariat
	Implement holistic programmes focussing on prevention and suppression of youth involvement in crime	Develop a comprehensive youth offender strategy	The Strategy has not yet been completed	MNS- JCF, Ministry of Justice, DCS, Child Development Agency (CDA), MICYS PIOJ-CRP Secretariat
		Implement programmes for the prevention of child and youth involvement in crime	The Poverty Reduction II programme facilitates and promotes capacity building in CSJP communities by the provision of scholarships and the Employment Internship Programme for youth	MNS, JCF, MICYS MOE, HEART Trust/NTA PIOJ-CRP Secretariat
		Work collaboratively with the MOE to formalize and improve safety and security in schools	School resource officers have been introduced in violence prone schools and the Safe Schools Programme has been introduced in a total of 143 schools	MNS, MOE, JCF PIOJ-CRP Secretariat
	Reform and modernize the law enforcement system	Devise and implement an effective management framework aligned to a modern model of policing	Promote an intelligence driven culture in law enforcement	The JCF has embarked on a drive to enhance the use of technology in the management of intelligence gathering.
Complete implementation of the recommendations of the 2006 JDF Strategic Review				MNS, JDF
Undertake leadership training programmes for senior level staff on an on-going basis			A Performance Management System with targets and verifiable indicators has been established for the executive leadership of the JCF and the relevant officers are being trained in its use.	MNS, JCF
Conduct a comprehensive rank and compensation review for relevant law enforcement bodies				MNS, JCF

Priority National Outcome - Security and Safety

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Separate decision making and management structures within agencies		MNS, JCF, JDF, Department of Correctional Services (DCS)
	Support the reform of the Justice System	Collaborate with the Justice System for speedy, effective and fair prosecutions, trials, and case disposals	The Justice Enforcement Management System (JEMS) was implemented in the Supreme Court and the Resident Magistrate Court. Six case management pilot projects were implemented and are located in the St. James, St. Mary and Kingston (Criminal) Resident Magistrate Courts and the Gun, St. Mary Circuit and Home Circuit Courts.	MNS, Law enforcement agencies (e.g. JCF, DCS), Ministry of Justice
	Create a comprehensive human resources development system to ensure professionalism within law enforcement agencies	Establish executive-level, civilian human resource departments for all law enforcement agencies		MNS, Law enforcement agencies (e.g. JCF, DCS, PICA)
		Update the recruit selection procedures of respective agencies to keep in line with global best practices and ethos		MNS, Law enforcement agencies
		Revamp training programmes of respective agencies to reflect global best practices and ethos	The JCF developed appropriate standards for recruitment, training, and professional development to ensure adherence to international best practices. The JCF Training estate at Twickenham Park was improved to boost the ability of the Force to increase recruit intake to approximately 1,200 per year	MNS, Law enforcement agencies
		Define clear paths for career development and succession planning		MNS, Law enforcement agencies
	Develop a holistic approach to the welfare of law enforcement officers	Develop and implement a health and safety policy for all law enforcement agencies where none is present		MNS, MLSS, Ministry of Health and Environment (MOHE), Law enforcement agencies
		Establish an Occupational Health and Safety unit within major law enforcement agencies		MNS, MLSS, MOHE, Law enforcement agencies

Priority National Outcome - Security and Safety

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	Modernize the approach to policing activities	Adopt and implement the recommendations strategic review of the 2008 JCF	With respect to the reform and modernization of the law enforcement system, the focus during FY 2009/2010 and 2010/2011 was on implementing the provisions of the JCF Strategic Review. These measures included implementation of the anti-corruption policy, expansion of the Anti-Corruption branch, training to improve the professionalism of the JCF officers and implementation of the performance management system within the JCF	MNS, Law enforcement agencies
Improve the security of the border and territorial waters	Strengthen security mechanisms at ports of entry	Install metal detectors, X-ray machines at all official ports of entry	X Ray equipment has been installed at main ports. Draft policy paper prepared for narcotics screening at the ports	MNS, Customs Department, PICA, Port Authority of Jamaica (PAJ) Airports Authority of Jamaica (AAJ)
		Implement a tracking system for all cargo through a localized hub		Customs Department PAJ, AAJ
	Improve institutional capacity to monitor marine and aerial domains	Improve and install equipment capable of identifying aircraft and vessels within Jamaica	An integrated framework to regulate and monitor Jamaica's maritime airspace and unofficial points of entry was developed. Draft policy prepared to define the relative responsibilities between the JCF and JDF in relation to Jamaica's inshore and offshore waters	MNS, JDF, JCF
		Increase the number of JDF and Marine Police outstations around our coastline		MNS, JDF, JCF
	Advance the regulatory framework for non-citizens	Amend the legislation to facilitate biometric requirements for visas		MNS, OPM, PICA
		Establish a formal system for the management of refugees, asylum seekers and migrants	The Cabinet gave approval for the development of a framework for an integrated border management and passport system. In addition, an MOU between the MLSS and the MNS was developed and implemented to address security concerns relating to the issue of work permits. The operational workings of the memorandum are to be detailed. In addition, the Passport Immigration and Naturalization Agency (PICA) has implemented a Passport Application Archive Project to bolster PICA's capacity to verify the	MNS, JDF, JCF

Priority National Outcome - Security and Safety

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			nationality and identity of persons awaiting deportation from the UK to Jamaica. A draft deportation policy has also been developed.	
		Strengthen the institutional capacity for policing tourist areas		MNS, JCF
Strengthen the anti-crime capability of law enforcement agencies	Increase access to policing services	Rationalize the placement of police services to ensure adequate coverage	The Organised Crime Anti-Gang Act was developed and sent to CPC for drafting. The legislation will affect a wide range of operations within the JCF that will support the actions under the national strategy relating to the anti-crime capability of law enforcement officers. Establishment of an Anti-Gang Unit within the JCF planned to ensure effective implementation of the anti-gang legislation.	MNS,JCF
		Enhance the capacity of police to provide victim support at the scene of the crime		MNS,JCF
	Adequately equip law enforcement agencies to deliver a timely response (JCF, Customs Department, JDF, PICA)	Acquire suitable weaponry and transportation to complement standard and tactical response activities		MNS, JCF, JDF
		Strengthen the enforcement of maintenance policies for the physical resources of law enforcement agencies		MNS, Law enforcement agencies
Strengthen the management, rehabilitation and reintegration of clients of correctional services	Expand the framework for rehabilitation of custodial and non-custodial clients	Introduce new programmes for the rehabilitation of offenders in accordance with global practices (e.g. the Beijing Rules for Juveniles and the UN standard for adult custodial clients)	The 2009 Jamaica Reducing Reoffending Action Plan (JRRAP) has been developed and includes six projects aimed at improving the capacity of the Department of Corrections (DCS) to undertake rehabilitation programmes within correctional facilities The Barber shop at the Horizon Remand Centre has also been refurbished for training purposes and use by clients (inmates). Other training facilities relating to areas such as welding, farming, poultry rearing and home economics have been rehabilitated at several facilities including Tamarind Farm, Tower Street, Fort Augusta, and New Broughton. Review of legislation affecting the management of children in state care	MNS, DCS, Ministry of Justice

Priority National Outcome - Security and Safety

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Develop an accreditation strategy for all rehabilitation programmes with an educational component	Dialogue with the courts to encourage non-custodial sentencing options	MNS, DCS, Ministry of Justice, MOE, Accrediting Agencies
	Strengthen the institutional capacity of the DCS and its partners	Improve the physical and technological capacities of the DCS to house and monitor both custodial and non-custodial clients	Construction commenced on the Metcalfe Street Juvenile Remand Centre. Minor repairs have also been carried out all correctional institutions to improve the living conditions. Improved training for prison managers and strengthening the intelligence arm of the Department	MNS, DCS
	Provide suitable alternatives to incarceration for offenders who are mentally ill where appropriate	Collaborate with the Ministry of Health and Environment in developing modern protocols for the care of mentally ill clients		MNS, DCS, MOHE
	Establish a comprehensive system for the rehabilitation of deportees through partnership between State and non-State actors	Develop an action plan to reduce re-offending centred around employment and training	The Springboard Project to improve the literacy and numeracy levels of 53 wards and 33 clients (inmates) was implemented under the "Hush the Guns Programmes"	MNS, DCS Private sector organizations
		Establish appropriate processes and accommodations for the reception of deported persons	The DCS has been successfully meeting, processing and referring 3000 persons for emergency services annually.	MNS, DCS, PICA, JCF Private sector organizations

Table 2: Proposed Indicators and Targets – Security and Safety

National Outcome # 5 - Security and Safety								
Indicators	Baselines	Actual			Targeted			Comments
	2007	2009	2010	2011	2012	2015	2030	
Crime Rate /100,000 population	1,244	No data available	No data available		1,095	922	218	Data were not available at the time of reporting
Major Crimes/100,000 population	272	437	409		216	182	43	
Murder /100,000 population	59	62	53		50	42	10	
Recidivism (%)	20.8	23.8	-		≤ 20	≤ 15	≤ 10	The rate of recidivism rose to 27.8 in 2008. The figure for 2009 is therefore a decrease by 4 percentage points over 2008.

Table 3: Medium Term Priority Strategies, Programmes and Actions – A Stable Macroeconomy

Priority National Outcome - A Stable Macroeconomy				
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Ensure fiscal and debt sustainability	Reduce the fiscal deficit towards a balanced budget	Align planning and budgeting functions across the public sector	The PMES-MTEF Committee was established in 2010 to co-ordinate introduction of the PMES and MTEF in pilot Ministries	MOFP, Cabinet Office, PIOJ
		Develop multi-year budgets for the public sector	In February 2011, Cabinet officially approved the adoption of the Medium Term Expenditure Framework (MTEF) budgeting approach for Central Government's annual budget, which is being introduced in six (6) pilot ministries in FY 2011/2012 to provide a rolling 3-year budget for the public sector	MOFP
		Implement accrual accounting on a phased basis in the public sector	The Financial Management (FinMan) System, which is the platform for accommodating the accrual accounting, was implemented in eleven (11) sites during FY 2010/11, bringing the total number of sites implemented since inception of FinMan to twenty eight (28)	MOFP
		Collaborate with the Cabinet Office to strengthen and coordinate the Project Prioritization Mechanism	The Jamaica Public Investment Prioritization System was approved in FY 2010/2011 with specific criteria for ranking capital projects	MOFP
		Within the objective of fiscal sustainability, give due consideration to growth facilitating capital expenditure	The Growth-Inducement Strategy was completed in FY 2010/2011 to enhance the levels of real growth within the fiscal consolidation programme	MOFP
		Reduce the level of non-core general services relative to growth enhancing expenditure	The Jamaica Public Investment Prioritization System was approved in FY 2010/2011 with specific criteria for ranking capital projects	MOFP
	Reduce public debt stock in the medium term	Seek Cabinet's approval and initiate procedures for adoption of a Fiscal Responsibility Framework	The key pieces of legislation for establishment of the Fiscal Responsibility Framework (FRF), namely the amendments to the Financial Administration and Audit (FAA) Act and the Public Bodies Management and Accountability Act (PBMA) were passed in both Houses of Parliament and the Governor General gave his assent on March 22, 2010.	MOFP

Priority National Outcome - A Stable Macroeconomy

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			Regulations to accompany the Fiscal Responsibility Legislation are being developed with respect to both the FAA and PBMA to impose sanctions on breaches	
		Accelerate implementation of comprehensive Debt Management Strategy	The Jamaica Debt Exchange (JDX), a prior action required for conclusion of the IMF SBA, was successfully completed during the period between January-February, 2010, which saw the replacement of some J\$ 700 billion in local and foreign currency domestic marketable government debt with new instruments at interest rates averaging 2-7% lower than the old notes.	MOFP
	Manage the composition of the public debt in terms of tenor, variable and fixed interest rates, and currency denomination to minimize servicing costs, taking account of risk	Increase relative use of low-cost multilateral financing	The Debt Management Strategy lowered the cost of borrowing through increased recourse to multilaterals with a combined total of US\$951 million in loans secured from the World Bank, IDB and CDB over the period.	MOFP
		Strengthen treasury management of the public debt	In 2009 Cabinet approved the implementation of a Central Treasury Management System (CTMS) geared towards strengthening the management of all the financial resources of the Central Government. Progress in development of the CTMS has laid the basis for the consideration of actions to secure start-up of the CTMS in FY 2011/12.	MOFP
	Reduce the budgetary cost of Public Bodies (PBs) and Public Sector Entities	Conduct a comprehensive review of the public sector to determine the optimal size and costs of the public service	The Public Sector Transformation Unit (PSTU) was established within the Office of the Cabinet in 2009 and its recommendations on the rationalization of the public sector, including steps to reduce the budgetary cost of Public Bodies and Public Sector Entities, were submitted to Cabinet during the period, and subsequently tabled in Parliament for public discussion and debate.	MOFP
		Undertake divestment of all non-core GOJ assets and mergers of PBs for greater efficiency and to reduce risk exposure of GOJ	The GoJ divestment programme including the divestments of Air Jamaica Limited and the assets of the Sugar Company of Jamaica proceeded successfully during FY2009/10 and FY2010/11, while negotiations for the divestment of government assets in Clarendon Alumina Partners (CAP) were still ongoing	MOFP

Priority National Outcome - A Stable Macroeconomy

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Amend all relevant legislation where necessary to increase compliance of MDAs and PBs		MOFP
		Rationalize the public service and introduce performance based evaluations to increase efficiency and reduce expenditure	Accountability Framework for Senior Executive Officers in MDAs introduced by Cabinet Office in 2010	MOFP
		Strengthen budgetary management control mechanisms		MOFP
		Strengthen and monitor procurement planning processes in line with strategic objectives		MOFP
Develop an efficient and equitable tax system	Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system	Review the tax system with a view to spur growth, enhance voluntary compliance and increase revenue inflows	Interim Tax Waiver Policy and Strategy established in November 2010 to regulate the administration of tax waivers	MOFP
		Conduct assessment of the tax revenue structure		MOFP
		Develop a road map and Blueprint for Tax Reform with a view to achieving national consensus on tax policy through stakeholder consultation	Green Paper on Tax Reform for Jamaica presented in May 2011 and stakeholder consultations held	MOFP
		Undertake tax revenue impact (TRI) estimates to develop new tax policy for implementation		MOFP
	Improve and rationalize tax administration and payment processes	Simplify tax procedures and number of payments	A "Large Taxpayers Office" (LTO) started functioning in April 2009 to take care of the whole cycle of tax administration tasks and phases for large taxpayers. The rationalization of payroll taxes and statutory deductions initially announced in April 2009 delayed due to legal complications.	MOFP

Priority National Outcome - A Stable Macroeconomy

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			<p>The on-going transformation of the existing domestic tax administration system by which all three “non-external” (i.e. all but Customs) Departments of Tax Administration are being amalgamated into one single “Domestic Tax Department” (DTD).</p> <p>Payment of taxes modernized and simplified through an e-platform</p>	
		Develop and implement amnesty and voluntary tax compliance to raise revenues	A “state of the art” Call Centre (Inbound and Outbound) established operating on a 24 hour basis to supply the public with tax-education and tax-assistance services	MOFP
		Amend relevant tax laws to include alternate investment schemes and to improve the viability of long-term saving instruments		MOFP
	Improve tax compliance in the informal sector by shifting burden of taxation to consumption	Increase the relative use of indirect taxes, accompanied by offsetting measures to maintain progressivity of tax system	<p>Rates for stamp duty and transfer tax reduced to 3% and 4% respectively.</p> <p>Range of goods and services to which the General Consumption Tax is applicable increased, thereby broadening the tax base.</p> <p>SCT on fuel increased, which will help finance Road Maintenance Fund. Income tax preferences such as accommodation benefits and gratuities removed. Income tax threshold increased. Tax on dividends removed for residents but imposed for non-resident shareholders of listed companies in Jamaica.</p>	MOFP
	Carry out reform of incentives system to the productive sectors	Undertake an independent incentives study		MOFP
Maintain financial system stability	Strengthen the legislative and regulatory framework for the financial system	Enhance the legislative framework for the pensions industry	First draft of a Green Paper on Pension Reform completed in 2011	MOFP, BOJ
		Strengthen anti-corruption measures to counter financial crimes and revenue leakages	Establishment of the Forensic Data-Mining Intelligence Unit (FDIU) and Public Accountability Inspectorate (PAI), and re-establishment of the Revenue Protection Division to plug revenue leakage at Customs, Inland Revenue and other departments of government. The	MOFP, BOJ, FSC

Priority National Outcome - A Stable Macroeconomy

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			<p>Terrorism Prevention (Reporting Entities) Regulations were promulgated in March 2010.</p> <p>By the end of FY 2010/2011, 88% of financial institutions were compliant with the Proceeds of Crime Act (POCA) requirements, with plans in place to pursue legal action against persistently non-compliant institutions in collaboration with the Financial Services Commissions (FSC) and the Bank of Jamaica (BOJ)</p>	
	Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes	Rationalize and strengthen collaboration between financial regulatory agencies	The Asset Recovery Agency (ARA) was established in 2009 to enforce the POCA and Terrorism Prevention Act (TPA). However, still lack required staff to execute functions of the ARA	MOFP, BOJ, FSC
		Rationalize the institutional structure for supervisory oversight	<p>Cabinet approved the Cabinet Submission to amend the BOJ Act at end March 2011, which gives the BOJ the responsibility for financial sector stability. Drafting instructions were subsequently issued to the Office of the Parliamentary Counsel.</p> <p>The concept paper for an Omnibus Statute was finalised in 2010, which will effectively consolidate the existing Banking Act, the Financial Institutions Act, and the Bank of Jamaica (Building Societies) Regulations into a single legislation. Cabinet approved drafting instructions for both the Omnibus Banking Bill and the Financial Stability Bill</p>	MOFP, BOJ, FSC
		Strengthen the capacity of the Ministry of Finance to investigate and counter financial crimes including money laundering	<p>Financial Investigations Division (FID) restructured for greater synergy between FID and JCF.</p> <p>Enactment of the Financial Investigations Division Bill and the Terrorist Prevention Act (Reporting Entities) Regulations by Parliament in March 2010</p>	MOFP
		Enhance partnerships with local and overseas agencies in identification and investigation of financial crimes	Jamaica became a member of the OECD's Global Forum on Transparency and Exchange of Information for Tax Purposes in order to strengthen the position of Jamaica as a country that is compliant with international standards for accountability and transparency in tax matters	MOFP, BOJ, FSC

Priority National Outcome - A Stable Macroeconomy

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies	
Maintain price stability	Evaluate effectiveness of the monetary policy framework over time and modify based on evolution of the monetary transmission mechanism	Review issue of the independence of the central bank		MOFP, BOJ	
	Control operating targets to influence money supply and exchange rates in line with monetary policy targets	Upgrade the IT platform of the foreign exchange trading system to facilitate real time information	During 2010, the Bank of Jamaica (BOJ) made significant progress under the National Payments System Reform Programme including the passing of two critical pieces of legislation, the Government Securities Dematerialization Act (GSDA) 2010 and the Payments Clearing and Settlement Act (PCSA) 2010. During the period the BOJ operated the Systemically Important Payment Systems (SIPS) in Jamaica, including the JamClear systems - Real Time Gross Settlement (RTGS) and Central Securities Depository (CSD), and provided operational support to the Automated Clearing House (ACH)	BOJ	
	Align domestic inflation with that of Jamaica's major trading partners consistent with desired macroeconomic outcomes	Implement a communication strategy to address inflation expectations			BOJ
		Implement flexible measures to maintain a competitive real effective exchange rate (REER)	During 2010, the BOJ maintained an expansionary monetary policy in a context of improved prospects for inflation, the stabilization of domestic financial markets and weak domestic economic conditions		BOJ

Table 4: Proposed Indicators and Targets – A Stable Macroeconomy

National Outcome # 7 – A Stable Macroeconomy								
Indicators	Baselines	Actual			Targeted			Comments
	2007	2009	2010	2011	2012	2015	2030	
Nominal GDP per Capita (US\$)	4,802.28	4,542.12	4,978.81		5,354	6,629	23,567	
Real GDP Annual Growth Rate (%)	1.43	-3.05	-1.23		3.00	5.00	5.00	
Debt to GDP (Fiscal Year) (%)	109.16	129.30	130.70		≤100	90	75	
Fiscal Balance as % of GDP (Fiscal Year)	-4.61	-10.87	-6.18		0	0	0	
Annual Inflation Rate (CPI) (%)	16.80	10.20	11.70		≤10.00	≤10.00	≤10.00	

Table 5: Medium Term Priority Strategies, Programmes and Actions – Strong Economic Infrastructure

Priority National Outcome – Strong Economic Infrastructure				
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Expand and rationalize land transport infrastructure and services	Strengthen the institutional capacities and capabilities of the roads authorities to develop and maintain the road network	Create a single Road Authority	Draft Cabinet Submission prepared on the Interim Arrangements towards the establishment of the Single Road Authority. Progress made on expanding the role of the Road Maintenance Fund (RMF) as a sustainable funding mechanism for road maintenance.	MTW
	Produce and implement a formal hazard mitigation strategy and a disaster management contingency plan for road transport	Undertake flood damage mitigation measures	Flood control, mitigation and damage rehabilitation undertaken during the period include improvements to water ways, and drain and gully cleaning. Under the Disaster Response Emergency Repairs to Roads Programme, preliminary budget assessment for cleaning and reopening of roads island wide within 21 working days of the occurrence of an extraordinary event was achieved.	MTW, NWA
	Improve and rationalize the road transport infrastructure	Implement the Road Sector Master Plan (Maintenance)	Funding of US\$400 million for the implementation of the Road Master Plan was secured from China under the Jamaica Development Infrastructure Programme (JDIP).	MTW, NWA
		Undertake island-wide drainage plan	Master Plan for Drainage and Flood Water Control to be undertaken, however award of the contract to undertake this study has been deferred to 2011/2012	MTW, NWA
	Ensure the completion of the island-wide highway network	Complete Sandy Bay to Williamsfield and Spanish Town to Ocho Rios Legs of Highway 2000	Land acquisition undertaken for Sandy Bay to Four Paths phase and land valuations conducted for the Four Paths to Williamsfield phase. Land acquisition stage commenced for the Spanish Town to Linstead by-pass, while construction work was mostly completed for the Mount Rosser section of the Spanish Town to Ocho Rios leg of Highway 2000. The Northern Coastal Highway Improvement Project (NCHIP) Segment 1a – Bogue Road, St. James, also was advanced. Pre-qualification	MTW, NROCC

Priority National Outcome – Strong Economic Infrastructure

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			exercise for the award of contract for Southern Highway Corridor Technical Study was completed, however the tender process was deferred due to lack of funds.	
	Develop driver feedback/intelligent roads	Implement the Intelligent Transportation System		NWA, MTW
	Plan and develop modern railway linkages along key routes	Undertake studies to determine the economic, social and environmental feasibility of the railway system	An Economic Impact Assessment (EIA) study was conducted by Halcrow in 2009, which supported the rehabilitation of the railway with emphasis on cargo between Kingston and Montego Bay and between Spanish Town and Ewarton, and tourism between Montego Bay and Appleton. During the period the JRC refined its limited service proposal to offer railway service from Spanish Town to Linstead. However, fiscal constraints require that the project be configured for private investors, with re-scoping for possible implementation over the 2010-2013 period.	MTW, JRC
Develop a modernized public transport system	Develop and implement a long-term plan for the public transport system including for schools, taking into consideration integrated, multimodal options for bus, rail, taxi, ferry and air transport	Develop long-term plan for public transport system including for schools	Preparation of a Public Transportation Rationalisation Project undertaken, aimed at developing a comprehensive and inter-modal transportation system for the island, including major towns such as Montego Bay and May Pen; a Multi-Modal Public Transportation Policy; studies for a multi-modal transport plan for the extended Kingston Metropolitan Transport Region; and development of Rural-Urban Plans for a number of rural towns including Ocho Rios, May Pen, Santa Cruz, Montego Bay and Spanish Town. Progress was made toward expanding the public bus system, with the Jamaica Urban Transit Company (JUTC) adding 300 new buses to its fleet in 2009-2011.	MTW, TA, JUTC, MBM, JRC, MAJ, CAA, Island Traffic Authority, Road Safety Unit
	Develop and expand public bus system to meet sustainable	Implement new routes in the Montego Bay Metropolitan Transport Region and environs	Montego Bay Metro (MBM) Limited received two (2) new buses from the Government during the period. MBM plans to expand its routes to operate a school bus service to Irwin High School, a full circle bus to the Airport, and full bus service to Lucea.	Montego Bay Metro

Priority National Outcome – Strong Economic Infrastructure

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	transport needs			
Expand domestic and international air transport infrastructure and services	Facilitate the increase and upgrading of domestic aerodromes and air strips in the country	Develop and promote models for privatization of existing aerodromes	The expansion of the Boscobel Aerodrome into an International airport for general aviation type aircraft was completed and officially opened on January 12, 2011. Boscobel was renamed the Ian Fleming International Airport (IFIA). The AAJ also explored the technical feasibility for an International Port of Entry aerodrome at Duckenfield in St. Thomas. The Ken Jones Aerodrome and the Negril Aerodrome are also to be refurbished. The privatisation of the Norman Manley International Airport Limited (NMIA) was advanced during the period, while Phase 1A of the Capital Development Programme at NMIA was completed. The Capital Development Programme at Sangster International Airport was also completed.	MTW, AAJ, private sector
		Undertake feasibility and planning studies for the relocation of Tinson Pen aerodrome, including consideration of establishment of a new domestic aerodrome at Caymanas	The Port Authority of Jamaica (PAJ) completed a market and feasibility study for the establishment of a Logistics Centre at the Port of Kingston on the site of the Tinson Pen Aerodrome. The study provided options for the development of the site based on the relocation of the aerodrome.	MTW, AAJ
	Resolve long-term future of Air Jamaica	Undertake privatization of Air Jamaica based on revised business model	The divestment of Air Jamaica to Caribbean Airlines Program was completed in 2010. Following a transition period, its routes have been fully integrated into the Caribbean Airlines operations, however the Air Jamaica brand has been retained.	MOFP
	Develop new airport at Vernamfield integrated into proposed multi-modal transportation system	Complete feasibility studies and business plans for phased development of Vernamfield	Studies were conducted during the period by Aviation Consultants, Simat, Helliesen & Eichner, Inc. of the USA and PricewaterhouseCoopers, toward the proposed development of the Vernamfield project, which indicated the range of options and assumptions under which the project could be feasible.	MTW, AAJ, UDC, PAJ
Establish public private partnership for project development		A draft joint venture proposal has been prepared between the Port Authority of Jamaica and private investors for the phased development of the Vernamfield project. The next steps require Cabinet's approval	MTW, AAJ, private sector	

Priority National Outcome – Strong Economic Infrastructure

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			to move forward to the joint venture stage.	
Expand and diversify maritime infrastructure and services	Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers	Finalize KCT Phase 5 Expansion Programme	The development of strategic maritime infrastructure for cargo and passengers during the period included the completion of Phase 5-1A of the Kingston Container Terminal (KCT). Work also progressed in other areas of port development including aesthetic improvements to the Cruise Terminals in Ocho Rios and Montego Bay, the upgrading and renovating of the Reynolds Pier, and the completion of the new cruise ship pier and facilities at Falmouth under a joint venture project between the PAJ and Royal Caribbean Cruise Limited (RCCL).	MTW, PAJ
		Conduct comprehensive port study including existing commercial ports, sufferance wharves, marinas and fishing facilities		MTW, PAJ
	Exploit opportunities to become crewing nation due to worldwide shortage of ship's officers	Implement new curriculum (to Class 1 level) and increase enrolment for maritime professional training	The Caribbean Maritime Institute (CMI) has taken several steps to expand its training programmes, including: establishing a new curriculum to Class 1 level; increasing enrolment for maritime professional training; development with Heart Trust/NTA of a new training programme in Yacht Hospitality for Seafaring Officers; and addition of two (2) Masters Degrees in Engineering and Shipping and Logistics. Plans are also in the pipeline to introduce additional degree programmes in the coming year. The Institute also received ISO Certification for all its programmes in February 2010, making CMI the 1st training Institution in the Region to have such accreditation.	CMI
	Facilitate growth of ship registry	Expand Regional Office and Deputy Registrar network worldwide	The process of expanding Jamaica's Ship Registry network worldwide saw the opening of the Jamaica Ship Registry (JSR) Office in Bremen, Germany. During this period a representative was appointed in Singapore (GMAPS) Limited to serve the South East Asian Region and in Greece (Adora Investments Limited), the latter appointment to take advantage of the fact that in 2010 Greek owners controlled 15.96 per cent of the world's tonnage. In 2011 the expansion into China was	MAJ

Priority National Outcome – Strong Economic Infrastructure

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			deepened with the appointment of IBS China to serve Northern China, Southern China and Taiwan.	
	Nurture ancillary and supporting services to develop a maritime centre	Develop policy for Jamaica as an international shipping centre	A Study was completed with technical assistance from the Commonwealth Secretariat to guide the sustainable development of the various maritime activities identified for development within the context of establishing Jamaica as a Shipping Centre. In December 2010, the final report on the “Development of a Framework for Positioning Jamaica as a Shipping Hub” was made available.	MTW, MAJ
		Implement Port Community System and Trade Facilitation System	A National Steering Committee for implementation of a Port Community System and Trade Facilitation System has been formed, as the first phase of a wider trade facilitation platform to be implemented to enhance the efficiency and service standards of the entire trade logistics chain.	SAJ, Jamaica Customs
Develop Jamaica as a regional logistics hub with multimodal transport linkages	Develop national mechanism and framework to spearhead development of logistics hub	Develop an approved land use plan for integrated logistics hub on the South Coast for Clarendon, St. Catherine and KSAC	During the period a gradual roll-out began of a broad multi-modal policy framework that collectively envelopes all the modes of transportation – land, air, sea and rail – within an integrated system for transport and logistics.	MTW, OPM, MOAF, MIIC, NEPA, MMT, ME, UDC, MWH
		Coordinate and rationalize plans for logistics facilities at Port of Kingston, Vernamfield and Caymanas	In addition to the four free zones operated by the PAJ, which offer a wide range of logistics services, the PAJ embarked on the further development of a commercial free zone and distribution hub for the Americas next to the KCT to be used for vanning and devanning, repacking, consolidation and forwarding as well as manufacturing, as a complement to the port’s container handling activities. The PAJ also undertook plans to develop a new distribution/logistics and international trade centre on lands currently occupied by the Tinson Pen Aerodrome.	MTW, OPM, MOAF, MIIC, NEPA, MMT, ME, UDC, MWH
		Plan the development of proposed private sector establishment of new major port & commercial/industrial complex at Port Esquivel		MTW, PAJ, UDC, Private Sector

Priority National Outcome – Strong Economic Infrastructure

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	Develop safe and efficient multimodal transport and communication linkages for logistics hub	Complete Feasibility Study of linkage requirements for Vernamfield to Highway 2000	The Implementing Agency for Highway 2000, the National Road Operating and Construction Company (NROCC) submitted a proposed alignment to provide a road link between the planned aerodrome at Vernamfield and Highway 2000	NROCC
Expand the broadband network island-wide	Promote multiple modes of information delivery systems and networks including new wireless and wired technologies	Prepare transition to digital broadcasting network	The National Steering Committee on Digital Switchover (DSO) and the Broadcasting Commission in November 2010 indicated that the full transition from an analogue to digital television broadcasting system is to be completed by 2015.	BCJ, SMA, MMT, MICYS
	Encourage public and private sector partnerships to establish Internet connectivity in publicly accessible spaces	Expand the deployment of Community Access Points (CAPs) within publicly accessible spaces	The Universal Access Fund (UAF) continued to establish Community Access Points (CAPs) to provide internet access islandwide, with 23 CAPs established in 2010.	MMT, CITO
Ensure adequate and safe water supply and sanitation services	Implement IWRM in an established institutional framework anchored in the Dublin and other related principles and informed by regional and	Upgrade, promulgate and implement the National Water Resources Master Plan	The Water Resources Authority continued to upgrade the national hydrologic data network with the installation of data loggers in wells and at river sites coupled with the upgrade of 6 stations under the CaribHYCOS project to provide real time data/information. The data collected will allow for a more robust analysis of climate variability and change on water resources and the provision of information for the determination of action to be taken to mitigate the impacts.	WRA, MWH, NIC, NWC, RWSL
		Develop Soapberry Sewage Treatment Plant	In 2007, the first phase of the Soapberry treatment ponds was commissioned. These ponds provide tertiary treatment of sewage for	MWH, NWC,

Priority National Outcome – Strong Economic Infrastructure

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	national research findings		Kingston and St. Andrew as well as South East St. Catherine areas (Portmore).	
		Upgrade infrastructure for water and sewage in the Corporate Area	<p>Jamaica Water Supply Improvement Project (JWSIP) – continued to be implemented over the period, towards providing adequate supply of water for the Kingston Metropolitan Area, which includes, Kingston, St. Andrew, the greater Spanish Town area and Portmore. On completion in 2011, the project would have benefitted the over 600,000 residents of Kingston and St. Andrew as they will have noticeable improvements in the availability and reliability of service. Some of the major components of this project included:</p> <ul style="list-style-type: none"> • Replacement of the old Rio Cobre asbestos cement pipeline • Rehabilitation of the Constant Spring Water Treatment Plant and its intakes • Rehabilitation of the Seaview Water Treatment Plant and the Stony Hill supply network • Construction of new wells at Halls Green • Installation of approximately 70,000 customer meters in Ocho Rios and the KSA • Construction of a new pipeline from Ferry to Red Hills • Improvements to the Forest Hills supply network 	MWH, NWC, NWA
		Implement the following water and sewage upgrading projects Great River and Lucea Water Supply Project KMA Water Supply Rehabilitation Project Kellits/Crofts Gate Water Supply Project Santa Cruz Well Site Development	Since 2007, the NWC has ongoing/ completed thirteen (13) water supply projects, across the island at a cost of J\$361.80M. These projects have increased the access of water from 71% of the population in 2004 to 78% by 2010.	MWH, NWC, WRA
	Ensure that Millennium	Establish a roadmap for achieving the targets of the MDGs to ensure	<ul style="list-style-type: none"> • By the end of 2010 access to potable water within rural areas moved to 60 percent. Some projects implemented included: 	PIOJ, MWH, WRA

Priority National Outcome – Strong Economic Infrastructure

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	Development Goals for safe and adequate water and sanitation are met and surpassed	vulnerable and poor communities receive adequate services through appropriate means such as social water.	<p>These projects include:</p> <ul style="list-style-type: none"> • Broadgate, Top Enfield and Hunts Town Wellington systems in St. Mary which was completed and has been commissioned • Catadupa Water Supply System in St. James – completed and commissioned • Marlie Hill/Browns Hall/Macca Tree, Colbeck Heights/Red Ground/Bartons, Duxes/Point Hill, Johns Groin, Colbeck Planters and Waugh Hill Water Supply Systems in St. Catherine. • Cascade Water Supply System in St. Ann - completed • The Peace River and James Hill Systems in Clarendon • Fruitful vale Water Supply System in Portland, Hill Sixty in St. Thomas, Bottom Coffee Grove Water Supply System in Manchester, New Roads Distribution in Westmoreland and the Askenish/Dias Water Supply System in Hanover which is also completed and was commissioned. 	
	Provide sufficient water for achieving food security	Identify and upgrade water supply systems to support implementation of NIDP projects to increase agricultural production	Two important irrigations systems identified in the National Irrigation Development Plan were completed and commissioned in 2008. Work has started on another five schemes – Yallahs, Colbeck, New Forest/Duff House, Essex Valley and St. Dorothy.	NIC, MOAF, WRA
	Introduce mechanisms towards equitable water allocation and encourage recycling of industrial effluent and domestic wastewater	Implement demand management and water conservation measures	<p>The WRA is implementing a project on the assessment of the potential for rainwater harvesting across the island.</p> <p>Demand management and water conservation measures implemented over the period included: Public education on water conservation measures including presentations to schools, communities and various institutions; workshops, and on-going advertisements in the media</p>	NWC, WRA

Table 6: Proposed Indicators and Targets – Strong Economic Infrastructure

National Outcome # 9 – Strong Economic Infrastructure								
Indicators	Baselines	Actual			Targeted			Comments
	2007	2009	2010	2011	2012	2015	2030	
Infrastructure Index (from GCI)	3.54	3.8	3.9		3.69	3.84	≥4.59	
Connectivity and Technology Infrastructure Index	3.70	5.15	4.85		4.35	4.90	≥7.50	
% of Total Renewable Fresh Water Resources Produced	22.5				30	41	54	

Table 7: Medium Term Priority Strategies, Programmes and Actions – Energy Security and Efficiency

Priority National Outcome - Energy Security and Efficiency

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Diversify the energy supply	Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector	Finalize and promulgate the new Energy Policy	<p>Jamaica’s National Energy Policy 2009 – 2030 was approved by Parliament in November 2010.</p> <p>The first 3-year action plan 2009 – 2012 also was developed and is expected to support the achievement of the goals set out in the National Energy Policy.</p>	MEM (Now MSTEM)
		Develop and promulgate the new Electricity Policy and Act	A draft of the Electricity Policy and Act was prepared and is being reviewed by key stakeholders such as the Jamaica Public Service (JPSCo).	MEM
		Develop policy and expand carbon trading	A final draft carbon trading policy was developed and is currently awaiting approval by Cabinet.	MEM, PCJ, Forestry Department
	Develop and implement programmes to achieve set obligatory and non-obligatory targets for percentage of renewables in the energy mix	<p>Implement renewable energy projects of the Centre of Excellence for Renewable Energy:</p> <ul style="list-style-type: none"> • Hydropower • Wind • Solar • Biomass • Waste-to-Energy 	<p>A range of renewable energy initiatives were implemented over the period, including projects related to Energy from Waste; Hydro Projects; Solar Projects; Wind Energy; Biomass. Over the period, the percentage of renewable in the energy mix moved from 5.6% in 2008 to 9% in 2010.</p> <p>Wigton Wind Farm Phase II was opened in 2011, providing an additional 14 mega watts (MW) of renewable energy.</p> <p>A full roll-out of E10 gasoline (a blend of 10% ethanol and 90% gasoline) to service stations islandwide was implemented. Motorists now have access to ethanol-based E10 gasoline in both the 87 and 90 (Octane) grades. E10 currently represents 11% of renewable energy.</p> <p>The National Housing Trust began offering concessionary loans for solar water panels to encourage the application of solar energy technology.</p>	PCJ, CERE

Priority National Outcome - Energy Security and Efficiency

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Encourage application of solar energy technology	The Ministry of Energy and Mining in collaboration with the Ministry of Education started a programme to explore the use of solar energy at 34 educational institutions.	PCJ, CERE
		Fully implement National Energy Fund	In 2008, the J\$1-billion Development Bank of Jamaica-Petrocaribe SME Energy Fund to help renewable energy projects among small and medium-sized enterprises was launched.	MEM
	Develop energy diversification priorities in a timely way based on cost, efficiency, environmental considerations and appropriate technologies	Conclude studies on relative cost benefit analysis of coal and natural gas as main fuel diversification options	Studies conducted over the period supported the move towards LNG as the diversification fuel of choice. Existing legislation is being revised to align to the new policy framework and fuel switch to LNG.	MEM, PCJ, OUR
		Undertake expansion of the Petrojam refinery and petcoke 100MW cogeneration plant		Petrojam
	Accelerate comprehensive oil and gas exploration programme	Begin programme of acceleration to conclude whether Jamaica has commercial quantities of oil and/or gas	An agreement was signed in November 2010 by the Petroleum Corporation of Jamaica (PCJ) and Agencia Nacional de Hidrocarburos (ANH) of Colombia on the Environmental Baselines Project to be undertaken by the ANH in the Joint Regime Area which would be the precursor to the seismic survey to be undertaken by the ANH to determine the presence of hydrocarbons in the area. Jamaica has also raised the possibility of a Joint Authority being established to administer activities in the Area including the granting of the required permits.	PCJ
Promote energy efficiency and conservation	Ensure an appropriate integrated policy, legislative, regulatory and institutional	Finalize and promulgate the Energy Efficiency and Conservation Policy	Final draft policy prepared in 2010 and awaiting approval by Cabinet.	MEM

Priority National Outcome - Energy Security and Efficiency

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	framework for the energy sector			
	Develop and implement programmes to influence market behaviour toward and to promote efficient use of energy	Promote demand-side energy management including implementation of energy efficiency projects in the public sector	<p>Jamaica received a technical cooperation grant of approximately US\$450,000 from the IDB to support the government ministries and agencies in energy conservation and efficiency. Energy assessments for all government facilities have begun as well as the preparation of investment packages to support energy conservation and efficiency.</p> <p>The PCJ has carried out energy audits and implemented energy efficiency and conservation projects in the health and educational sector. Partnerships being planned with the NWC, National Irrigation Commission (NIC) and the Port Authority of Jamaica (PAJ) to develop and implement energy efficiency and conservation (EEC) projects.</p>	MEM, PCJ, OPM, Cabinet Office
	Update, apply and enforce building codes to support efficient use of energy	Promulgate the energy-efficient Building Code	In October 2009, Jamaica's decades-old building code was replaced with a new National Building Code bringing the country's construction practices in line with international standards, while promoting safety. The new code comprises eleven application documents which will be used in conjunction with international codes developed by the International Code Council (ICC) tailored to suit Jamaican conditions.	MEM, NEPA, Cabinet Office, Local Authorities
	Establish a framework for timely development, decision-making and implementation of the least economic cost expansion plan (LCEP) for generation, transmission and	Commence phase-out of inefficient JPSCo generating plant and replacement with cost-efficient plant using main fuel options	Phase out of old equipment began as early as 2009 when JPSCo invested US\$9.5 Million (over J\$845 Million) to add approximately 11 Megawatts (MW) of new generating capacity to the national grid.	OUR, JPSCo, IPPs

Priority National Outcome - Energy Security and Efficiency

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	distribution of electricity			
	Encourage greater energy efficiency and lower energy costs in the bauxite and alumina industry	Coordinate energy planning for bauxite and alumina industry with expansion of public electricity supply		MEM, PCJ, JBI, JPSCo, NWC, Bauxite Companies
		Develop regime for co-generation projects and apply regulations		MEM, PCJ, OUR
		Provide shared infrastructure for fuel supply		MEM, PCJ, JBI, JPSCo, NWC, Bauxite Companies, PAJ
	Encourage greater energy efficiency in the transport sector	Promote greater vehicle fuel efficiency	The Ministry of Energy and Mining have been holding discussions with Ministry of Transport towards promoting vehicle fuel efficiency. Additionally, a document was prepared that sought to align the National Energy Policy with the National Transport Policy.	MTW, MEM

Table 8: Proposed Indicators and Targets – Energy Security and Efficiency

National Outcome #10 – Energy Security and Efficiency								
Indicators	Baseline	Actual			Targeted			Comments
	2007	2009	2010	2011	2012	2015	2030	
Percentage of renewables in energy mix (%)	4.8%	6%	9%		11%	12.5%	20%	
Energy intensity index (EII) BTU/US\$1 Unit of output (Constant Year 2000 \$US)	21969	21153	20165		14000	12700	6000	

Table 9: Medium Term Priority Strategies, Programmes and Actions – World-Class Education and Training

Priority National Outcome -World-Class Education and Training				
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Ensure that children 0-8 years old have access to adequate early childhood education and development programmes	Establish an environment for all children 0-8 years old to access high quality and developmentally appropriate programmes	Create a safe learner-centred and well-maintained Early Childhood Centre	Operating standards for early childhood institutions (ECIs) have been established and are being used as the benchmarks for ongoing inspection and certification of ECIs.	MOE ECC
		Develop programmes for inspection and certification of children 0-8 years		MOE ECC
		Implement screening as early intervention for children (0-8yrs)		MOE ECC
		Establish health and safety standards and improve child health care practices	Health and Safety standards were established. The Curriculum for training in health and safety standards has also been developed and training provided for practitioners within Early Childhood Institutions (ECI). 130 practitioners were also trained in trauma and grief management.	MOE ECC
		Ensure that institutions meet health and safety standards	All early childhood institutions are being registered and inspected to ensure that they meet the minimum requirements for operating as ECIs. Up to 2011, 2820 institutions had been identified, 80% of them were inspected and 27% of them certified as meeting the required standards	MOE ECC
		Ensure each school has at least 1-Level IV practitioner		MOE ECC
		Develop a public education and awareness strategy		MOE ECC
	Strengthen school/home	Develop and distribute the parent involvement handbook	Standards for parenting programmes have been prepared and approved by the ECC Board of Commissioners	MOE ECC

Priority National Outcome -World-Class Education and Training

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	relationships and parental involvement in early childhood education	Develop a parental education and support strategy (0-3yrs-Health) and (4-6 yrs-ECIs)	A parenting Education and Support Strategy for the antenatal to eight year old cohort has been approved by the ECC Board of Commissioners	MOE ECC
		Establish the National Parenting Support Commission	A National Parenting Policy was tabled in Parliament in February 2011 and the Bill to establish the National Parent Support Commission has been sent to the legislative sub-committee of Cabinet	MOE ECC
		Disseminate specific information to parents about effective ways to support their children's development and learning	A National Awareness Parenting Campaign, (3Ps campaign) was developed and launched in November 2009 and is being aired on local television and radio stations. In addition, posters have been distributed to schools islandwide. A radio drama series is to be aired subject to the availability of funds.	MOE ECC
		Encourage parent participation in child-centred activities that nurture social and emotional development	A National Parenting Policy was tabled in Parliament in February, 2011.	MOE ECC
	Put mechanisms in place to address the psychosocial needs of children	Implement early diagnosis and effective screening for at risk children and for high risk households through public education campaigns		MOE ECC
		Develop and implement a nutrition policy for infants (0-3 yrs) and young children (4-6 yrs)		MOE MHE
		Improve the technical skills of early childhood practitioners		MOE, ECC Teacher training institutions
		Develop a national policy for screening and intervention in schools		MOE ECC
		Ensure effective curriculum delivery		MOE ECC

Priority National Outcome -World-Class Education and Training

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Develop a human resource strategy and train teachers		MOE ECC
Accelerate the process of creating and implementing a standards-driven and outcomes-based education system	Establish frameworks for improving the quality stock of teachers (professional development opportunities, access to pre-service teacher education, opportunities to use emerging forms of assessment and technologies)	Create a national inspection agency, a national curriculum assessment agency and a national teaching council	The National Education Inspectorate, the National Teaching Council and the National Curriculum Assessment Agency have all been established.	MOE
		Enforce mechanisms for all teachers to have professional training as well as an undergraduate degree in the area of specialization	The policy to require all teachers to have professional training as well as an undergraduate degree has been established and is being implemented	MOE
		Maintain a comprehensive registration and licensing scheme		MOE
		Modernize curriculum and assessment		MOE Curriculum and Assessment Agency
		Support the national literacy strategy	A comprehensive Literacy strategy has been developed and distributed to schools. So far, seven hundred and eighty five (785) teachers have been trained to deliver the programme.	MOE Jamaica Foundation for Lifelong Learning
		Develop performance management and accountability mechanisms	The School Accountability Matrix has been developed and distributed to schools for implementation	MOE
	Increase the use of technology as a tool for enhancing	Maintain ICT training and certification programmes for the secondary school community		MOE

Priority National Outcome -World-Class Education and Training

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	teaching and learning	Establish monitoring and quality assurance measures (e.g. monitoring and evaluation services at each Regional Education Authority)		MOE
Develop and establish financing and management mechanisms for schools	Create a mechanism that will establish a dedicated pool of funds for education	Develop partnerships with the IDPs for the speedy implementation of the SWAP approach to financing of education		MOE, IDPs
		Establish the National Education Trust	The National Education Trust was established in 2010. However, it has not yet been fully funded.	MOE, Office of the Prime Minister (OPM) Cabinet Office
Ensure a physical environment in all schools that is safe and conducive to learning	Ensure that all school plants meet international standards	Improve facilities to create a better learning environment, using modern teaching approaches and technologies	A security and safety policy has been developed and is being implemented and monitored in schools. The safety and Security programme was officially launched in All Age, Primary and Junior High Schools in January 2011. In addition, Safety and Security month was launched in March 2011 as a means of promulgating the safety policy.	MOE
		Create more spaces through expansion of schools, rationalization of provision of smaller class sizes.	3,375 new places were created in schools and 48 schools are to be reclassified.	MOE, IDPs, Private sector partnership
Expand mechanisms to provide access to education and training for all including unattached youth	Increase the use of technology-driven training programmes	Equip institutions with the technology to facilitate learning and the training of teachers/facilitators		HEART/Trust/NTA MIND
Establish National Qualification Framework	Establish the policy framework to enable seamless articulation among	Conduct broad stakeholder consultations	The consultations among institutions and various stakeholders are now being done. A concept paper to better define the framework for these consultations is also being developed.	HEART Trust/NTA Academic institutions Private sector Accreditation boards
		Develop partnerships and		

Priority National Outcome -World-Class Education and Training

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	providers for the creation of a National Qualification Framework	agreements among stakeholders		
Strengthen the mechanisms to align training with demands of the labour market	Facilitate collaboration between HRD in firms and training institutions	Develop, review, and upgrade learning products and services in response to Government and business priorities and needs	<p>The following three steps have been taken by the heart TRUST/NTA:</p> <ol style="list-style-type: none"> 1. An arrangement is being made among HEART Trust/NTA, the MOE, STATIN and the MLSS for the provision of Labour market information. 2. The partners listed above are participants on the inter-agency Labour Market Technical Advisory Committee 3. HEART Trust/NTA continually collects and reviews labour market information and the findings are disseminated among HEART Trust/NTA institutions to guide their programme designs and delivery. 	MIND

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

National Outcome # 2 – World-Class Education and Training								
Indicators	Baseline (%)	Actual (%)			Targeted (%)			Comments
	2007	2009	2010	2011	2012	2015	2030	
Adult Literacy Rate (15 and over)- Both sexes	85.8	86.8	91.7		89.7	≥91.6	≥98.3	
Males	80.5	89.4	No data		84.4	≥88.2	≥98.3	
Females	91.1	93.5	No data		93	≥94.9	≥98.3	
Gross Enrolment Rate at the tertiary level	31.5	30.8	32.8		35 (prov.)	35-45 (prov.)	50-70 (prov.)	
% of labour Force (14 to 65) that is certified- Both sexes	18.7	20.1	21.2		50	60	90	

Table 11: Medium Term Priority Strategies, Programmes and Actions – Effective Governance

Priority National Outcome: Effective Governance				
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Strengthen the process of citizen participation in governance	Strengthen the capacity of local organizations/bodies (PDCs, DACs, CDCs) to facilitate citizen participation in decision-making processes	Facilitate and strengthen local governance structures including Parish Development Committees (PDCs), Development Area Committees (DACs) and Community Development Committees (CDCs)	<p>The staging of fourteen one-day parish visioning symposia between February and March 2010 led by the Department of Local Government allowed citizens/communities the opportunity to develop a vision for each of their parishes. Each parish vision is expected to guide the development of 20-year Sustainable Development Plans for each of the fourteen parishes. Under the theme “My Community, Our Parish, One Jamaica – My Vision”, the islandwide event enabled the articulation of visions which outlined the strategic direction for achieving social, economic and physical development of each parish in a sustainable manner.</p> <p>A Memorandum of Understanding (MOU) between the Department of Local Government and the Social Development Commission (SDC) was developed. This MOU is aimed at better managing governance issues in each parish.</p> <p>The SDC supported community development through a range of activities including completion of community profiles (221 completed in 2009/2010), organizational strengthening of community groups, expansion of the community governance framework of CDCs, DACs and PDCs, and preparation of community priority action plans.</p> <p>Organizational assessments of all local authorities were undertaken.</p>	SDC, Department of Local Government, Local Authorities
	Create frameworks to ensure that public information is accurate and accessible to all to enable citizens’	Develop a framework for Community Development Planning and integrate with national planning processes	A new Local Development Act (draft) was prepared. This Act is expected to develop the framework for Community Development Planning, and define mechanisms for integrating community development planning with national planning processes	SDC, Department of Local Government, Local Authorities, NEPA, PIOJ
		Expand and develop a community-based research and information		SDC

Priority National Outcome: Effective Governance

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	participation Identify and improve channels for creating, sharing and accessing information and providing feedback	system Facilitate community broadcasting with focus on radio		Broadcasting Commission
Reform the justice system	Present a high standard of justice to promote transparent administration of the law	<p>Transform the Ministry of Justice into a policy focussed Ministry/organization</p> <p>Modernize the Office of the Director of Public Prosecutions (DPP)</p> <p>Implement the case management system; Justice Enforcement Management System (JEMS) to be replicated across all Courts</p>	<p>The Ministry of Justice established the Justice Reform Implementation Unit within the Ministry to drive the reform agenda.</p> <p>The Office of the Special Coroner was established during the period to deal specifically with inquests arising from incidents where persons have died and there is reasonable cause to suspect either violent or natural death, sudden death, the cause is unknown and the security forces or agents of the state are involved. The office is expected to bring about a speedy resolution to these cases.</p> <p>Work towards modernizing the Director of Public Prosecutions (DPP) started and a study was completed that identified ways to in which the office of the DPP could be strengthened.</p> <p>The Justice Enforcement Management System (JEMS) was implemented in the Supreme Court and the Resident Magistrate Court. Six case management pilot projects were implemented and are located in the St. James, St. Mary and Kingston (Criminal) Resident Magistrate Courts and the Gun, St. Mary Circuit and Home Circuit Courts.</p> <p>The Ministry acquired 52-54 King Street as a part of its vision to establish a Justice Square in Down Town Kingston which is planned to include additional courtrooms, Judges Chambers, Masters Chambers, space for registry and staff, and file storage.</p> <p>The new Port Antonio RM Court was opened in June 2009, and a modern family court fully equipped with technology and amenities</p>	<p>Cabinet Office, MOJ</p> <p>MOJ, DPP</p> <p>MOJ</p>

Priority National Outcome: Effective Governance

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			was constructed in Lucea, Hanover	
		Develop a policy on Restorative Justice	The Restorative Justice Policy was developed, giving a boost to public trust and confidence in the justice system. Training of representatives of all parishes in restorative practices and the launch of two restorative and community justice centres in Granville in St. James and Tower Hill in St. Andrew also was completed.	MOJ, MNS
		Develop mechanism to clear backlog of cases in justice system in three years	The amendment to the Jury Act was passed and this has resulted in improved jury selection. An increase in the number of Judges was approved at the levels of the Resident Magistrates' Court, the Supreme Court, and the Court of Appeal.	Courts, MOJ
		Establish a Court Management Services entity to enable efficient operations of the Court system	The establishment of the Court Management Services (CMS) now allows the Chief Justice autonomy over her budget. Phase one of the CMS saw the approval for employment of 48 posts, all of which have been approved for operation. This included construction and refurbishing work as well as the upgrade of the information technology infrastructure in courts.	MOJ
Strengthen public institutions to deliver efficient and effective public goods and services	Create mechanisms for efficient and effective delivery of public services	Create new Executive Agencies (Fisheries Division and Forestry Department)	Modernisation plans were developed for the Forestry Department and Fisheries Division as both transitioned into Executive Agencies over the period.	Cabinet Office
		Implement the Managing for Results Programme	Implementation of the priority training to support implementation of GOJ Medium Term Action Plan commenced with support under PRODEV. Over 1,200 technical officers were trained in areas such as results based management, strategic negotiations for the public sector, performance management and accountability etc. Performance Management and Appraisal System (PMAS): PMAS was implemented in nine ministries and departments: OPM, Cabinet Office, OSC, MOFP, MTW, Department of Correctional Services, Auditor General's Department, Ministry of Tourism and MOA. PMAS	Cabinet Office

Priority National Outcome: Effective Governance

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			is currently being implemented in MOJ, MOH, MFAFT.	
		Implement the Priority Training Strategy to support the implementation of the Medium Term Action Plan (MTAP)	Implementation of the priority training to support implementation of GOJ Medium Term Action Plan commenced with support under PRODEV. Over 1,200 technical officers were trained in areas such as results based management, strategic negotiations for the public sector, and performance management and accountability	Cabinet Office, MIND, MOFP
		Target strategic high impact and/or potential self-financing public agencies for modernization		Cabinet Office, MOFP
	Build capacity of public sector entities to effectively implement stated mandates	Modernize Ministries of Education and National Security to become Policy-focussed Ministries. For the MOE this also would involve the creation of new regional authorities and more autonomy for schools	The Ministry of Education focussed on implementing Modernizing Plans towards the establishment of a modernized central ministry and performance based institutions to undertake education operations over the period. These institutions included: the National Education Inspectorate; Jamaica Teaching Council; and Regional Education Entities. These institutions were incubated within the Education Transformation Programme.	Cabinet Office
		Rationalize public sector agencies to eliminate duplication	The Public Sector Transformation Unit (PSTU) was established in 2009 to focus on the development of proposals for the restructuring and rationalization of the public sector to improve its efficiency and effectiveness in facilitating growth. These proposals were presented to Parliament in 2010 in the form of a Green Paper, entitled, "Public Sector Master Rationalization Plan – Recommendations for the Restructuring of Ministries, Departments and Agencies". Following consultation and review, the Public Sector Master Rationalization Plan was presented to Parliament by the Public Administration and Appropriations Committee in December 2010 and approved by Cabinet Decision in May 2011.	Cabinet Office
	Effectively infuse participatory processes in Government business, national	Strengthen the policy capacity of the public sector	Implementation of the priority training to support implementation of GOJ Medium Term Action Plan commenced with support under PRODEV. Over 1,200 technical officers were trained in areas such as results based management, strategic negotiations for the public sector, performance management and accountability etc.	Cabinet Office

Priority National Outcome: Effective Governance

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	policy framework, investment processes			
	Strengthen capacity for the drafting and promulgation of legislation, including building capacity of the Office of the Parliamentary Counsel	Strengthen and modernize the Office of the Parliamentary Counsel	The service delivery and management capacity of justice sector institutions will be strengthened under the Justice Undertakings for Social Transformation (JUST) Programme launched in 2011 with funding support by the Canadian Department of Justice and CIDA. Under the JUST programme, technical legal assistance will be provided to the Ministry of Justice, the Office of the Director of Public Prosecutions, the Court Management Service, the Judiciary, the Office of the Chief Parliamentary Counsel and the Legal Reform Department. A key area of focus will be to strengthen the capacity of Ministries, Departments and agencies to streamline the process of developing legislation	Office of the Parliamentary Counsel MOJ
	Harmonize ICT infrastructure and systems across the public sector	Implement GovNet, the Jamaica Government-wide ICT network	The Government has received financing from the Inter-American Development Bank (IDB) and commenced procurement in February 2011 under the project Establishment of GovNet for a consultancy that will support essential pre-investment activities, specifically a detailed assessment of the Government's connectivity program including the current cost, options for reducing costs, recommendations on the most appropriate business model, and the best technical design of GovNet to promote efficient, secure and cost-effective information sharing and eventually also, the provision of online public services to citizens.	MMT, CITO
	Proliferate and promote the delivery of first-class, easily accessible and secure e-government services	Implement standards for public sector websites through a pilot project in 3 ministries		MMT, CITO
		Develop the E-government Services Strategic Plan	Over the period, the Government put systems in place to allow for the payment of some taxes and fines online. The Registrar General's Office allows for the application and payment of registrations of births, deaths and marriages online;	MMT, CITO

Priority National Outcome: Effective Governance

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			<p>arrangements have been made for online payment of traffic tickets, property tax, GCT/SCT demand notices and betting taxes;</p> <p>Online application for Tax Compliance Certificates (TCC) and filing of tax returns also is available;</p> <p>The passage of the E Transactions Act 2007 now provides the legal framework for secured electronic commerce to promote local and international confidence in the integrity and reliability of electronic documents and electronic transactions.</p>	
	Strengthen the capacity of local organizations/bodies	<p>Intensify implementation of Local Government Reform – under the following – 2007 – 2011:</p> <ul style="list-style-type: none"> ➤ Capacity Building at the Local Level ➤ Policy Strengthening of Local Authorities ➤ Financial Management in local authorities ➤ Amendments/Overhaul of Legal Framework 	<p>Activities included:</p> <p>Development of a new Local Government Act which is expected to develop the framework for Community Development Planning, and define mechanisms for integrating community development planning with national planning processes.</p> <p>Capacity development of key officers within local authorities in strategic planning towards enabling the development of local level corporate plans</p> <p>Development of a Memorandum of Understanding (MOU) between the Department of Local Government and the Social Development Commission (SDC) towards managing governance issues in each parish.</p> <p>Completion of an organizational assessment of local authorities</p>	Department of Local Government

Table 12: Proposed Indicators and Targets – Effective Governance

National Outcome # 6 – Effective Governance								
Indicators	Baselines	Actual			Targeted			Comments
	2007	2009	2010	2011	2012	2015	2030	
Voice and Accountability Index	0.64	0.53			0.78	≥0.88	≥1.37	
Rule of Law	-0.52	-0.49			-0.30	≥0.04	≥1.75	
Government Effectiveness Index	0.25	0.13			0.18	≥0.45	≥1.78	
Control of Corruption	-0.45	-0.44			-0.24	≥0.13	≥1.96	
Regulatory Quality	0.34	0.31						
Case Clearance Rate	93.78	80.06	94.03		95	95	100	

Table 13: Medium Term Priority Strategies, Programmes and Actions – An Enabling Business Environment

Supporting National Outcome – An Enabling Business Environment				
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Ensure a facilitating policy, regulatory and institutional framework for business development	Improve and streamline bureaucratic processes for business establishment and operation	Implement the Jamaica Competitiveness Enhancement Programme	Jamaica Competitiveness Enhancement Programme Phase II completed and Phase III being implemented. Progress made on components for macroeconomic sustainability, competitiveness, tax and expenditure reform, access to finance and financial market development, and expedited land titling.	MOFP, OPM, PIOJ
		Rationalize National Planning Summit Legislation Programme and expedite processing of priority legislation	The Partnership for Transformation (PFT) was established in 2009 with membership from the public sector, private sector, academia, trade unions and the opposition, and subsequently the National Planning Summit (NPS) was merged with the PFT. The PFT National Council was established with the Prime Minister as Chair and the Secretariat at JAMPRO. In 2010 three existing Committees (Trade Facilitation Board, Target Growth Competitiveness Committee and the National Export Council) were merged into a unified National Competitiveness Committee (NCC) chaired by the Minister of Industry, Investment and Commerce with high level representatives from the public and private sectors. The NCC developed a plan of action focusing on reforms (in paying taxes, construction permits, registration of property, online registration of companies and business names) to improve Jamaica’s ranking in the Doing Business Report.	OPM, CO, MOJ, OPC
		Streamline applications processing and reduce the processing time of planning applications	The Development Approvals Process (DAP) was re-designed to ensure that land development within Jamaica is performed in line with planning and building regulations with permission to develop determined within 90 days of the submission of a complete application. A Development Assistance Centre was established at 10 Caledonia Avenue to support the information needs of persons filing development applications. The Applications Management and Data Automation (AMANDA) System is being piloted in local authorities.	OPM, NEPA, Cabinet Office

Supporting National Outcome – An Enabling Business Environment

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			Forms and procedures have been revised and capacity has been strengthened within the local planning authorities to support a more efficient management of the planning process. The new Building Code was issued in October, 2009, and after extensive consultations with NEPA, Local Authorities, and other stakeholders, Building Applications have been re-engineered to meet the 90-day approval deadline.	
	Improve processes related to land ownership, titling and transfer	Develop updated island-wide cadastral maps to facilitate planning	The first phase in the construction of a national cadastral map of Jamaica, the Digital Cadastral Index, with land parcels shown in their relative positions was completed. The second phase of the Cadastral Index showing land parcels in their correct geographical positions was underway during the period and its use will facilitate the registration of titles to land. The cadastral map will not only be used for titling but will also assist in land use planning and improving the property tax system.	NLA
		Declare the entire country a Land Administration and Management Programme (LAMP) project area under the Special Provisions Act (SPA)	During the period, the Land Administration and Management Programme (LAMP) titling and registration services were extended to non-LAMP areas, and LAMP II was launched to engage in land tenure issues of registering land and updating existing titles and a data conversion exercise of the records at the National Land Agency to build the digital cadastral map. The Korea Cadastral Survey Corporation (KCSC), has signed an agreement with Geoland Title Limited, a Jamaican land management company, for the rapid expansion of LAMP. LAMP 2 will entail major expansion of activities in St Elizabeth, Clarendon and Manchester, some of the parishes deemed to have the lowest percentage of title distribution. Under the new programme St Elizabeth was selected as the first parish with an estimated 12,500 unregistered parcels of land.	Cabinet, CO, OPM, NLA
		Commission the Global Positioning System (GPS)/Virtual Reference Station (VRS) Network	The establishment of a national GPS/Virtual Reference Station (VRS) network was undertaken during the period and will revolutionize the way land surveying is done in Jamaica.	OPM, NLA, LICJ

Supporting National Outcome – An Enabling Business Environment

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	Strengthen legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights	Revise current IP Laws - Patent, Copyright Trade Marks & GI Regulations	Progress was made during the period toward strengthening the framework for protection and utilization of intellectual property (IP) rights. The Jamaica Intellectual Property Office (JIPO) updated its website, continued to receive and process applications for trademarks, patents and industrial designs, ensured that Jamaica was represented at several high level international forums on intellectual property, and moved towards the establishment of a fully functional IP Library. Extensive work was undertaken on seven different pieces of intellectual property legislation, including the Patent and Designs Bill, amendments to the Copyright Act, the Cybercrimes Bill.	JIPO
		Fully Automate Trade Marks and Patent Registration systems	During the period JIPO collaborated with the World Intellectual Property Organization (WIPO) in hosting workshops on the Copyright for Film Professionals (along with JAMPRO), the Patent Cooperation Treaty (PCT) System, and the Madrid System for the international registration of Trade Marks. JIPO prepared a Cabinet Submission recommending that it is in the national interest for Jamaica to become a signatory to the Madrid Protocol.	JIPO
		Develop Geographical Indications Project	The Technical Assistance Project on Protection of Geographical Indications (GIs) was completed during the period, with results that included participation of over forty (40) public and private entities and producers in a study tour of Switzerland in May - June 2010, expert missions from Switzerland to assist producers prepare for registration of their GIs, focused on Blue Mountain Coffee, Jamaica Jerk and Jamaica Rum, and local training sessions on GIs.	MIIC, JIPO
	Improve customs and clearance processes for imports and exports	Ensure full implementation of the Export Paperless Licensing System	The Export Paperless Licensing System was implemented, including the Jamaica Customs import system, the export system, import licence system, exporter registration, broker application, cargo processing, e-payment and e-manifest systems, export certification and export licence system. The implementation of a Port Community System to facilitate exchange of information among stakeholders also	Trade Board

Supporting National Outcome – An Enabling Business Environment

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			<p>commenced during the period.</p> <p>The Customs Import/Export Inspection One Stop Shop opened in 2009, with an aim of gradually reducing inspection and release times from 24-48 hours to less than 6 hours. A Modernisation Plan has been developed to support the transformation of the Customs Department into an Executive Agency by 2012.</p> <p>JAMPRO launched the first phase of its Export Fast Track Facility in February 2011 to provide an integrated facility for potential and existing exporters to access export-related documents and to obtain relevant approvals from key public sector trade facilitation entities. The Fast Track Facility will be introduced in three phases. The BSJ and the Trade Board Limited are two (2) of agencies to be included in the first phase.</p>	
Increase access to capital	Develop and implement measures for expansion of the domestic capital market	Institute credit bureau to facilitate and fast track access to capital	<p>The Credit Reporting Act for the establishment of credit bureaus in Jamaica was approved in 2010, providing for a supervisory role by the Central Bank. The supporting regulations were approved in 2011. National Payment System legislation was prepared during the period to facilitate Electronic Transactions including acceptance of electronic signatures in the public sector.</p> <p>The junior stock exchange also was established by the Jamaica Stock Exchange in 2009.</p>	MF&PS, Jamaica Bankers Association
		Implement fixed-income securities depository	<p>The Bank of Jamaica established the fixed-income securities depository for local securities in May 2009.</p> <p>Provisions were made during the period for the reform of the Secured Transactions (Collateral) Framework to allow for use of movable assets as collateral in the provision of loans. Steps were also taken toward the establishment of a Collateral Registry for movable property in Jamaica.</p>	MOFP, BOJ, Jamaica Central Securities Depository
Use trade and foreign relations to create an enabling external	Implement the Economic Partnership	Develop EPA Implementation Road Map	Work continued during the period on the implementation of the CARIFORUM/EU Economic Partnership Agreement, both at the national and regional levels. These included the identification of a	MFAFT, CARIFORUM

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
environment for economic growth	Agreement (EPA) between the EU and CARIFORUM including legislation, standards, and development support		national co-ordinator and collaboration with a team from the Office of the Prime Minister to develop projects to be funded under the EPA. Outstanding issues relating to the Dominican Republic in the context of the EPA implementation were resolved. The first Joint CARIFORUM-EU meeting of the EPA Trade and Development Committee was held in June 2011, to examine the implementation of the Agreement.	
		Undertake implementation of negotiated commitments in trade and tariff regimes, services and investment	While the protracted dispute over the I European Union's preferential banana regime for ACP producers was settled in favour of the group of Latin American banana producers, Jamaica managed to salvage something positive from this loss, as the country expects to benefit under the Banana Accompanying Measures (BAM) to be received from the EU.	MFAFT, CARIFORUM
		Establish institutional framework for implementation	The CARICOM EPA Implementation Unit, including all personnel, is now a restructured CARIFORUM Directorate headed by a Director-General from the Dominican Republic. The EPA Technical Working Group (TWG) mandated by Cabinet, held a meeting in March 2011 to consider all outstanding issues related to EPA implementation at the national level from which a number of issues for follow-up have arisen, including the commencement of the EPA phased tariff liberalization process. Work continues on this with Ministry of Finance.	MFAFT, CARIFORUM
	Strengthen strategic bilateral foreign and trade relations	Develop a new bilateral free trade agreement with Canada	The Canada-CARICOM trade negotiations were launched in Barbados in November 2009. Negotiations continued in 2010 with work focused on CARICOM preparations. Jamaica continued its active participation. A third round of negotiations was held in April 2011, in Ottawa, Canada. Preparations are ongoing for the fourth round of negotiations with Canada. The Ministry of Foreign Affairs and Foreign Trade continues to affirm the importance attached by Jamaica, to the renewal of the WTO waiver for CARIBCAN, which expires in December 2011.	MFAFT

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Participate in development of post-CBI agreement between CARICOM and the USA	Jamaica continued to widen its strategic bilateral relations during the period, including opening an Embassy in Kuwait City in October 2010 and establishment of diplomatic relations with four countries, namely United Arab Emirates, Montenegro, Republic of Nauru and the Kingdom of Cambodia in 2010/2011, providing a basis for strengthened cooperation. A new Mission in Brazil is planned to be opened in the final quarter of the 2010/2011 financial year.	MFAFT
	Ensure successful creation, implementation and effective use of the Caribbean Single Market and Economy (CSME)	Continue implementation of the Caribbean Single Market (CSM) and commence implementation of the Caribbean Single Economy (CSE)	Jamaica took actions during the period toward the successful creation, implementation and effective use of the Caribbean Single Market and Economy (CSME), including: full participation in three (3) Council for Trade and Economic Development COTED meetings; participation in the CSME Convocation held in Barbados in September 2009, which conducted an appraisal of the CSME; and commencement by MFAFT during 2009 of a cost-benefit analysis of Jamaica's contributions to CARICOM.	MFAFT
		Develop CARICOM External Trade Agenda		MFAFT
	Strengthen the involvement of the Jamaican Diaspora in national development	Establish and develop the Jamaican Diaspora Foundation	Jamaica hosted the inaugural Future Leaders Conference in August, 2009 to build the long-term leadership capacity of the various Diaspora organisations throughout the world. The Jamaican Diaspora Foundation was established during the review period, as well as the Jamaican Diaspora Institute as its operational arm which is located in the Mona School of Business at UWI, with Professor Neville Ying as Executive Director. The Joint Select Committee of the Houses of Parliament on Diaspora Matters continued to meet on various issues of interest, including the question of the voting rights of Jamaicans in the Diaspora. Diaspora Development Officers and Community Relations Officers also have been appointed in Missions and Consulates. The 4th Diaspora Convention 2011 was held in Ocho Rios, June 15th-17th, 2011, and a number of concrete recommendations were	MFAFT

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			developed for Diaspora involvement in Jamaica's national development.	
Strengthen investment promotion and trade facilitation	Strengthen the capacity of investment and trade institutions	Increase the number and capacity of overseas missions including collaboration with other agencies involved in promotion of Jamaica	<p>JAMPRO reopened its North American Regional Office in Toronto, Canada during FY 2010/2011.</p> <p>JAMPRO participated in a range of major investment and trade promotion events during the review period, including the World Expo held in Shanghai, China from May 1 to October 31, 2010 and the International Food and Drink Event 2011(IFE11)</p> <p>JAMPRO staged the launch of the Interactive Investment Map in 2010 and the launches in Jamaica of the annual World Investment Report (WIR) in 2009 and 2010.</p> <p>JAMPRO recruited 94 overseas buyers from 16 countries for Expo Jamaica staged in 2010.</p> <p>Planning was commenced to promote Jamaica in events leading up to, and during the 2012 Summer Olympics in London, which coincides with the island's 50th anniversary celebrations.</p>	MFAFT, JTI, JTB
Develop an efficient labour market	Promote work experience programmes at the secondary and post-secondary levels	Strengthen the internship system for secondary and post-secondary students		MLSS, MOE, HEART/NTA, Private sector
		Implement the Special Youth Employment and Training Project		MLSS, MOE, HEART/NTA, Private sector
	Develop and promote flexible labour market arrangements, policies and legislation	Implement National Plan of Action on Flexibility in Working Time	Work was undertaken on the preparation of a White Paper on Flexible Work Arrangements in Jamaica, based on the National Plan of Action on Flexibility in Working Time.	MLSS, JCTU, JEF
	Strengthen and improve access to	Improve the effectiveness of the Electronic Labour Exchange (ELE)	Upgraded Labour Market Information System with added Skills Bank component launched January 2011. Labour Market Study completed	MLSS

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	the Labour Market Information System (LMIS)		July 2010. Dissemination of information to stakeholders ongoing.	
Improve the labour environment to enhance labour productivity and worker satisfaction	Improve industrial relations mechanisms	Amend the LRIDA to allow access for non-unionized employees to the dispute resolution mechanism	LRIDA amended to facilitate hearing of non-unionized individual industrial disputes by the IDT	MLSS, JCTU, JEF
	Develop and implement a national programme of productivity management	Expand the “Be Productive and Prosper” Campaign to the secondary and post-secondary education levels	Jamaica Productivity Centre public education campaign ongoing	JPC, MOE, HEART/NTA
		Facilitate the implementation of productivity-based compensation systems	Jamaica Productivity Centre audited over 30 companies in 2010/2011 and made recommendations for productivity improvements.	MLSS, JEF, JCTU, JPC
Develop the capabilities of micro, small and medium-sized enterprises (MSMEs)	Increase and strengthen acquisition, analysis and application of data and information on MSMEs and the informal sector	Develop the MSME Policy Framework	A draft MSME Policy has been prepared by the Ministry of Industry, Investment and Commerce (MIIC), including inputs from JIPO and industry stakeholders. Proposal made for the Drafting of a National Youth Entrepreneurship Policy	JTI
	Promote and develop entrepreneurship	Carry out public education and training programmes on entrepreneurship	Youth Entrepreneurship Registry Programme launched in St. Catherine in partnership with RADA and SDC through the Portmore Youth Information Centre. The Youth Entrepreneurship Programme (YEP) will help school leavers to become self-employed, including training seminars to be held in various parts of the island by the Jamaica Business Development Centre, HEART Trust/NTA, Rural Agricultural Development Authority and the 4-H Clubs. The YEP will be supported by \$250 million to provide small scale loans to the successful applicants, to be administered by micro lending institutions	JTI, HEART/NTA JBDC

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			<p>with the Development Bank of Jamaica (DBJ) providing general oversight.</p> <p>Under the Jamaica Violence Prevention Programme for Sustainable Development (JVPPSD) funded by the United Nations Development Programme (UNDP), JBDC is responsible for providing business development training and life skills sessions to youths and business owners in the communities of Jones Town and Trench Town. As at the project end in March 2011, one hundred and ninety eight (198) youth and eighty (80) business owners from the Jones Town and Trench Town communities have been trained in entrepreneurial and life skills.</p>	
	Increase awareness and information on business opportunities and programmes for MSMEs	Develop new business opportunities for SMEs	<p>JBDC has established a network of Jamaica Business Information Centres (JAMBICs) across the island in an effort to strengthen the access of MSMEs to technical, business, marketing and financial services. There are currently eleven (11) JAMBICs located island wide. The latest addition is the JBDC/UWI Business Centre, which was launched in January 2011. 1, 500 persons were assisted at these Centres in 2010 – 2011.</p> <p>The third annual Small Business Expo was held on May 12, 2010 at the Hilton Kingston under the theme: “Plan...Strategize...Grow”.</p>	MIIC, JTI
	Expand credit facilities for MSMEs	Increase loan disbursement through network of Community Development Funds (CDFs)	For FY2010/2011, the Micro Investment Development Agency (MIDA) disbursed \$92.99M to four (4) Micro-Finance Organisations (MFOs) and three (3) Community Development Funds (CDFs) which financed 588 micro businesses, while generating direct employment for 1,067 persons.	MIIC
		Expand DBJ Micro, Small and Medium Enterprises Line of Credit	The DBJ established a special wholesale window for small and medium-sized enterprises in FY 2009/2010 to make available a total of \$1 billion to finance loans to microenterprise operators.	DBJ, MIIC

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Develop mutual guarantee fund	The DBJ has proposed the launch of a mutual guarantee fund as a pilot project for 1 year.	DBJ, JTI, MIIC
		Develop and apply models for Angel Fund based on international best practice		TGCC/JTI
	Provide training and capacity development for MSMEs	Establish business incubators for micro-enterprises	There are incubators established at the JBDC Garmex Complex, the SRC and the Bureau of Standards to provide institutional and technical support to enterprises. During FY2010/2011 the JBDC Incubator and Resource Centre (IRC), located on Marcus Garvey Drive, conducted over one hundred (100) training sessions and workshops at the IRC with over 1500 participants.	MIIC, JTI JBDC, NCTVET
		Provide certified training programmes for MSMEs	<p>The Jamaica Business Development Corporation (JBDC) is the institution mandated to lead Government’s facilitation of the creation and sustainable development of the micro, small and medium-sized enterprises (MSME) sector. For 2009/2010, over 12,000 individuals/entities were assisted, and in 2010/2011, approximately 10,000 individuals/entities were assisted by JBDC in the form of general business advice, training, product development, marketing and consultations.</p> <p>Under the Enterprise Rating and Upgrading (ERU) component of the Private Sector Development Programme, two units have been set up, one at the Jamaica Trade and Invest and the other at the Jamaica Business Development Centre and have been charged with the responsibility of rating and upgrading Jamaica’s MSMEs, to improve their international competitiveness.</p> <p>Jamaica also participated in the CROSQ/IDB Project: Promoting Small and Medium Enterprise Competitiveness in the Caribbean through Technical Standards to improve the competitiveness of SMEs in the CARICOM region through the establishment and implementation of regional technical standards.</p>	MIIC, JBDC, NCTVET

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			The Bureau of Standards Jamaica (BSJ) has developed a project to train resource persons who will provide technical support in standards to the MSME sector. A MOU between the BSJ and the MSME Alliance was submitted to the MIIC in February 2011 for approval, with similar agreements to be entered into with other associations which support the MSME sector. The BSJ continued to offer a 50% discount on laboratory services to small and medium enterprises (SMEs) referred to the organization by the JBDC. During the 2010 calendar year, fourteen (14) SMEs benefited from this offer.	

Table 14: Proposed Indicators and Targets – An Enabling Business Environment

National Outcome # 8 – An Enabling Business Environment								
Indicators	Baselines	Actual			Targeted			Comments
	2007	2009	2010	2011	2012	2015	2030	
Unemployment Rate (%)	9.80	11.40	12.40		10.00	7.50	4.00	
Ease of Doing Business Index (country rank)	63	75	81		58	53	34	
Labour Market Efficiency Index	4.34				4.50	4.60	≥4.75	

Table 15: Medium Term Priority Strategies, Programmes and Actions – Internationally Competitive Industry Structures

Supporting National Outcome – Internationally Competitive Industry Structures				
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Competitiveness				
Develop company sophistication and productivity	Develop world-class capacity in measurement and promotion of productivity	Target sectors with low productivity and/or low quality and identify industry specific needs	Labour Productivity Study and Comparative Regional Study of Electricity Performance completed by the Jamaica Productivity Centre. Recommendations of both studies were discussed with policy makers. The Special Projects Unit of JAMPRO was established during the period to support the National Competitiveness Council in addressing administrative and other reforms in collaboration with key stakeholders towards enhancing the business environment. Progress on the reforms that are ranked in the Doing Business Report were discussed at a Doing Business Round Table held at JAMPRO on February 15, 2011.	MIIC JPC
	Develop and promote high-quality standards for globally competitive products and services	Provide GMP/HACCP consultancy to targeted companies	The Jamaica National Agency for Accreditation (JANAAC) has been established to provide accreditation at international standards for laboratories in Jamaica. Six (6) laboratories have formally applied for accreditation with one laboratory, the Analytical Chemistry Laboratory of the Scientific Research Council having been accredited to International Standard ISO/IEC 17025.	JBS, SRC
	Identify and strengthen export capacity in targeted areas	Develop and implement the National Export Strategy	Implementation of the National Export Strategy (NES) has been ongoing during the period. The NES Secretariat hosted a NES General Assembly on November 10, 2010 to highlight the achievements and progress of the NES and to reinforce its importance to the country's economic development. In spite of the country's limited resources, thirty eight percent (38%) of the initiatives from the priority industries and cross-cutting industries action plans had been implemented or were in progress.	MIIC, JTI
Develop economic linkages and clusters	Build horizontal and vertical	Implement the Cluster and Linkages Strategy		JTI

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	clusters and networks within the main productive sectors and industries			
Enhance framework for competition among enterprises	Strengthen policy, legislative and institutional framework for fair market competition	Finalize amendment to the Fair Competition Act	<p>A second draft bill to amend the Fair Competition Act (FCA) was received and reviewed during FY 2010/2011 and submitted to the Attorney General. During the period there were no further developments in respect of the establishment of Regulations under Section 40 of the FCA; nor was the process of amending the FCA (Notices and Procedures) Regulations advanced.</p> <p>During the period the Fair Trading Commission (FTC) completed competition advocacy discussions and/or papers in the agriculture, energy, gaming, governance, health, housing, information and communication technology, manufacturing and tourism sectors, and submitted comments on the February 2010 version of the draft Information and Communication Technologies (ICT) Policy.</p> <p>The FTC completed a market study on the nature and extent of competition in the commercial banking sector and also collected relevant information geared at completing a study of the health insurance market in Jamaica.</p>	FTC
Promote eco-efficiency and the green economy	Develop the capacity of local companies in process, materials and energy efficiencies	Adopt Cleaner Production Mechanism (CPM) through promotion of incentives (Carbon Credits) and capital financing available		ME, MIIC, SRC, PCJ, MOFP
		Promote best practices in design of new facilities and retro-fitting of existing facilities to maximize process, materials and energy efficiency	During the period the Scientific Research Council (SRC) collaborated with the CARICOM Energy Desk in the development of a webpage on Caribbean Information Platform on Renewable Energy (CIPORE) (www.cipore.org). This webpage will provide funding information on all renewable energy initiatives undertaken within the Caribbean region over the past ten (10) years, and facilitate a coordinated	ME, MIIC, SRC, PCJ, JMA

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			approach to funding of energy initiatives within the region.	
	Encourage adoption of environmental management systems	Assist companies in undertaking environmental audits and accessing advice on implementing environmental improvements		JBS, NEPA, Private sector

Main Goods- and Services-Producing Sectors and Industries

Productive Sectors	Sector Strategies	Priority Programmes/Actions	Status/Comments	Responsible Agencies
Agriculture	Improve and rationalize road network including farm roads network	Improve agricultural feeder roads	Priority farm roads were identified and included for repair and maintenance under the Jamaica Development Infrastructure Programme. The farm roads repair programme under the Rural Agricultural Development Authority (RADA) has identified some 1,274 km of priority farm roads in thirteen (13) parishes in need of repair at a total cost of J\$2.5 billion.	MOAF, NWA, Parish Councils
	Strengthen agricultural research institutions	Rehabilitate Government agricultural research stations	Research was undertaken in the development and expansion of yam and sweet potato production	MOAF, CASE, UWI, private sector
		Establish a Centre of Excellence for Advanced Technology in Agriculture (CEATA) at the Bodles Research Station to drive research and training in agriculture	Greenhouses constructed at Bodles Research Station under Centre of Excellence for Advanced Technology in Agriculture to facilitate research in crop suitability as well as appropriate greenhouse infrastructure. Training Centre established at the Sydney Pagon Agricultural School in Elim, St. Elizabeth	MOA
	Strengthen efforts to reduce praedial larceny	Establish National Advisory Committee on Praedial Larceny	Anti-Praedial Larceny Programme launched to reduced the incidences of loss to farmers and Praedial Larceny Unit established within the MoAF to coordinate efforts with the Ministry of National Security and Jamaica Constabulary Force (JCF).	MOAF, MNS
Develop a diversified range of agricultural	Intensify programmes to increase levels of production and productivity:		<ul style="list-style-type: none"> The Agro-Investment Corporation was established in 2009 to facilitate investments in the sector The Financial Assistance for Responsible Members (F.A.R.M.) 	MOAF, Producer Associations, Private Sector

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	production including higher value-added production	<ul style="list-style-type: none"> • Develop a sustainable fruit tree crop industry by establishing commercial orchards and agro-processing • Increase small farmers production and productivity by using improved farm machinery and introducing appropriate tools and implements • Promote conservation of and sustainable use of Jamaica’s cattle breeds • Promote conservation of select root crop, vegetable and fruit tree germplasm • Develop a sustainable beekeeping sub-sector • Launch and maintain Virtual Reference Network System 	<p>Programme was established in September 2010 and has supported 261 farmers to plant 146.1 hectares and reap 848.1 tonnes of crops since its inception, while the Farmers Training Programme has held 2,205 training sessions to train 37,789 farmers</p> <ul style="list-style-type: none"> • The Production and Productivity Programme through RADA has implemented a Tractor Service Programme to provide farmers with accessibility to affordable tractor services, and an input supplies programme benefitting over 11,000 farmers during the period • The resuscitation of the dairy industry has included acquisition of animal stock, disbursement of loans for pasture and herd improvement, establishment of an embryo transplant programme and recruitment of 14 Animal Technicians for the Artificial Insemination Unit • Progress was made to promote conservation of and sustainable use of Jamaica’s cattle breeds during the period including establishment of an embryo transplant programme and importation of 50 Jersey embryos from New Zealand for use in surrogate beef farms in the Jamaica Hope herd expansion programme • Conservation measures have been taken to protect the germplasm of identified select root crop, vegetable and fruit tree crops, including establishment of ecological zones across the island for root and tubers germplasm, establishment of stocks of fruit tree germplasm at Bodles Research and Orange River research stations, and development of a seed bank at the Bodles Research Station for some grains and cereals 	
	Implement development plans for key agricultural sub-sectors	Implement European Union Banana Support Programme	During the period steps were taken to restructure the banana industry in light of the removal of preferential access to the EU market, including completion of a Draft Banana Policy and Banana Market Survey. Implementation of the European Union Banana Support Programme (EUBSP) took place during the review period, including the Rural Diversification Programme, Banana Improvement Programme and RADA Grant Contracts. Jamaica also engaged in the ACP/EU	MOAF, RADA

Supporting National Outcome – Internationally Competitive Industry Structures

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			negotiations including within the WTO to secure support for the banana industry and to work towards agreement on the Banana Accompanying Measures (BAM).	
		Implement new Forestry Strategic Plan	Implementation of the new Forestry Strategic Plan was advanced during the period, with targets being met or exceeded in most areas including plantation development and management, private planting programme, establishment and operation of Local Forest Management Committees, forest resource assessment, enforcement and public awareness.	MOAF, Forestry Department
		Implement the Country Adaptation Strategy for the Sugar Industry	<p>The restructuring of the sugar industry based on the Country Strategy was carried out during the review period, including the following:</p> <ul style="list-style-type: none"> • Establishment of a Sugar Transformation Unit (STU) in MOAF • Privatization of five (5) Government owned sugar estates • Establishment of a Cane Expansion Fund to provide concessionary loan funding for targeted improvements in productivity and efficiency in the industry • Recommendations of the Wint Sugar Enquiry Commission on the Institutional Pricing and Marketing Arrangements in Sugar Industry approved by Cabinet and being implemented • Roll out of over 4600 Grants valued at approximately J\$644M to displaced sugar workers and small cane farmers • All-Island Jamaica Cane Farmers Association representing over 9,000 cane farmers being restructured 	MOAF, Sugar Transformation Unit
	Promote national food security	Strengthen coordination of agencies involved in food safety through establishment of a food safety coordinating committee	<p>The multi-agency National Food Safety Committee has been established and a Food Safety Policy was developed for presentation to Cabinet for approval</p> <p>A Food Safety “One Stop Shop’ has been established for the Import/ Export inspections at the APM Terminal (Berth 11), with a similar facility being established in Montego Bay. The One Stop Shops will serve as central locations (in Kingston and Montego Bay) to coordinate all inspection processes, where the processing of goods and documents will be initiated, processed and transactions completed in one place,</p>	MOAF, MOHE

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			thereby shortening the time taken for goods to be inspected and released.	
		Implement key food security projects including: <ul style="list-style-type: none"> • Agricultural Greenhouse Clusters • Cassava Expansion Project • Dairy Resuscitation Programme • Small Ruminant Expansion Programme • Fisheries Development Programme • Urban Backyard and School Garden Programmes • Expansion of Yam and Sweet Potato Production 	<ul style="list-style-type: none"> • The Arable Lands Irrigated and Growing for the Nation (A.L.I.G.N) programme was launched to restore 35,000 acres of unutilized and underutilized land back into production • The development of the fisheries industry during the review period has included the drafting of a new Fisheries Act, promulgation of a new Fisheries Policy, establishment of 9 declared fish sanctuaries, establishment of the Fisheries Management and Development Fund, improvement of fishing beaches and increased licensing and registration of fishers and fishing vessels. • An 8,800 square feet post-harvest facility with approximately 1,100 sq. ft cold room space was constructed in Hounslow. St. Elizabeth and leased to Grace Kennedy Limited. Construction of a second post-harvest facility was undertaken in Coleyville, Manchester also to be managed by the private sector. The refurbishment of the Trelawny Yam House also was undertaken during the period • Two greenhouse clusters of 20 greenhouses each have been established, and are being supported with processing facilities established in key locations across the island including construction of post harvest infrastructure (PHI) projects 	MOA
	Strengthen the capacity of Government to play a supporting role in development of the agricultural sector	Increase the number and capacity of extension officers for the sector	The Rural Agricultural Development Agency (RADA) has been restructured during the review period, including increase in the complement of extension officers, equipping all extension personnel with state of the art tools and equipment to improve the level of service delivery, and retraining and certification of all extension personnel	MOAF RADA
Mining and Quarrying	Develop cost-efficient energy solutions for	Coordinate conversion of energy sources at bauxite/alumina plants with national decisions on	Some progress was made over the period with respect to the coordination of conversion of energy sources at bauxite/alumina plants with national decisions on diversification of fuel supply between coal	ME, MMT, PCJ, JBI, JPSCO, private sector

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	metallic and non-metallic minerals sub-sectors	diversification of fuel supply between coal and natural gas and underlying economics in energy markets	and natural gas and underlying economics in energy markets including: Reorganization of the Cabinet to create the new Ministry of Energy and Mining Promulgation of a new National Energy Policy 2009 – 2030, aligned to Vision 2030 Jamaica – National Development Plan The announcement by the Government of its intention to fast-track efforts to introduce an alternative energy policy using natural gas as the prerequisite for restoring the competitiveness of the bauxite/alumina industry	
	Ensure appropriate policy and regulatory framework for long-term development of the minerals industry	Complete and promulgate the National Minerals Policy, including provisions for development of non-metallic minerals sub-sector	A draft National Minerals Policy, 2010 to 2030 also was prepared and national consultations on this policy took place over the period.	MMT, MPDD
	Improve monitoring of rehabilitation of mined-out mineral bearing lands	Establish Restoration Committee for quarrying operations		MMT, MGD
	Establish a national entity to lead the development of the non-metallic minerals sub-sector, particularly limestone	Establish National Minerals Institute and Jamaica Limestone Institute (JLI)	Not completed.	MMT
Creative Industries	Develop the policy, legal and institutional	Develop and promulgate the Cultural Industries Policy	Consultations held with industry stakeholders on the proposed development of an Entertainment Industry Encouragement Act to extend the benefits offered under the Motion Picture Industry	MICYS

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	framework to facilitate and encourage the development of the creative industries		(Encouragement) Act to the wider players in the Entertainment Industry Revisions to the Tools of Trade regulations for the music industry ongoing	
		Establish the Entertainment and Cultural Industries Council (ECIC) and the Cultural Industries Enhancement Fund	Planning took place toward a number of actions intended to enhance the development of the creative industries, including the proposed establishment of the Entertainment and Cultural Industries Council (ECIC) and Cultural Industries Enhancement Fund	MICYS
	Promote media literacy and positive use of media as change agent and a source of empowerment	Develop and promulgate the new Media Policy		MICYS, Broadcasting Commission
	Expand and improve the infrastructure for the creative industries and performing arts	Upgrade the physical structure of the Ranny Williams/Louise Bennett Entertainment Centres for programme enhancement		MICYS, JCDC
		Rehabilitate the Ward Theatre	\$20 million from the Tourism Enhancement Fund was allocated for the carrying out the first phase of the Rehabilitation of the Ward Theatre, which was closed since 2007 owing to extensive damages sustained in Hurricanes Ivan (2004) and Dean (2007).	MICYS, JCDC, private sector
		Undertake studies for establishment of National Centre for the Performing Arts		MICYS, JCDC
	Increase opportunities for products and services in the creative industries	Implement Major Events Development and Attractions Programme		MICYS, JTI
Sport	Develop MSMEs geared at meeting	Build institutional and human capacity of sport-related MSMEs		MIIC, MICYS, private sector

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National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	the needs of the 'Business of Sport'			
	Develop financial support systems to create and sustain elite athletes	Identify funding sources to support participation of elite athletes in international competitions		MICYS, private sector
	Establish strong research capabilities in sport	Develop curriculum in tertiary-level institutions aimed at developing research capabilities at the institution and student levels	The UWI, Mona and the Jamaica Football Federation have established a partnership agreement for the phased development of a Football Academy, new academic programmes and the expansion of the UWI's Physiotherapy Sports Medicine Programmes. The University of Technology introduced a bachelor of science degree in sport sciences in 2010 to be offered by the new Caribbean School of Sports Sciences, a division of the newly formed Faculty of Science and Sports at the university. The degree programme offers majors in Sports Management, the Art and Science of Coaching, or Sports Athletic Training. The programme will also benefit from UTech's association with the successful MVP Track and Field Club.	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI
	Develop a sport museum as a resource centre and attraction for local and foreign visitors	Create plan for development of sport museum, including venue, funding and management	Preparations were commenced to introduce a Jamaica Sports Museum to mark the 50th anniversary of the country's Independence in 2012	MICYS, MOFP, MOT, private sector
		Compile list of available Jamaican sport memorabilia and undertake collection		MICYS
	Promote Jamaica as a sports tourism destination	Develop and market sport training and rehabilitation/wellness facilities to international markets	The University of Technology (UTech) officially opened its western campus at the Trelawny Multi-purpose Stadium in 2011. The government plans to develop the facility to attract sports tourism including proposed development of baseball and basketball facilities.	MOT, MICYS, SDF, MOHE
ICT	Create an appropriate policy and regulatory environment conducive to	Develop and promulgate new Telecommunications Policy and Act	A draft Information and Communications Technology (ICT) Policy was prepared by the Information and Telecommunications Department, Office of the Prime Minister in March 2011. It is planned that this Policy is to be complemented by an Electronic Media and Content Policy and a Spectrum Policy.	MMT

Supporting National Outcome – Internationally Competitive Industry Structures

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	investments in ICT and network development			
	Expand ICT-focused business parks for major service providers	Develop and execute campaign to attract major ICT corporations to Jamaica		JTI, private sector
		Undertake feasibility/planning studies for establishment of ICT complexes in proximity to population centres, including ICT Park in Portmore	The upper level of the Portmore Informatics Park, consisting of 25,000 sq. ft. of ICT space which was vacant at the end of September 2010 is currently being marketed with the assistance of JAMPRO to prospective investors. Occupancy level at the KFZ during the period under review averaged at 84 per cent while the occupancy level at the Portmore Informatics Park fell by 50% at the end of September 2010. At the Montego Bay Free Zone (MBFZ) as at March 2011 the occupancy level for office space was 94 per cent and for factory space was 83 per cent. In view of the demand for ICT space and the availability of underutilised lands at the MBFZ, the Zone plans to construct a new 63,000 sq. ft. space on the twenty (20) acre development. A Public Private Partnership (PPP) tender was developed for active promotion for the private development of a state-of-the-art ICT Park on 21 acres of land identified by the Government at Naggo Head.	MIIC
	Develop investment and support framework for development of ICT industry	Develop National e-Readiness Status		CITO
		Implement National ICT Strategy and Action Plan		MEMT, CITO
Tourism	Develop new tourism market segments	Develop niche markets including: <ul style="list-style-type: none"> • Special events and promotions • Sports tourism • Yachting and marine tourism • Health and wellness • Culinary, cultural and heritage 	A new Water Sports Policy was developed as a means of streamlining and integrating the management of motorized and non-motorized water based leisure sports in marine and 'riverine' recreational areas. The Commonwealth Secretariat funded a study to guide the development of medical tourism in Jamaica. Health & Wellness Taskforce established with membership from the public sector, private	JTB

Supporting National Outcome – Internationally Competitive Industry Structures

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		<ul style="list-style-type: none"> Jamaicans at home and in the Diaspora 	sector and medical practitioners	
		Develop Montego Bay Convention Centre	The Montego Bay Convention Centre was completed and officially opened in January 2011	MOT
	Develop diversified geographic source markets	Increase marketing programmes to the UK, Continental Europe, Far East, Latin America and the Caribbean	<p>The JTB embarked on a comprehensive online marketing strategy that is intended to make greater use of technology and the Internet as important vehicles in the execution of its marketing plan to increase bookings.</p> <p>There also is increased use of social media aimed at engaging, educating and captivating travelers online – through Jamaica’s presence on Facebook, Twitter, YouTube as well as reaching travellers through their smart phones.</p>	JTB, MOT, Trade associations, Major industry players, Jamvac
		Develop emerging tourist markets (BRIC countries)	Marketing strategies continue to be developed in untapped markets such as China, Japan, India and Russia. Marketing strategies also are being developed for South American markets.	JTB
	Develop a variety of accommodations	Develop new mega-resorts: <ul style="list-style-type: none"> Celebration Jamaica Harmony Cove 	Expansion in hotel accommodation including the steps to diversify the tourism industry to attract more of the high-end tourist market during the period included commencement of operations of one major 5-star hotel in 2010, development of the Palmyra condominium project and the expansion of boutique hotels such as those under the Island Outpost brand. The Casino Act 2010 legislation governing casino gaming in Jamaica was enacted during the review period	MOT, TPDCo, JHTA, Private/public partnerships (PPPs)
		Develop bed and breakfast accommodations	Over the period, the Tourism Enhancement Fund (TEF) continued to assist the development of the accommodations, attractions and tourism transportation (contract carriage) sub-sector for micro, small and medium sized attractions. This support included the disbursement of J\$175 million to this sector.	Private sector, TPDCo, JTB, JTI
	Develop and implement flagship	Secure designation of selected priority sites as World Heritage	An application was made to UNESCO by the Jamaican government to have the Blue and John Crow Mountains National Park declared a	JNHT, MICYS, MOT

Supporting National Outcome – Internationally Competitive Industry Structures

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	heritage, cultural, historical and nature-based attractions projects	Sites	World Heritage Site. However the consideration of the application was deferred by UNESCO in 2011, pending resolution of concerns relating to the boundaries of the site, comparative analysis with similar properties, legal protection of the site, and concerns relating to zoning, land usage and deforestation.	
	Transform the concept, physical ambience and shopping experience of the craft industry	Support upgrading of craft markets and development of artisan villages	A Craft Development Strategy has commended and this will include the establishment of a Craft Institute as well as Artisan Villages.	TPDCo, TEF, JBDC, UDC
		Establish a Craft Institute to provide craft skills training and product quality certification		TPDCo, HEART, JBDC, UDC
	Develop a dynamic and flexible demand-driven education and training system for tourism	Establish Hospitality School	The Ministry of Tourism entered into a Memorandum of understanding with the University of Technology for the establishment of a Hospitality School in Western Jamaica	MOT, TPDCo, tertiary institutions, HEART
	Improve partnerships between destination and cruise lines	Encourage engagement of cruise lines in development of main ports and resort areas	A new cruise ship pier equipped to accommodate the largest cruise ships and complementary on-land facilities at Falmouth were completed in 2011 under a joint venture project between the PAJ and Royal Caribbean Cruise Limited (RCCL).	PAJ, JTB, MOT
	Integrate airlift requirements for tourism sector into transport policy, planning and implementation	Support establishment of suitable air service agreements between Jamaica and specific South American and European countries	JAMVAC was reinstated as a separate entity to strengthen the tourism industry's capacity for promoting increased airlift, especially in view of the challenges facing the Tourism sector in achieving the major immediate objective of sustained increases in visitor arrivals. JAMVAC was very active over the period in securing airlift with scheduled as well as charter airlines serving Jamaica's major traditional as well as emerging markets.	MTW, JTB, MFAFT
	Ensure that the implementation of the national	Develop and implement multi-pronged approach to address the issue of harassment in resort areas	Tourism safety and security were enhanced through the operation of the Courtesy Corps (established in 2008) in all resort areas	MOT, MNS, TPDCo, Local authorities, PDCs

Supporting National Outcome – Internationally Competitive Industry Structures

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	security strategy addresses the concerns of the tourism sector			
	Develop and apply multi-hazard mitigation measures for tourism	Encourage development of hazard mitigation plans for tourism entities	A Multi-Hazard Contingency Programme is being developed with the goal of making the planning for and management of disasters a normal part of business in the tourism sector.	ODPEM, TPDCo, Trade associations
	Strengthen use of knowledge to increase value of the industry	Support development of Tourism Satellite Accounts	The Statistical Institute of Jamaica has developed the Tourism Satellite Account (TSA) to improve the measurement of the performance and contribution of the tourism sector to the economy. The availability of the TSA will now facilitate more accurate measurement and comparison of the economic contributions of the tourism sector as well as facilitate better planning in the sector.	STATIN, PIOJ, MFPS, MOT
	Expand and promote entrepreneurial and employment opportunities for communities	Develop and promote community-based tourism projects through provision of micro-credit and technical assistance (e.g. Small Enterprises Assistance Programme)	During the period funding for small and informal community-based tourism projects in rural Jamaica has been established by the Jamaica Social Investment Fund (JSIF) under the Rural Economic Development Initiative (REDI) project, with funding from a US\$15-million World Bank loan.	TPDCo, TEF, JTB, EFJ, JPAT, JSIF, Other NGOs, Private financial institutions
		Develop policies pertaining to Community-based Tourism	A draft Community-Based Tourism Policy and Strategy aimed at growing community-based tourism enterprises was prepared by the Ministry of Tourism in 2011 and submitted to stakeholder consultation for discussion and feedback	MOT, TPDCo, CBOs, private sector

Table 16: Proposed Indicators and Targets – Internationally Competitive Industry Structures

Supporting National Outcome - Internationally Competitive Industry Structures								
Indicators	Baseline	Actual			Targeted		Comments	
	2007/most current	2009	2010	2011	2012	2015	2030	
Country's share in global production (% share of global GDP based on PPP)	0.033				0.035		0.047	Target is to regain Jamaica's 2000 share of world production by 2015 (0.004 percentage points in 6 years) and add 0.010 percentage points in the next 15 years.
Agriculture								
Agriculture Production Index (2003=100)	88.47	93.67	93.92		105.9		≥150	The FAO projects that global demand and growth for agriculture products will average 2% annually for the next 30 years. Target for Jamaica is set using this projection.
Mining and Quarrying								
% change in exports earning from the bauxite industry	-4.1%	-50.39	8.94		2-4%			JBI notes that it is not able at this time to set a target for this indicator beyond 2012.
Average % change in value added outputs of non-metallic minerals (lime, cement, whiting)	290 tonnes				50%			Locally set by Ministry of Mining and

Supporting National Outcome - Internationally Competitive Industry Structures								
Indicators	Baseline	Actual			Targeted		Comments	
	2007/most current	2009	2010	2011	2012	2015	2030	
								Telecommunications
Creative Industries								
Contribution of copyright industry to GDP	4.8% (05) Primary Study				≥5.3%		≥8.3%	Target set to enable Jamaica to achieve average level of top four developed countries by 2015 (6.77% of GDP).
Sport								
Contribution of sport to GDP								There are no datasets for collecting data to measure the economic contribution of Sport.
Information Communication Technology								
Average Growth rate of communication sub-sector	2.1%				2.9%		≥4.7%	The target for 2015 is to return to the average annual growth rate of 3.9% achieved by the sub-sector between 2005-2007, and to increase to no less than 4.7% by 2030.
Tourism								
% change in foreign exchange earnings from tourism	2.11%	-2.54	3.45		≥3.98%		≥4.1%	The World Tourist Organization projects that tourism will grow globally at about 4.1% and for the Americas at

Supporting National Outcome - Internationally Competitive Industry Structures

Indicators	Baseline	Actual			Targeted			Comments
	2007/most current	2009	2010	2011	2012	2015	2030	
								about 3.98%, until 2020. The targets for Jamaica are set using the projected rate for the Americas to 2020 and at the global rate thereafter.
Travel and Tourism Competitiveness Index (Country Rank)	48th	60	65		≤ 54		≤ 35	Target is for Jamaica to regain its 2007 position by 2015, and to be in the top quartile and be ranked at or above 35 by 2030.

Table 17: Medium Term Priority Strategies, Programmes and Actions – Hazard Risk Reduction and Adaptation to Climate Change

Supporting National Outcome - Hazard Risk Reduction and Adaptation to Climate Change				
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Improve resilience to all forms of hazards	Create and strengthen national platforms and establish the foundation for hazard risk reduction by engaging in multi-stakeholder dialogue	Undertake hazard risk management for coastal communities		ODPEM
		Undertake comprehensive mapping of the flood plains throughout the island	ODPEM developed the Vulnerability Ranking Methodology developed which reveals high risk communities with the aid of hazard maps. The methodology demonstrates the benefits of Geographic Information Systems (GIS) for performing geo-spatial analyses for hazard planning and mapping. parishes have been updated	WRA
		Strengthen Democracy and Governance in Communities related to Disaster Response (including gender issues)	The ODPEM Act was revised which when promulgated will address issues such as no build zones, special area precautionary planning, evacuation planning and the role of civil servants in disaster risk management. The Building Resilient Communities Project, funded by CIDA to the tune of J\$43 million and which involved strengthening partnerships with communities by engaging residents in training, skills transfer and the development of disaster management plans in communities was implemented. The project also involved training and disaster planning in 16 communities (Trinityville, Old Harbour Bay, Gregory Park, Waterford, Rocky point, Alligator Point, New River, Ginger Hill/Piggas, Mc Lands, Tangle River, Moneague, Lime Hall, Annotto Bay, Port Maria, Berrydale, Swift River) across 10 parishes. Other activities included exposing two hundred and four (204) persons to training as First Responders and/or Community Disaster Management Team members – approximately 60% of those trained were women.	ODPEM, SDC
		Undertake Storm Surge Hazard		ODPEM, SDC, JSIF

Supporting National Outcome - Hazard Risk Reduction and Adaptation to Climate Change

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Mapping for Coastal Communities		
Develop measures to adapt to climate change	Create mechanisms to fully consider the impacts of climate change and 'climate proof' all national policies and plans	Create mechanisms to infuse climate change considerations into planning and legislative frameworks		MOHE OPM Met Service ¹
		Establish a National Climate Change Committee	The Thematic Working Group Hazard Risk Reduction and Adaptation to Climate Change was established in February 2010.	MOHE, OPM, MET Service
		Develop a Climate Change Communications Strategy	The implementation of a climate change communications strategy for Jamaica. Titled "Voices for Climate Change", this strategy aims to educate the general population on climate change issues. Three sectoral workshops (the insurance industry, energy sector and agricultural sector) were held to deepen the appreciation of the impacts on the sector and to develop action plans for dealing with climate change.	MOHE, OPM, MET Service, National Environmental Education Committee
	Adopt best practices for climate change adaptation	Develop sector-specific action plans (including those relating to land use) to assist with the mitigation and adaptation of climate change in all sectors	Jamaica was selected along with Haiti, St. Lucia, Grenada, Dominica and St. Vincent and the Grenadines for participation in the Pilot Programme for Climate Resilience (PPCR). The PPCR is expected to result in the development of a small programme of activities to speedily implement tangible initiatives that will advance the climate resilience agenda and development of the Strategic Programme for Climate Resilience (SPCR). The full project proposal document and programme of activities related to the implementation of the Pilot Programme for Climate Resilience (PPCR) was developed. Pilot testing of the Risk and Vulnerability Methodology developed by UNEP was undertaken. This project "Risk and Vulnerability Assessment Methodology Project (RIVAMP) is intended to produce a	MOHE Met Service OPM

¹ The Meteorological Service of Jamaica is the country's Focal Point for Climate Change.

Supporting National Outcome - Hazard Risk Reduction and Adaptation to Climate Change

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
			methodology to incorporate the role of ecosystems in reducing risk and vulnerability associated with natural hazards and particularly with the impending threats of climate change. The pilot project was carried out in Negril spanning Westmoreland and Hanover placed on the role of coral reefs and seagrass beds in shoreline protection.	
		Develop public awareness programmes on climate change		MOHE NEPA Met Service NGOs

Table 18: Proposed Indicators and Targets – Hazard Risk Reduction and Adaptation to Climate Change

Supporting National Outcome – Hazard Risk Reduction and Adaptation to Climate Change								
Proposed Outcome Indicators	Baseline	Actual			Targeted			Comments
	2007	2009	2010	2011	2012	2015	2030	
Cost of damage caused by disasters as % of GDP	3.4	-	1.9		2.5	1.5	≤1.0	
Greenhouse Gas Emission (Mt per annum)	5	5			4.75	4.50	3.5	

Table 19: Medium Term Priority Strategies, Programmes and Actions – Effective Social Protection

Supporting National Outcome - Effective Social Protection				
National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
Expand opportunities for the poor to engage in sustainable livelihoods	Give high priority to rural development projects	Introduce technological innovations to small farmers at low cost to them		MLSS, MOA
		Implement agricultural land re-distribution for small acreage farmers		MLSS, MOA
	Design and implement programmes that support poor households to seek and retain employment	Develop “Steps to Work” programme for poor households	As at February 2011, 3,308 persons had benefitted from interventions under the steps-to-work (STW) programme. Steps taken during the 2010/2011 financial year included the hosting of five summer camps that targeted 500 teenaged school drop-outs and entrepreneurial grants totalling \$337,000 allotted to 17 to STW clients.	MLSS, MOE, HEART Trust/NTA
		Increase access to credit and business support services		MLSS Private sector (mainly financial institutions)
Create and sustain an effective, efficient transparent and objective system for delivering social assistance services and programmes	Develop and strengthen the databases of vulnerable groups and welfare beneficiaries	Identify vulnerable groups and specific needs		MLSS, MOHE, Department of Local Government
		Develop a national register of persons benefiting from social welfare	The Beneficiary Management Information System (BMIS) has been developed and become operational and has been hosting data on PATH beneficiaries since October 2009	MLSS, MOHE, Department of Local Government
		Rationalize benefits within the PATH programme	The process of rationalization was completed in 2011	MLSS, MOHE, National Council of Senior Citizens

Supporting National Outcome - Effective Social Protection

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	Increase awareness of the availability and eligibility criteria of social assistance programmes	Undertake public education and awareness building campaign through various media channels		MLSS
Promote greater participation in and viability of social insurance and pension schemes	Expand the coverage of occupational pension schemes	Implement intensive on-going public education programmes on NIS including among youth in schools and colleges		MOFP, MLSS, National Council of Senior Citizens
		Expand the registration drive for NIS especially for targeted groups in the formal and informal sector	A programme of ongoing public education is being delivered through both the print and electronic media. This includes a radio feature entitled "the NIS and you". In addition, NIS officers participated in more than 30 public education events islandwide. For FY 2010/2011, a total of 58,225 new persons were added to the NIS register.	MLSS, MOFP
	Promote personal responsibility and planning for retirement	Promote development of employer independent schemes		MLSS, JIS, Media
Create an enabling environment for persons with disabilities	Strengthen the capacity of service providers to adequately interact with PWDs by improving their knowledge, attitude and practice (KAP)	Mandate compulsory training on disabilities for all human service personnel in the public sector to engage appropriately with PWDs	Preliminary discussions were held with the Cabinet Office with a view to achieving this strategy. In the interim, six training sessions were held with staff and agencies on the United Nations Convention on the Rights of persons with Disabilities (UNCRPD) and the Vision 2030 plan for Persons with Disabilities	MLSS, OPM, MOFP, MIND
		Create a registry of persons with disabilities	The existing registry is being updated on an ongoing basis and is being developed to integrate information from other databases on persons with disabilities. For the Financial year 2010/2011, 1,036 persons were registered.	MLSS JCPD

Supporting National Outcome - Effective Social Protection

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Include an orientation programme on disability in the curricula at all levels of the education and training system	Discussions have begun with tertiary level institutions but no concrete steps have been taken except for UTECH which had developed a course on Disabilities since 2008 that has not yet been introduced.	MLSS MOE JCPD
		Promote public awareness on the rights of PWD	Seminars and workshops are now being conducted on an ongoing basis. For FY 2010/11, a total of 225 seminars were held in which a total of 15,820 individuals participated.	MLSS JCPD JIS Media
	Develop physical infrastructure in the public and private spheres to ensure accessibility for PWDs	Implement the National Building Code	The National Building Code was approved in October 2009.	OPM

Table 20: Proposed Indicators and Targets – Effective Social Protection

Supporting National Outcome – Effective Social Protection								
Indicators	Baselines	Actual			Targeted			Comments
	2007+	2009*	2010	2011	2012	2015	2030	
National Poverty Rate (prevalence) (%)	14.3 (2006)	16.5			12.1	10.5	≤ 10	
% of eligible population benefiting from PATH	92	93			95%	100%	100%	
% of Labour Force contributing to NIS scheme	32	35.7			50%	60%	85%	

Table 21: Medium Term Priority Strategies, Programmes and Actions – Authentic and Transformational Culture

Supporting National Outcome – Authentic And Transformational Culture

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
<p>Promote core/transformational values</p>	<p>Implement a sustained national programme to promote core values</p>	<p>Hold National/Target/Interest Focus Groups and consultations to determine how core values should be communicated/inculcated, with core values to be discussed and defined in a Jamaican context</p>	<p>The National Transformation Programme (NTP) was established as the main vehicle for implementing this strategy. Its focus has been on public education and sensitization of participating MDAs and non-government institutions to the roles that they might play in support of this strategy.</p> <p>The main activities in FY 2009 /10 and FY 2010/11 included:</p> <ul style="list-style-type: none"> • Sensitization sessions as to roles and required support for the National transformation Programme • Establishment/initiation of the following programmes for social transformation: <ul style="list-style-type: none"> ○ Students for Transformation (SFT) – comprising representatives from 15 schools in Kingston and St. Andrew, St. Catherine and St. Ann ○ National Clean –up Campaign - “<i>clean it up and keep it up</i>” drive still underway ○ Transformational Zone – A national multi sectoral Committee was formed with a view to establishing a pilot “Transformational Zone” ○ National Change Strategy – A strategic document was developed for the implementation of a national change strategy ○ “Pon-De-corner”, a project that targeted public spaces frequented by youth such as the Half Way Tree bus park to encourage wholesome behaviour among them 	<p>OPM, National Transformation Programme (NTP)</p>

Supporting National Outcome – Authentic And Transformational Culture

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
		Establish a permanent institutional framework for identifying, promoting and reviewing national values and attitudes (e.g. OPM, SDC)	Over the period, a consultant was hired to assist the NTP with the development and implementation of a cohesive work programme to be accompanied by a monitoring framework. A final draft of the work programme and monitoring framework was completed in 2010.	NTP - Fresh Start Jamaica
		Equip families to embody their roles and responsibilities as members of the society	In 2010, the NTP brought together all parenting groups of church and NGOs as well as the Public Sector to collaborate on a National Parenting Drive to train all parents, commencing with those of school aged children	MICYS, MOE, CBOs, NGOs, FBOs
Integrate Jamaica's Nation Brand into developmental processes	Undertake comprehensive National Branding for Jamaica	Develop and implement a National Branding Strategy including: <ul style="list-style-type: none"> • Undertake comprehensive audits • Define and develop the role of the cultural and creative industries in Nation Brand • Define the essence of Jamaica's Nation Brand 		MICYS, TGCC/JTI
	Promote and use intellectual property as a tool for economic development to convey values, images and the reputation of Jamaica, including designs, music, trade marks, geographical	Strengthen use of geographical indications (GIs) including identification of Jamaican GIs, establishment of GI Registry and registration of Jamaican GIs	The Technical Assistance Project on Protection of Geographical Indications (GIs) was completed during the period, with results that included participation of over forty (40) public and private entities and producers in a study tour of Switzerland in May - June 2010, expert missions from Switzerland to assist producers prepare for registration of their GIs, focused on Blue Mountain Coffee, Jamaica Jerk and Jamaica Rum, and local training sessions on GIs.	JIPO

Supporting National Outcome – Authentic And Transformational Culture

National Strategies	Priority Sector Strategies for Years 1-3	Key Actions for Years 1-3	Status/Comments	Responsible Agencies
	indications and certification marks			
Strengthen the role of sport in all aspects of national development	Increase physical education and sports programmes in schools	Increase provision of recreational facilities in schools including secured spaces	INSPORT in collaboration with the SDC has increased school and community participation in sport, including little league football in basic schools, primary school netball competition and cricket.	MICYS, MOE
	Design/upgrade community facilities for multi-use recreational and competitive sport	Expedite development of sporting infrastructure in communities	The level of expenditure on sports projects by the Sports Development Foundation (SDF) increased by 72 per cent in 2009 compared to 2008, but fell by 32 per cent in 2010	Insport, SDF SDC
	Increase organized sport activities in communities	Build local capacity to manage sport activities	The SDC Twenty/20 Community Cricket annual competition has developed training workshops for participating communities that includes capacity development of community-based sports associations	SDC
	Adopt international best practices for training of sports personnel including certification	Expand training programmes and seminars for coaches, sports officers and certified sport managers		Insport G.C. Foster College
	Ensure national sporting infrastructure to meet the long-term development of sport	Develop long-term national plan for sport infrastructure island-wide	Work was undertaken during the period on the drafting of a revised National Sports Policy for discussion and consultation. A comprehensive survey and listing of sports facilities at the community, parish and national levels island wide was undertaken by the Ministry of Youth, Culture and Sports in 2009, including ownership and use. The establishment of a National Commission for Sports Development has been proposed to rationalize the institutional framework for sport development in Jamaica.	MICYS IPL

Table 22: Proposed Indicators and Targets – Authentic and Transformational Culture

National Outcome #4 – Authentic and Transformational Culture								
Indicators	Baselines	Actual			Targeted			Comments
	2007	2009	2010	2011	2012	2015	2030	
Incidence of public order infractions per capita	144,759				130,283	110,741	55,370	
% of Single parent households (calculated as % of all households with children)	43.2				42.2	40.7	33.2	
"Use of cultural resource" Index (Tourism Competitiveness Index)	1.66				2.1	2.5	4.73	

