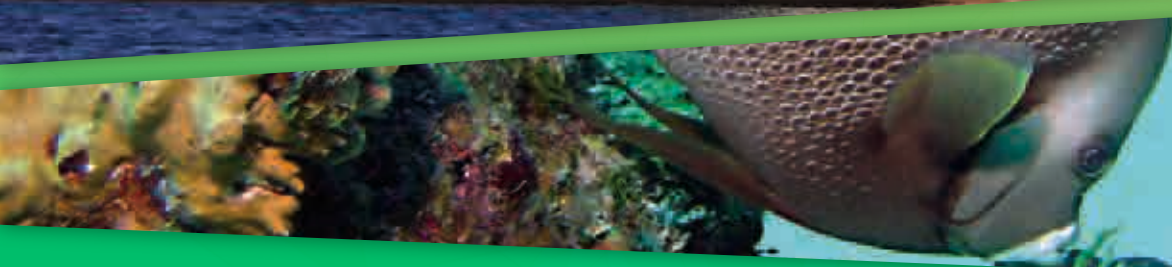




Medium Term Socio-Economic Policy Framework 2012-2015



Towards Inclusive Growth & Sustainable Development

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A Vision for Jamaica

**“JAMAICA, THE PLACE OF CHOICE TO LIVE, WORK,
RAISE FAMILIES AND DO BUSINESS”**

The Vision

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

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

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

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

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

.....**“One love, one heart, one Jamaica”**

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Foreword

The tabling of the *Vision 2030 Jamaica – National Development Plan* and the *Medium Term Socio-Economic Policy Framework (MTF) 2009-2012* in Parliament in 2009, marked a milestone in national planning in Jamaica. *Vision 2030 Jamaica* provides a holistic and integrated framework for achieving an improved quality of life for the Jamaican people. It is the result of the efforts of national stakeholders in the public sector, private sector, civil society and the Diaspora, and has enjoyed enduring support through the changes of political administrations.

Now, national stakeholders have collaborated once again in the preparation of the *Medium Term Socio-Economic Policy Framework (MTF) 2012-2015*. This framework sets out the priority national outcomes, strategies, programmes and targets for the three-year period FY2012/2013 – 2014/2015 towards the achievement of the long-term goals of *Vision 2030 Jamaica*.

It is important to note that the priorities identified in *MTF 2012-2015* are highly convergent with other key national planning documents and prioritization exercises, including the Medium-Term Economic Programme of the Government of Jamaica; the Growth-Inducement Strategy; Cabinet Retreats in 2012 and 2013; and the framework of the Extended Fund Facility arrangement negotiated with the International Monetary Fund. This will strengthen the collaboration of all stakeholders towards meeting our key development targets in the medium term.

A number of lessons have been learned over the first three years of implementation of *Vision 2030 Jamaica*, including the importance of mainstreaming the *National Development Plan* in the plans and budgets of ministries and agencies, regular and timely reporting of performance, establishing a fully operational institutional framework for *Vision 2030 Jamaica*, and strengthening capacity for results-based monitoring and evaluation in the public sector. *MTF 2012-2015* will focus on ensuring that these lessons are fully applied during its implementation.

The Planning Institute of Jamaica is committed to playing its role in fostering partnerships and supporting the collaboration of all stakeholders towards the effective implementation of *MTF 2012-2015*. Let us all continue to work assiduously on the path to inclusive growth and sustainable development.



Colin Bullock
Director General
Planning Institute of Jamaica

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Appreciation is extended to all who contributed to the drafting and finalization of the document, by providing strategic advice; coordinating substantive contributions; participating in consultative processes; and undertaking quality assurance. Particular thanks to the staff of the PIOJ, in the Plan Development Unit, the MTF Planning Committee and the divisions of the PIOJ, for their roles in ensuring the production of the *MTF 2012-2015*.

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

Abbreviations and Acronyms

ADRA	Adventist Development Relief Agency
AIDS	Acquired Immune Deficiency Syndrome
BOJ	Bank of Jamaica
BSJ	Bureau of Standards Jamaica
BWA	Bureau of Women's/Gender Affairs
CAC	Consumer Affairs Commission
CAP	Career Advancement Programme
CARICOM	Caribbean Community
CBO	Community Based Organization
CD	Communicable Disease
CDA	Child Development Agency
CDB	Caribbean Development Bank
CIC	Construction Industry Council
CIDA	Canadian International Development Agency
CITO	Central Information Technology Office
CNCD	Chronic Non-Communicable Diseases
CPTC	Creative Production and Training Centre Limited
CRPD	Convention on the Rights of Persons with Disabilities
CSEC	Caribbean Secondary Education Certificate
CSME	Caribbean Single Market and Economy
CSOs	Civil Society Organizations
DBJ	Development Bank of Jamaica
DCS	Department of Correctional Services
ECC	Early Childhood Commission
EFF	Extended Fund Facility
EPI	Environmental Performance Index
ESSJ	Economic and Social Survey Jamaica
EU	European Union
FCJ	Factories Corporation of Jamaica
FID	Financial Investigation Division
FSC	Financial Services Commission
FTC	Fair Trading Commission
GCI	Global Competitiveness Index
GCT	General Consumption Tax
GDP	Gross Domestic Product
GOJ	Government of Jamaica
HACCP	Hazard Analysis and Critical Control Points
HAJ	Housing Agency of Jamaica
HDI	Human Development Index
HEART	Trust/NTA Human Employment and Resource Training Trust/National Training Agency
HIV	Human Immunodeficiency Virus
HLSTUEI	Hugh Lawson Shearer Trade Union Education Institute

Abbreviations and Acronyms

ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IDPs	International Development Partners
IMAJ	Incorporated Masterbuilders Association of Jamaica
IMF	International Monetary Fund
INSPORT	Institute of Sport
IOJ	Institute of Jamaica
IP	Intellectual Property
IPL	Independence Park Limited
ISSA	Inter-Secondary Schools Sports Association
JADCo	Jamaica Anti-Doping Commission
JAMSTATS	Jamaica Statistics
JAMPRO	Jamaica Promotions Corporation
JAMVAC	Jamaica Vacations Limited
JANAAC	Jamaica National Agency for Accreditation
JBA	Jamaica Bankers' Association
JBDC	Jamaica Business Development Corporation
JCC	Jamaica Chamber of Commerce
JCDC	Jamaica Cultural Development Commission
JCPD	Jamaica Council for Persons with Disabilities
JCF	Jamaica Constabulary Force
JCTU	Jamaica Confederation of Trade Unions
JDI	Jamaica Diaspora Institute
JEA	Jamaica Exporters' Association
JEEP	Jamaica Emergency Employment Programme
JFLL	Jamaica Foundation for Lifelong Learning
JIPO	Jamaica Intellectual Property Office
JIS	Jamaica Information Service
JHTA	Jamaica Hotel and Tourist Association
JMA	Jamaica Manufacturers Association Limited
JNHT	Jamaica National Heritage Trust
JPC	Jamaica Productivity Centre
JPSCo	Jamaica Public Service Company Limited
JSLC	Jamaica Survey of Living Conditions
JTAT	Jamaica Trade Adjustment Team
JTB	Jamaica Tourist Board
JUTC	Jamaica Urban Transit Company Limited
KSAC	Kingston and St. Andrew Corporation
LAs	Local Authorities
LNG	Liquefied Natural Gas
MAJ	Maritime Authority of Jamaica
MDAs	Ministries, Departments and Agencies

Abbreviations and Acronyms

MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MLSS	Ministry of Labour and Social Security
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MNS	Ministry of National Security
MOAF	Ministry of Agriculture and Fisheries
MOE	Ministry of Education
MOFP	Ministry of Finance and Planning
MOH	Ministry of Health
MIND	Management Institute for National Development
MIIC	Ministry of Industry, Investment and Commerce
MLGCD	Ministry of Local Government and Community Development
MOJ	Ministry of Justice
MOWLECC	Ministry of Water, Land, Environment and Climate Change
MSME	Micro, Small and Medium Enterprises
MSTEM	Ministry of Science, Technology, Energy and Mining
MTAP	Medium Term Action Plan
MTE	Ministry of Tourism and Entertainment
MTEF	Medium Term Expenditure Framework
MTEP	Medium Term Economic Programme
MTF	Medium Term Socio-Economic Policy Framework
MTW	Ministry of Transport and Works
MYC	Ministry of Youth and Culture
NCB	National Commercial Bank
NCC	National Competitiveness Council
NCD	Non-Communicable Disease
NCYD	National Centre for Youth Development
NDP	National Development Plan
NEPA	National Environment and Planning Agency
NGO	Non-Governmental Organization
NHT	National Housing Trust
NLA	National Land Agency
NLJ	National Library of Jamaica
NSWMA	National Solid Waste Management Authority
NWA	National Works Agency
NWC	National Water Commission
NYS	National Youth Service
ODPEM	Office of Disaster Preparedness and Emergency Management
OPC	Office of the Parliamentary Counsel
OPM	Office of the Prime Minister
OUR	Office of Utilities Regulations
PATH	Programme of Advancement through Health and Education

Abbreviations and Acronyms

PCJ	Petroleum Corporation of Jamaica
PDCs	Parish Development Committees
PFT	Partnership for Transformation
PIOJ	Planning Institute of Jamaica
PLHIV	Persons Living with HIV
PMEU	Performance Monitoring and Evaluation Unit
PPP	Public Private Partnership
PSOJ	Private Sector Organization of Jamaica
PSTU	Public Sector Transformation Unit
PWD	Persons with Disabilities
RADA	Rural Agricultural Development Authority
RBM	Results Based Management
RGD	Registrar General's Department
RSU	Road Safety Unit
SBAJ	Small Business Association of Jamaica
SDC	Social Development Commission
SRC	Scientific Research Council
STATIN	Statistical Institute of Jamaica
STI	Science, Technology and Innovation
TAJ	Tax Administration Jamaica
TEF	Tourism Enhancement Fund
TMC	Technical Monitoring Committee
TNOC	Trans-National Organized Crime
TPDCo	Tourism Product Development Company
TWGs	Thematic Working Groups
UAF	Universal Access Fund
UDC	Urban Corporation of Jamaica
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Education, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children Fund
USAID	United States Agency for International Development
USFSMA	United States Food Safety Modernization Act
UTECH	University of Technology
UWI	University of the West Indies
WEF	World Economic Forum
WIPO	World Intellectual Property Organization

Executive Summary

INTRODUCTION AND BACKGROUND

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

Towards Inclusive Growth and Sustainable Development

The preparation of MTF 2012-2015 utilized a participatory and inclusive approach which *Vision 2030 Jamaica* epitomizes. The Planning Institute of Jamaica (PIOJ) guided the preparation process, ensuring the participation of key stakeholders in the public sector, private sector, trade unions, civil society, academia, and the international development community.

COUNTRY CONTEXT, CHALLENGES AND OPPORTUNITIES

Jamaica is the largest English-speaking Island in the Caribbean, spanning approximately 1 million hectares in size, with a population of approximately 2.7 million and an average annual population growth rate of 0.3 per cent. Jamaica is a highly indebted middle income country which recently graduated to the status of upper middle income country after several years of straddling the lower-upper middle income threshold. Jamaica's Human Development Index (HDI) value for 2011 was 0.727—in the high human development category—positioning the country at 79 out of 187 countries and territories.

The main strategic policy frameworks for MTF 2012-2015 include *Vision 2030 Jamaica – National Development Plan*, the Government of Jamaica (GOJ) Medium Term Economic Programme (MTEP) FY2012/13 – FY2015/16, and the Growth-Inducement Strategy (GIS). The policy context for MTF 2012-2015 is also framed by the international context, including Jamaica's relationship with the International Monetary Fund (IMF) and the country's progress towards achievement of the Millennium Development Goals (MDGs).

Jamaica's economy faced deep challenges over the period 2009-2012, which saw the continuing impact of the global economic downturn of 2008-2009. The economy registered fourteen consecutive quarters of negative growth from 2007-2010, before recording positive real GDP growth of 1.51 per cent in 2011. During the period the total public debt, unemployment and poverty also increased. However, Jamaica showed improvement in a number of its macroeconomic indicators, including declines in the fiscal balance and annual inflation rate. Agriculture, Forestry & Fishing and Hotels & Restaurants showed the greatest resilience with both industries recording net growth over 2008-2011.

Jamaica continues to rank high among developing countries with respect to the health status of the population. The main causes of mortality and morbidity in Jamaica are now chronic non-communicable diseases (NCDs), violence, injuries and mental illness. Several initiatives have been implemented in recent years to improve the educational outcomes in Jamaica. Adult literacy rate as reported by the JSLC in 2010 was 91.7 per cent compared to 86.8 per cent estimated in 2009. Student performance in key national examinations at various levels showed overall improvement during 2009-2011.

There was an overall improvement in citizen security with a decrease in the incidence of crime and violence. The major crime rate declined to 394 per 100,000 population in 2011, down 9.9 per cent from 438 per 100,000 population in 2009. The murder rate fell to 42 per 100,000 population in 2011, down 32.7 per cent from 62 per

100,000 population in 2009. Progress has been achieved under the Jamaican Justice System Reform Agenda during 2009-2012, including improvements in Court Management and Criminal Case Management, increase in the complement of Judges and Resident Magistrates, construction of new court houses and modernization of physical infrastructure. Public sector reform was advanced through the preparation and approval of the Public Sector Master Rationalization Plan, and local government reform was advanced through the preparation of draft strategic legislation to define the responsibilities, powers and financing of local authorities.

Steps were taken toward protecting the health of Jamaica's natural environment during 2009-2012 including development of the Protected Areas System Master Plan (PASMP), preparation of the State of the Environment Report 2011, revision of the ODPEM Act, preparation of Jamaica's 2nd National Communication to the UN Framework Convention on Climate Change in 2011, and implementation of major climate change projects. However, Jamaica's score on the Environmental Performance Index (EPI) declined slightly in 2012 to a score of 54.4, down from a score of 58.0 in 2010, while its ranking improved to 63 of 132 countries in 2012, up from 89 out of 163 countries in 2010.

Jamaica continues to face a number of challenges in the various spheres of development, which must be addressed in the medium-term planning for the country, including: high levels of crime and violence; inefficient justice system; inadequate transparency and accountability in governance; consistently low macroeconomic growth; lack of competitiveness and low productivity; high public debt; inefficient tax system; rising levels of unemployment and poverty; low levels of student education outcomes, particularly among males; rising incidence of chronic diseases and HIV/AIDs; high dependency on imported petroleum and inefficient use of energy; poor environmental management; and vulnerability to disasters and the impact of climate change.

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

MTF 2012-2015 – NATIONAL PRIORITIES

The medium-term priorities for the MTF 2012 – 2015 are identified at two levels: i) National; and ii) Sectoral. The priorities at the national level represent the most important areas for the country to focus its efforts and resources over the medium term from 2012 to 2015, to address the greatest challenges to national development at this stage of implementation. The priorities at the sector level represent the most important strategies and actions to be implemented within each sector over the medium term, based on the key issues and challenges identified for each sector.

The two levels of prioritization for the MTF 2012 – 2015 also correspond to the two levels at which resource allocation takes place, within the annual government budgeting process. Firstly, the budgetary resources are allocated among ministries, reflecting the prioritization at the national level to address the greatest challenges to national development. Then, within the budgetary envelopes allocated to each ministry, further prioritization is undertaken to achieve the most important results for each sector. The structure of the new MTF 2012-2015 therefore deliberately reflects these two levels of prioritization and resource allocation.

The development of the new MTF 2012-2015 involved a process of prioritization at both the national and sectoral levels, including: identification, by the PIOJ, of the main issues and challenges facing Jamaica under each national outcome based on a detailed Country Assessment Report; selection of the priority national issues and challenges for the medium term by stakeholders at the national level at the Vision 2030 Jamaica Country Assessment and National Prioritization Workshop held on April 11-12, 2012; selection of priority national issues and challenges by the Jamaican Diaspora through an online survey administered from April – May 2012; and identification of the priority actions to be taken over the next three years for each sector during 14 sector planning workshops held from June 2012 to October 2012. The draft national priorities identified through this process were further

cross-referenced with other key national planning documents and prioritization exercises, including: i) Jamaica Medium-Term Economic Programme FY2012/13 – FY2015/16; ii) Cabinet Retreats in 2012 and 2013; and iii) the Growth-Inducement Strategy; to ensure consistency and convergence .

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

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

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



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

- A Healthy and Stable Population
- World Class Education and Training
- Effective Social Protection
- Security and Safety
- Effective Governance
- A Stable Macroeconomy
- An Enabling Business Environment
- Hazard Risk Reduction and Adaptation to Climate Change

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

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

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

MTF 2012-2015 – SECTOR PRIORITIES BY NATIONAL OUTCOME

MTF 2012-2015 also presents the medium term development priorities, strategies and actions to be pursued under each of the 15 national outcomes under *Vision 2030 Jamaica*, including the nine (9) goods- and services-producing industries under National Outcome #12. It sets out the timeframe for implementation of the priority strategies and actions for each of the 15 national outcomes, as well as the main agencies and stakeholders responsible for implementation of each priority strategy and action. In addition, it presents the

key national indicators and targets that will provide a quantitative framework for measuring the progress toward achievement of MTF 2012-2015 and the long-term goals and outcomes of *Vision 2030 Jamaica*.

MTF 2012-2015 – INDICATIVE PROGRAMME COST

Resources for the implementation of MTF 2012-2015 will come from a range of sources, including the GOJ budget, private sector investment, and civil society, IDPs and Diaspora projects. Investments are required, both in the private sector to sustain and increase economic activity, and in the public sector to provide the enabling framework and impetus for growth and development. Emphasis is placed on ensuring that planning and budgeting and resource allocation mechanisms are successfully aligned and integrated for the implementation of MTF 2012-2015 priorities. The MTF 2012-2015 Indicative Programme comprises the main ongoing and new programmes and projects to support the implementation of the MTF 2012-2015 priority strategies and actions. The programmes and projects presented are a mix of GOJ, private investment and International Development Partners financed initiatives. Information on GOJ recurrent costs is also included where available. New or proposed projects indicated in the matrix are at various stages of preparation and in some cases, costs have not been determined. Some projects which are ongoing or will shortly commence implementation may not be fully completed within the timeframe of the MTF 2012-2015.

IMPLEMENTATION, MONITORING AND EVALUATION

The implementation of MTF 2012-2015 will involve a wide range of stakeholders, including MDAs, the private sector, trade unions, civil society and IDPs. However, the management and supervision of these activities will remain largely within the public sector entities with the responsibilities for their implementation, including alignment of the priority strategies and actions of MTF 2012-2015 in the strategic and operational plans and budgets of MDAs. The *Vision 2030 Jamaica* Technical Secretariat, located within the PIOJ will be the main coordination mechanism for implementation of MTF 2012-2015. Risk management will be important to mitigate the risks inherent in the implementation of the key priorities for the medium term.

MTF 2012-2015 will be monitored and evaluated as part of an improved accountability framework for *Vision 2030 Jamaica* and the GOJ towards managing for results: including quarterly briefings on progress under the National Dashboard of Indicators; timely production of annual progress reports; and through an online interactive dashboard of progress on *Vision 2030 Jamaica*. The institutional framework for *Vision 2030 Jamaica* will be completed under MTF 2012-2015, including establishment of the Technical Monitoring Committee and the full complement of Thematic Working Groups. The communication programme will employ a combination of media to provide information on the progress towards achieving outcomes and targets, and to mobilize and sustain participation in and commitment to the implementation of the MTF 2012-2015 and *Vision 2030 Jamaica*, by stakeholders and the public.

1 Introduction and Background

1.1 Introduction

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

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

The *Medium Term Socio-Economic Policy Framework (MTF) 2012-2015* is the second medium term strategic programme to advance the implementation of the *Vision 2030 Jamaica - National Development Plan*. MTF 2012-2015 is based on the nation's development aspirations and guiding principles as articulated in the country's long term development plan. MTF 2012-2015 will consolidate the gains made in the previous MTF 2009 -2012 and strengthen the foundations for achieving the country's long term results, taking into account the current developmental challenges and the global context.

MTF 2012 - 2015 represents a strategic planning document to guide stakeholders to achieve the goals and outcomes of the long term development plan. Jamaica faces persistent economic, social and national security challenges, pressures on the natural environment, and the increasing impacts of global climate change. However, the country has also arrived at growing consensus on the need to undertake fundamental reforms to consolidate our macroeconomy, improve our international competitiveness, undertake holistic development in our most volatile and vulnerable communities, protect the most vulnerable groups in our society, and strengthen the resilience of our built and natural environment. MTF 2012–2015 presents the priorities over the medium term to move Jamaica forward:

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1.2 Results Achieved and Lessons Learned under MTF 2009-2012

1.2.1 Summary of Progress – MTF 2009-2012

MTF 2009-2012 outlined the priority strategies and actions under six national outcomes and five supporting national outcomes.

MTF 2009-2012 Priority & Supporting National Outcomes

Six Priority National Outcomes:

1. Security & Safety
2. A Stable Macroeconomy
3. Strong Economic Infrastructure
4. Energy Security and Efficiency
5. World-Class Education and Training
6. Effective Governance

Five Supporting National Outcomes:

1. An Enabling Business Environment
2. Internationally Competitive Industry Structures
3. Hazard Risk Reduction and Adaptation to Climate Change
4. Effective Social Protection
5. Authentic and Transformational Culture

The overall progress of implementation under MTF 2009-2012 was mixed. Implementation took place within the context of a global recession which began in 2008 and intensified in 2009, with gradual recovery during 2010 and 2011. The Jamaican society and economy were also affected by a major national security event represented by the West Kingston event in May 2010 and by natural disasters including prolonged drought in 2009 and flooding from Tropical Depression No. 16 loosely associated with Tropical Storm Nicole in September 2010. A comprehensive 2-Year Progress Report on the priority and supporting national outcomes for MTF 2009 - 2012 can be found on the Vision 2030 Jamaica website at www.vision2030.gov.jm.

A summary of the progress made under MTF 2009 – 2012 as measured by the framework of national indicators and targets for the *Vision 2030 Jamaica - National Development Plan* is presented in Appendix 1.

The assessment indicates that: 26 per cent of the *Vision 2030 Jamaica* targets for 2012 have already been met after the implementation of the MTF 2009-2012 (based on results to 2011); 24 per cent of indicators showed some improvement towards achieving the targets; and 41 per cent of indicators showed no improvement or worsened under MTF 2009-2012. Nine (9) per cent could not be compared in this way due to lack of adequate data. A number of technical revisions have been made to the framework of national indicators and targets for the new MTF 2012-2015, as detailed in Appendix 2.

Progress was also achieved with respect to the monitoring and evaluation (M&E) of MTF 2009-2012, including: alignment with planning and budgeting mechanisms in the public sector such as the Performance Monitoring and Evaluation System (PMES); establishment of 10 Thematic Working Groups (TWGs) as key multi-stakeholder mechanisms to support implementation and monitoring of strategies and actions under priority national and supporting outcomes; staging training courses to strengthen capacity in Results-Based Management (RBM) for public sector officials; preparation of a 2-Year Progress Report on the implementation of MTF 2009-2012; and introduction of a National Dashboard of Indicators to report, on a quarterly basis, on progress towards meeting the established targets for *Vision 2030 Jamaica* (see Section 5.2 below).

1.2.2 Lessons Learned

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

- I. The successful implementation of *Vision 2030 Jamaica* is dependent on the institutionalization and mainstreaming of processes to align the MTF with the strategic and operational plans and budgets of MDAs. While progress was made in the alignment of MDA plans and budgets with *Vision 2030 Jamaica* under MTF 2009-2012, this process should be strengthened under MTF 2012-2015.
- II. Regular and timely reporting of performance is an integral element to notify stakeholders on the country's progress, and to engender accountability, trust and commitment by stakeholders. The reporting of performance under MTF 2009-2012 included the preparation of a 2-Year Progress Report and introduction of a National Dashboard of Indicators to report on a quarterly basis. Under MTF 2012-2015 performance reporting must be strengthened to ensure timely preparation of annual progress reports, along with deepening of communication and stakeholder participation processes.
- III. A fully operational governance framework is required to oversee the implementation of *Vision 2030 Jamaica* and coordinate the monitoring and evaluation of implementation progress. The institutional arrangement to monitor and evaluate the implementation of the MTF is not fully in place. While a Technical Secretariat is in place at the PIOJ and 10 of the proposed 18 Thematic Working Groups have been established, the Technical Monitoring Committee to provide overall oversight has not yet been established. The establishment of the *Vision 2030 Jamaica* governance framework must be completed under MTF 2012-2015.

IV. *Vision 2030 Jamaica* and the MTF are underpinned by a results based management (RBM) system. However, the national culture of and capacity for RBM and monitoring and evaluation (M&E), particularly within the public sector, is insufficient. Capacity in RBM and M&E in the public sector must be further strengthened for sustainability under MTF 2012-2015.

1.3 Process for Preparation of MTF 2012-2015

The preparation of MTF 2012-2015 utilized a participatory and inclusive approach which *Vision 2030 Jamaica* epitomizes. The Planning Institute of Jamaica (PIOJ) guided the process for the preparation of MTF 2012-2015, ensuring the participation of key stakeholders in the public sector, private sector, trade unions, civil society, academia, and the international development community. Appendix 3 provides a detailed overview of the process for preparation of MTF 2012-2015.

1.4 Structure of the Document

The MTF 2012-2015 is organized into six (6) chapters. Chapter 1 covers the background which provides an introduction to the preparation of the MTF 2012-2015; achievements under the previous MTF 2009-2012; and the main lessons learned from its implementation.

Chapter 2 outlines the context within which MTF 2012-2015 is developed, highlighting the key aspects of the current social, governance, economic and environmental situation, policy context, international outlook and major challenges and opportunities facing Jamaica.

Chapter 3 presents the priority national outcomes, strategies, actions, programmes and projects to be pursued under MTF 2012-2015.

Chapter 4 presents the priorities for each sector and industry for MTF 2012-2015, including the agencies responsible for implementation and the key indicators and targets to be achieved over the medium term.

Chapter 5 sets out the indicative programme for financing MTF 2012-2015, including the main capital investment projects that will contribute to its implementation, and the estimated resource requirements for aspects of MTF 2012-2015.

Chapter 6 details the framework for implementation, monitoring, evaluation and communication of MTF 2012-2015.

MTF 2012-2015 also includes a number of appendices that contain relevant technical and supporting information.

Data in the MTF 2012-2015 are taken from the Economic and Social Survey Jamaica (various years) unless otherwise noted.

2 Country Context, Challenges And Opportunities

Jamaica is the largest English-speaking Island in the Caribbean, spanning approximately 1 million hectares in size, with a population of approximately 2.7 million and an average annual population growth rate of 0.3 per cent. Jamaica is a highly indebted middle income country which recently graduated to the status of upper middle income country after several years of straddling the lower-upper middle income threshold.¹ Jamaica's Human Development Index (HDI) value for 2011 was 0.727—in the high human development category—positioning the country at 79 out of 187 countries and territories.²

2.1 Policy Context

The main strategic policy frameworks for MTF 2012-2015 include *Vision 2030 Jamaica – National Development Plan*, the Government of Jamaica (GOJ) Medium Term Economic Programme FY2012/13 – FY2015/16, and the Growth-Inducement Strategy (GIS). The policy context for MTF 2012-2015 is also framed by the international context, including Jamaica's relationship with the International Monetary Fund (IMF) and the country's progress towards achievement of the Millennium Development Goals (MDGs).

2.2 Vision 2030 Jamaica – National Development Plan

Vision 2030 Jamaica, the country's first long-term strategic development plan, provides the overarching policy framework for MTF 2012-2015.

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

Vision 2030 Jamaica is implemented through a series of Medium Term Socio-Economic Policy Frameworks (MTFs), which identify the priority outcomes, strategies and actions for each three-year period from 2009 to 2030. The *Medium Term Socio-Economic Policy Framework (MTF) 2012-2015* is the second medium term strategic programme to advance the implementation of the *Vision 2030 Jamaica - National Development Plan*.

¹ Dr. Wesley Hughes, Financial Secretary, Ministry of Finance & the Public Service, Presentation - Jamaica: The Path to Debt Sustainability, 2010.

² UNDP Human Development Report (2011).

Box 1: Vision 2030 Jamaica – National Goals and Outcomes

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

2.3 Medium Term Economic Programme

The Government's Medium Term Economic Programme for FY2012/13 – FY2015/16, which is aligned to the core elements of the Growth-Inducement Strategy, contains two inter-related phases of reforms and growth initiatives. First, the initial phase of reforms is targeted at improving the dynamic efficiency of the economy through an enhancement of the business environment, including improvement of the processes for registering businesses and obtaining development approvals, improving access to credit especially for small and medium-size enterprises, and promoting labour market reform. Other critical market level reforms include: diversification of energy sources from oil to natural gas and renewables; strengthening the resilience of the country to natural disasters through targeted public infrastructure projects; and utilizing the policies for privatization

and public-private partnerships to increase the role of the private sector in implementing the medium term economic programme.

The second phase to be superimposed on the platform of first phase of microeconomic and market reforms involves the facilitation of key strategic investments including: infrastructure and logistics investments to establish Jamaica as an integrated multi-modal logistics hub; completion of the island-wide highway network by advancing the construction of the North- South and East-West Links for Highway 2000; development of vertically integrated Agro Parks to stabilise the agricultural supply chain; implementation of the LNG energy diversification project; development of ICT facilities; and initiatives for urban renewal, with a special emphasis on downtown Kingston. The Government is also pursuing other reforms geared at not only economic efficiency but also securing macroeconomic stability over the medium term and beyond. These reforms include: tax reform; pension reform; public sector reform; and fiscal and debt management reform. The Medium Term Economic Programme also includes measures to enhance social protection and strengthen the resilience of the natural and built environment as integral components of the strategy for robust, broad-based and inclusive growth.

2.4 Growth-Inducement Strategy

The Growth-Inducement Strategy for Jamaica, which establishes a strategic framework for robust economic growth in the short and medium term, was developed by the PIOJ in March 2011. This Strategy, which is aligned with *Vision 2030 Jamaica*, addresses the binding constraints that the economy faces, and provides a framework to mobilize potentially productive assets and unleash entrepreneurial dynamism. The core elements of the Growth- Inducement Strategy include: asset mobilization; enhancement of the international competitiveness of the business environment; strengthening of business networks and value chains; strengthening the resilience of the natural and built environments; social protection; and public sector transformation.

2.5 International Context

Jamaica, like many other countries worldwide, has been severely affected by the global economic downturn of 2008-2009. Other developments in the global economy, such as increases in oil prices and food prices, also significantly affected the Jamaican economy. Slowdown of growth, reduced access to the capital markets, reduction in employment in critical sectors, worsening balance of payments, and declining foreign direct investment were among the impacts of the crisis on the country.

The growth forecast for the global economy for 2012 has been lowered to 3.3 per cent from 3.5 per cent³; and the International Monetary Fund (IMF) indicates continued slow recovery for 2013. The Fund recently projected a 3.5 per cent average growth as opposed to its earlier forecast of 3.9 per cent for 2013.

The IMF has warned that “unless governments spell out how they intend to effect the necessary adjustment over the medium term, a cloud of uncertainty will continue to hang over the international economy, with downside risks for output and employment in the short term.”⁴

³ International Monetary Fund, World Economic Outlook: Coping with High Debt and Sluggish Growth. Washington D C: International Monetary Fund, 2012.

⁴ Ibid.

2.5.1 *Jamaica and the IMF*

The Government of Jamaica and the IMF approved a 27-month Stand-By-Arrangement (SBA) on February 4, 2010, which sought to undertake fiscal consolidation, reduce the debt to GDP ratio, strengthen fiscal accountability and discipline, undertake reforms of the financial sector, and encourage economic growth. Since entering the SBA with the IMF, Jamaica has made some progress including: reform of tax administration; modernization of the Customs Department towards becoming an executive agency; introduction of an interim Central Treasury Management System (CTMS) to streamline the management of and consolidation of Government's accounts; piloting of the Medium Term Expenditure Framework (MTEF); restructuring of the Debt Management Unit (DMU) of the Ministry of Finance; and the approval of Fiscal Responsibility Legislation (FRL).

However, the IMF SBA was suspended in 2011 and expired in May 2012 without fully achieving the programme's targets and objectives. Within this context the Jamaican authorities have negotiated a new 4-year programme with the IMF, which will support the objectives of the Government's Medium Term Economic Programme.

2.5.2 *Jamaica and the Millennium Development Goals*

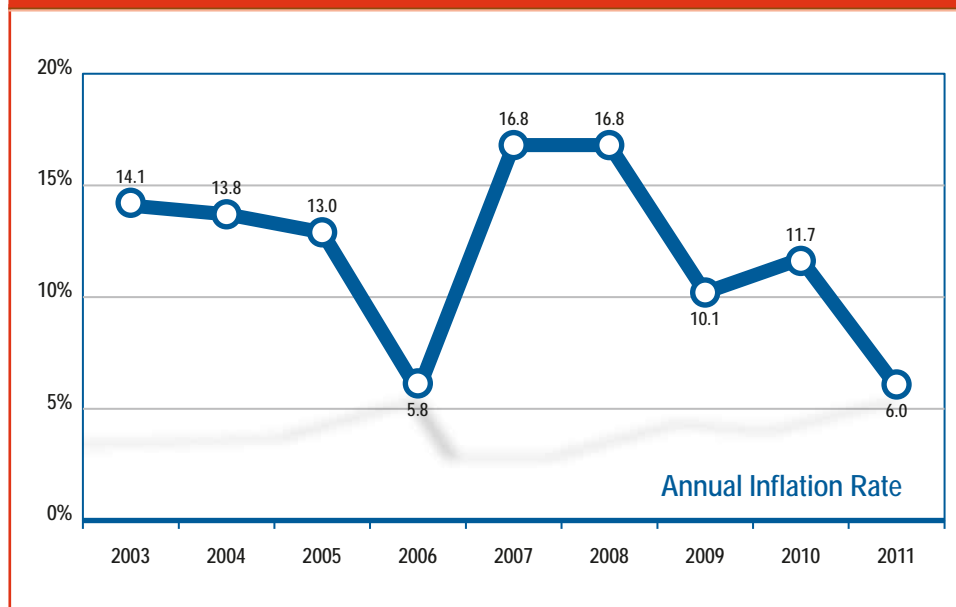
According to the UN 2012 Report on the Millennium Development Goals (MDGs), the world has met some important targets ahead of the 2015 deadline. However, achievements were unequally distributed across and within regions and countries. In addition, the results showed that progress has slowed for some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

The most recent National Assessment MDG Report (2009) revealed that Jamaica has had mixed results. Targeted reductions in absolute poverty, malnutrition and hunger have been achieved, as has universal primary school enrolment. The country is on track for combating HIV/AIDS, halting and reversing the incidence of malaria and tuberculosis, and increasing access to reproductive health. Provision of safe drinking water and basic sanitation has been improved. Overall, the country has a good health record. It is, however, lagging in gender equality and environmental sustainability and is not meeting child and maternal mortality targets. Similarly, there is slippage in the proportion of the urban population living in unacceptable living conditions or slums. The most recent available report on Jamaica's progress toward the MDGs is included as Appendix 4.

2.6 *Economic Development*

Jamaica's economy has faced deep challenges over the 2009-2012 period which saw the continuing impact of the global economic downturn of 2008-2009. The economy registered 14 consecutive quarters of negative growth from 2007-2010, before recording positive real GDP growth of 1.51 per cent in 2011. During the period, total public debt also increased from 129.3 per cent of GDP in FY2009/2010 to 131.6 per cent in FY2011/2012. Unemployment increased from 11.4 per cent in 2009 to 12.6 per cent in 2011. The current account deficit on the balance of payments increased from US\$1.1 billion in 2009 to US\$2.1 billion in 2011.⁵ However, despite the difficult global economic environment, Jamaica showed improvement in a number of its macroeconomic indicators. The fiscal balance improved from -10.9 per cent of GDP in FY2009/2010 to -6.4 per cent of GDP in FY2011/2012, while the annual inflation rate declined from 10.2 per cent in 2009 to 6.0 per cent in 2011. The annual average foreign exchange rate of the Jamaican dollar appreciated by 2.1 per cent from J\$88.49 to US\$1:00 in 2009 to \$86.60 to US\$1:00 in 2011.

⁵ Bank of Jamaica Balance of Payments Report 2011

Figure 1: Annual Inflation Rate – Jamaica, 2003 - 2011

For January–December 2012, real Gross Domestic Product (GDP) contracted by an estimated 0.3 per cent, with the Goods Producing and Services Industries declining by 1.2 per cent and 0.1 per cent, respectively (PIOJ). The performance of the economy reflected the impact of international and domestic developments, including the weak global environment with downward revisions in growth prospects for all the major economies, weak domestic demand fuelled by relatively high unemployment levels, and industry specific factors. The industries recording the largest declines in real value added were Mining & Quarrying, Construction, and Transport, Storage & Communication, with contraction also recorded in manufacture. The industries that registered the largest increases in 2012 were Agriculture, Forestry & Fishing, and Hotels & Restaurants.

2.7 Social and Governance Development

Jamaica remained in the high human development category of the Human Development Index (HDI) with a value of 0.727 and a rank position of 79 out of 187 countries and territories in 2011. According to the 2011 Population and Housing Census, Jamaica has a population of 2,697,983 (50.8 per cent female and 49.2 per cent male). Since the previous Census in 2001, the country has recorded an average annual population growth rate of 0.3 per cent. According to the Jamaica Survey of Living Conditions (JSLC), the prevalence of poverty has increased to 17.6 per cent in 2010, up from 12.3 per cent in 2008, with the highest prevalence of poverty in rural areas. Despite the challenges of the global economic crisis, the government embarked on the reform of the social protection system aimed at protecting the vulnerable, whilst consolidating existing programmes such as the Programme of Advancement Through Health and Education (PATH) that improve benefits; and widening the scope and reach of social assistance efficiently and cost-effectively.

Jamaica continues to rank high among developing countries with respect to the health status of the population. In 2011, average life expectancy at birth was 72.7 years. The main causes of mortality and morbidity in Jamaica are now chronic non-communicable diseases (NCDs) such as hypertension, cardio-vascular (heart) conditions, diabetes, obesity and some cancers; lifestyle practices such as tobacco consumption and substance abuse; violence; injuries; and mental illness. The management of these conditions represents a burden on the health services. During 2011, the government continued its focus on access and the levels of utilization within the sector. There was a decline in visits to public health centres compared with 2009. Despite this, demand for services within the public health sector remained high, particularly with respect to pharmacy services.

Several initiatives have been implemented in recent years to improve the educational offerings and outcomes in Jamaica. The country has achieved universal access at the early childhood, primary, and lower secondary level of the education system. Adult literacy rate as reported by the JSLC in 2010 was 91.7 per cent compared to 86.8 per cent estimated in 2009 (based on UNESCO projections). The Education System Transformation Programme (ESTP), which was launched in mid-2010 to give greater focus to the reform of the systems, business processes, and quality of the sector, continues to be implemented. During 2012, significant focus was placed on improving the literacy and numeracy of school aged children and enhancing the provision of the early childhood sector. Student performance at key national examinations at the various levels has showed overall improvement during 2012. The percentage of students displaying mastery in the Grade 4 Literacy Test increased from 71 per cent in 2011 to 74 per cent for all schools (public and private) in 2012, while the Grade 4 Numeracy Test saw an increase from 49.2 per cent in 2011 to 54.3 per cent in 2012. In the Caribbean Examination Council/CSEC examinations, the pass rate for English language significantly declined to 46 per cent down from 63.9 per cent in 2011. There was a relatively slight decline in the pass rate for Mathematics which fell to 31.7 per cent in 2012 from 33.2 per cent in 2011.⁶

There was an overall improvement in citizen security with a decrease in the incidence of crime and violence. The major crime rate declined to 394 per 100,000 population in 2011, down 9.9 per cent from 438 per 100,000 population in 2009. The murder rate fell to 42 per 100,000 population in 2011, down 32.7 per cent from 62 per 100,000 population in 2009.⁷ While there has been progress in the implementation of projects and programmes to improve governance in Jamaica, the World Bank's Worldwide Governance Indicators revealed that indices relating to Voice and Accountability and Government Effectiveness have not improved during the period.

However, Jamaica's performance under the Transparency International's Corruption Perceptions Index 2011 revealed an improvement, with a score of 3.3 (out of 10) and a ranking of 86 of 182 countries, up from a score of 3.0 and a ranking of 99 of 180 countries in 2009.

Progress has been achieved under the Jamaican Justice System Reform Agenda during 2009-2012, including: establishment of the Court Management Services entity to facilitate more efficient operations of the Court system; increase in the complement of Judges; introduction of the Criminal Case Management System which has been piloted in six courts; construction of new court houses and improvement of physical infrastructure; establishment of the office of the Special Coroner; and development of a policy of Restorative Justice. Public sector reform was advanced through the preparation and approval of the Public Sector Master Rationalization Plan, and local government reform was advanced through the preparation of draft strategic legislation to define the responsibilities, powers and financing of local authorities.

2.8 *Environmental Management*

Jamaica's economic and social sustainability is dependent on its natural resources. These resources support key productive sectors such as tourism, agriculture, mining and quarrying, and manufacturing, while natural ecosystems provide a range of environmental services including fresh water supply. Jamaica's score on the Environmental Performance Index (EPI) declined slightly in 2012 to a score of 54.4, down from 58.0 in 2010; while its ranking improved to 63 of 132 countries in 2012, up from 89 of 163 countries in 2010.

⁶ Ministry of Education.

⁷ PIOJ calculations based on data from the Jamaica Constabulary Force.

The steps toward protecting the health of Jamaica's natural environment during 2009-2012 included: further development of the Protected Areas System Master Plan (PASMP); preparation of the State of the Environment Report 2011; revision of the ODPEM Act; preparation of Jamaica's 2nd National Communication to the UN Framework Convention on Climate Change in 2011; undertaking of implementation of major climate change projects including the Pilot Programme for Climate Change Resilience (PPCR), Adaptation Fund Project and Climate Change Adaptation & Disaster Risk Reduction Project; completion of parish development orders for six parishes; and preparation of a draft national housing policy.

2.9 *Development Challenges and Opportunities*

Jamaica continues to face a number of challenges in the various spheres of development, which must be addressed in the medium-term planning for the country. The main challenges that currently affect sustainable development in Jamaica include:

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

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

- Increasing access to regional and world markets
- Demographic dividend with growth of the working age population
- Growth in economic value of global cultural industries and markets
- Competitive advantages in creative industries and sport
- Expansion of the Panama Canal and regional cargo traffic
- Global advances in science, technology and innovation
- Development of the Green Economy
- Large Jamaican Diaspora
- Strength of Jamaica's Nation Brand
- Strong relationship with international development partners

A detailed list of the main issues and challenges facing each area of development for Jamaica was prepared as a background document for the preparation of MTF 2012-2015, and is included as Appendix 5.

3 MTF 2012-2015 – National Priorities

The MTF 2012-2015 is designed to support the attainment of the national goals and outcomes of *Vision 2030 Jamaica*. This section outlines the national priorities under MTF 2012-2015, including the priority medium-term themes, national outcomes, and areas of focus to be pursued over the medium term. This section also outlines the process of prioritization at the national and sectoral levels, conducted under the preparation of MTF 2012-2015.

3.1 National and Sectoral Prioritization

The medium-term priorities for the MTF 2012–2015 are identified at two levels: i) National; and ii) Sectoral. The priorities at the national level represent the most important areas for the country to focus its efforts and resources over the medium term from 2012-2015 to address the greatest challenges to national development at this stage of implementation. The priorities at the sectoral level represent the most important strategies and actions to be implemented within each sector over the medium term, based on the key issues and challenges identified for each sector. It should be clearly understood that the national priorities represent a priority sub-set of the priorities at the sector level, being those strategies and actions that will have the greatest impact on national development and the greatest contribution towards achievement of the national goals and outcomes.

The two levels of prioritization for MTF 2012–2015 also correspond to the two levels at which resource allocation takes place, within the annual government budgeting process. Firstly, the budgetary resources are allocated among ministries, reflecting the prioritization at the national level to address the greatest challenges to national development. Then, within the budgetary envelopes allocated to each ministry, further prioritization is undertaken to achieve the most important results for each sector. The structure of MTF 2012-2015 therefore deliberately reflects these two levels of prioritization and resource allocation.

3.1.1 Methodology for Prioritization

The development of MTF 2012-2015 has involved a process of prioritization at both the national and sectoral levels. The methodology of prioritization involved the following main steps:

1. The main issues and challenges facing Jamaica under each national outcome were identified by the PIOJ based on the detailed Country Assessment Report that was prepared through review of the current available documentation and information on the status of Jamaica's national development, including the regional and international context.
2. The main issues and challenges identified (See Appendix 5) were used as the basis for the selection of priority national issues and challenges by national stakeholders and the Jamaican diaspora. The selection of priority national issues and challenges by national stakeholders was undertaken at the Vision 2030 Jamaica Country Assessment and National Prioritization Workshop held on April 11-12, 2012. The selection of priority national issues and challenges by the Jamaican diaspora was undertaken through an online survey administered from April - May 2012, which broadly confirmed the results of the National Prioritization Workshop. Based on individual and group prioritization processes seven (7) priority areas for national development were identified.

Box 2: National Priorities Areas Identified at Two Day Prioritisation Workshop

1. National Security, Justice, Accountability and Human Rights
2. Education, Training, Youth Development, Early Childhood Development and Parenting
3. Unemployment, Growth and Tax Reform
4. Natural Environment, Energy, Waste Management and Land Use Planning
5. Poverty and Social Protection
6. Productivity and Business Environment
7. Science, Technology and Innovation

3. Following these national prioritization exercises, 14 sector planning workshops were staged from June 2012 to October 2012, to identify the priority issues affecting each sector and the priority actions to be taken over 2012-2015 to address the priority issues for each sector. Each sector planning workshop was chaired by a Permanent Secretary or head of government agency with responsibility for the sector, and was attended by relevant stakeholders from the public sector, private sector, civil society and international development partners (see Appendix 3 for the list of sector planning workshops held in the preparation of the MTF 2012-2015). The total number of participants at these workshops exceeded 400.
4. The results of the sector planning workshops were used to develop the draft sector level priorities for 2012-2015, which were reviewed by the respective ministries and agencies to obtain feedback prior to the completion of the draft MTF 2012-2015.
5. The draft national priorities were identified based on the results of the national prioritization exercises, which reflected the following criteria: i) Which issues are currently having the greatest negative impact on the country's development; ii) Which issues, when addressed, will have the greatest positive impact on the country's development in the medium term; iii) Which issues, if addressed, will have the greatest long-term transformational impact.
6. The draft national priorities were further cross-referenced with other key national planning documents and prioritization exercises to ensure consistency and convergence of national priorities for the medium term 2012-2015, including the following: i) Jamaica Medium-Term Economic Programme FY2012/13–FY2015/16; ii) Cabinet Retreats in April 2012 and January 2013; iii) Growth-Inducement Strategy.

3.2 Medium Term Themes and Priority National Outcomes

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

Towards Inclusive Growth and Sustainable Development

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

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

Figure 2: MTF 2012-2015 Themes

Development and Protection of Human Capital

Our most important planning starts with the holistic development of our people. Human capital development is the necessary foundation for the sustainable development of the Jamaican society. The health of our people must be protected by strengthening primary care, including reducing infant and maternal mortality; advancing the health promotion approach; and strengthening the system of surveillance and treatment of infectious diseases including HIV/AIDS. We must undertake strategic investments in human capital development to unleash the full potential of our people, by strengthening early childhood development, undertaking targeted reforms of the educational system to improve student outcomes, and expanding labour force training with a particular focus on unattached youth. As the country responds to the impacts of the global economic downturn, including an increase in poverty and unemployment, we must increase our efforts to protect the most vulnerable groups in our population, including children, the elderly, persons in poverty and persons with disabilities.

National Security and Justice

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

Economic Stability, Competitiveness and Employment

As a small, open and highly-indebted economy, Jamaica remains highly vulnerable to the effects of the ongoing slow recovery and uncertainty in the global economy. The medium term economic priorities begin with execution of measures to provide a stable macroeconomic framework including fiscal consolidation, debt management and tax reform. These are combined with reforms targeted at improving the dynamic efficiency of the economy through enhancement of the competitiveness of the business environment. These include: streamlining development approvals; improving land ownership; titling and transfer processes; increasing access to capital; improving the efficiency of labour markets; and strengthening the capacities of micro, small and medium enterprises (MSMEs). We must reduce the economic and environmental cost of energy supply by diversification to LNG and renewable energy sources, implementation of energy conservation and efficiency initiatives, and reforms to increase competition in the electricity sector. Jamaica will build on this platform of macroeconomic and business environment reforms to facilitate the implementation of strategic capital investment projects including agro parks, logistics hub facilities, ICT and science parks, major tourism projects, infrastructure projects, urban renewal and low- and middle-income housing.

Environmental Resilience and Climate Change Response

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

The four Medium Term Themes are directly aligned to eight (8) National Outcomes, which in turn are structured under each of the four National Goals of Vision 2030 Jamaica. By virtue of this alignment, the eight prioritized national outcomes are:

- A Healthy and Stable Population
- World Class Education and Training
- Effective Social Protection
- Security and Safety
- Effective Governance
- A Stable Macro-economy
- An Enabling Business Environment
- Hazard Risk Reduction and Adaptation to Climate Change

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

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

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

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

The Priority Economic Projects represent major development projects under a number of national outcomes that have been identified as priorities for the medium-term period from FY2012/2013 – FY2014/2015, based on their potential contribution to economic development and employment.

The Priority National Outcomes and priority areas identified above at the national level represent the most important areas for the country to address over the medium term from 2012-2015 (see Table 1). As stated above, however, the MTF 2012-2015 also identifies the most important strategies and actions to be implemented within each sector over the medium term, based on the key issues and challenges identified for each sector. These are presented under the respective sections for each sector below.

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

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

The MTF 2012-2015 will remain in force as the expression of the medium-term development priorities for Jamaica under the *Vision 2030 Jamaica – National Development Plan* until it is replaced by the next Medium Term Socio-Economic Policy Framework.

Table 2 below details the most important actions to be implemented under the priority national outcomes and priority areas of focus for the Medium Term Socio-Economic Policy Framework (MTF) 2012 – 2015.

Table 2: MTF 2012-2015 National Priorities Matrix

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Actions
National Goal # 1: Jamaicans Are Empowered To Achieve Their Fullest Potential			
Development and Protection of Human Capital	A Healthy and Stable Population	Primary Health Care	Improve Health Centres
			Strengthen maternal and child health
		Health Promotion Approach	Establish health promotion in 60 pilot-testing schools
		Disease Surveillance and HIV/AIDS	Strengthen surveillance systems for effective response to emerging and re-emerging health conditions including HIV/AIDS
	International Migration and Development	Complete and implement National Policy on International Migration and Development	
		Undertake modernization of the Civil Registration and Vital Statistics System	
	World-Class Education and Training	Early Childhood Development	Increase access to publicly funded early childhood institutions
			Strengthen the legislative framework through review and revision of legislation, policies and standards for early childhood education institutions
			Increase parental involvement and support to influence educational outcomes
		Educational System Reforms	Improve teacher quality through legislation, regulatory policies, teaching standards and quality assurance
			Promote developmentally appropriate involvement of parents at all levels
			Increase access to quality places in classrooms at all levels to accommodate learners in safe and comfortable environments
	Training	Increase the use of media and ICT in the delivery of relevant and current curricula and assessment for improved educational outcomes	
		Improve targeting of training programmes to meet needs of priority growth industries	
		Establish three new Workforce Colleges and three new TVET institutes	
	Effective Social Protection	Social Welfare and Social Security	Improve access to training programmes for unattached and at-risk youth
			Develop comprehensive Social Protection Strategy
		Poverty Reduction	Increase the coverage of NIS and private pension schemes
			Establish National Poverty Reduction Coordinating Unit (NPRCU)
	Persons with Disabilities	Expand Steps To Work Programme	
Review and update the national policy for persons with disabilities and pursue the enactment of the disability bill			

Table 2: MTF 2012-2015 National Priorities Matrix

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Actions
National Goal # 2: The Jamaican Society Is Secure, Cohesive and Just			
National Security and Justice	Security and Safety	Jamaica Constabulary Force Reform	Adopt an intelligence-led total policing strategy
			Strengthen accountability frameworks within law enforcement agencies
			Improve the JCF capacity for financial investigation
			Strengthen police capability in community policing
			Improve conditions of police stations and motor vehicle fleet
		Anti-Crime Strategy	Improve national security communication and information technology infrastructure
			Disrupt transnational and organized crime, gangs and criminal structures
			Ensure that containers and other shipments entering ports are scanned
		Community Renewal Programme	Undertake phased implementation of the Community Renewal Programme
		Protection and Care for Children and Youth	Improve state care and state detention of children and youth
			Strengthen the use of diversionary sentencing options for children and youth
			Ensure that children in need of care and protection are kept in separate facilities from adults accused and/or convicted of crimes
	Effective Governance	Justice System Reform	Undertake reconstruction and rehabilitation of selected courthouses on priority basis
			Increase the use of technology in the courts
			Establish National Human Rights Institute
			Strengthen and modernize the Office of the Parliamentary Counsel
			Establish consolidated anti-corruption body
			Implement recommendations for the modernization of the Office of the Director of Public Prosecutions
Local Governance		Approve and promulgate the Strategic Laws and selected Operational Laws for Local Government Reform	
		Fully operationalize the Local Public Accounts Committees (LPACs)	

Table 2: MTF 2012-2015 National Priorities Matrix

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Actions	
National Goal # 3: Jamaica's Economy Is Prosperous				
Economic Stability, Competitiveness and Employment	A Stable Macroeconomy	Fiscal Consolidation	Complete implementation of Central Treasury Management System (CTMS)	
			Strengthen Fiscal Responsibility Framework	
			Undertake public sector pension reform	
			Implement public sector wage agreement	
			Rationalize public sector including divestment of loss-making public entities	
			Implement Privatisation and PPP policies	
		Debt Management	Implement Debt Management Strategy Strengthen treasury management of the public debt	
		Tax Reform	Approve White Paper on Tax Reform	
			Improve and rationalize tax administration and payment processes	
			Carry out reform of waivers and incentives system	
		An Enabling Business Environment	Competitive Business Environment	Streamline process and reduce the processing time for development planning applications
				Streamline settlement of commercial court cases
	Streamline the process of incorporation of companies			
	Accelerate land registration and titling			
	Undertake Probate Reform			
	Pass new Patents & Design Bill, revise Copyright Act and complete Jamaica's accession to the Madrid Protocol			
	Complete the phased implementation of the Export Fast Track Facility			
	Pass the Secured Obligations Act			
	Establish Jamaica Venture Capital Eco-System			
	Develop and promulgate New Trade Policy			
	Strengthen the involvement of the Jamaican Diaspora in national development			
	Complete and promulgate new MSME and Entrepreneurship Policy			
	Labour Market and Productivity		Implement arrangements for Flexibility in Working Time	
			Establish Unemployment Insurance (UI) Scheme	
			Undertake comprehensive labour market reform	
	Targeted Employment Programmes	Implement the Jamaica Emergency Employment Programme (JEEP)		
		Expedite development of the National Employment Policy		

Table 2: MTF 2012-2015 National Priorities Matrix

Medium Term Theme	Priority National Outcomes	Priority Areas	Priority Actions
Economic Stability, Competitiveness and Employment	Priority Economic Projects	Infrastructure Development	Advance the construction of the North-South and East-West Links for Highway 2000
			Undertake implementation of South Coast Highway Improvement Project
		Agroparks	Develop nine (9) agro parks to strengthen the agricultural value chain
		ICT Parks	Develop ICT Parks at Portmore, UWI, Montego Bay and other locations
		Logistics Hub	Complete the privatization of the Kingston Container Terminal (KCT)
			Establish Jamaica as an International Shipping Centre
			Prepare Master Plan for development of Logistics Hub
			Undertake development of Gordon Cay/South Terminal
		Tourism	Undertake development of the Caymanas Economic Zone
			Develop new tourism market segments including sports tourism, health and wellness tourism, heritage tourism and community tourism
			Develop diversified geographic source markets including Latin America and the Far East
		Creative Industries and Sport	Promote and facilitate major tourism hotel accommodation projects
			Complete new National Cultural Policy and new National Sports Policy
			Complete establishment of Jamaica Music Museum and permanent Sports Museum
		Urban Renewal	Establish National Centre for the Performing Arts with the Edna Manley College of the Visual and Performing Arts
Implement the Kingston Lifestyles Centre			
Energy	Develop economic and affordable housing projects		
		Implement LNG diversification project	
National Goal # 4: Jamaica Has a Healthy Natural Environment			
Environmental Resilience and Climate Change Response	Hazard Risk Reduction and Adaptation to Climate Change	Hazard Risk Reduction	Develop mechanisms that integrate disaster risk reduction in development planning
		Climate Change Adaptation and Mitigation	Develop Climate Change Policy/Policy Framework
			Implement Climate Change Department/Unit
			Engage in negotiation of new international climate change treaty

4 MTF 2012-2015 - Sector Priorities by National Outcome

This section outlines the medium-term development priorities, associated strategies and the package of interventions/actions to be pursued during the medium term. The broad medium-term themes allow for sector specific strategies and actions to be pursued to ensure their achievement. This section outlines these priority strategies and actions under the 15 national outcomes under Vision 2030 Jamaica, including the nine (9) goods- and services-producing industries under National Outcome.

This section of MTF 2012-2015 also presents the timeframes for implementation of the priority strategies and actions for each of the 15 national outcomes, as well as the main agencies and stakeholders responsible for implementation of each priority strategy and action, inclusive of ministries, departments and agencies in the public sector, the private sector, trade unions, civil society organizations and the international community. The entity with lead responsibility for implementation of each action is shown in bold.

MTF 2012-2015 also presents the key national indicators and targets that will provide a quantitative framework for measuring the progress towards achievement of MTF 2012-2015 and the long-term goals and outcomes of Vision 2030 Jamaica. Targets are set for 2012, 2015 and 2030.

The available information on the capital and recurrent costs of implementation of the priority strategies and actions for MTF 2012-2015 is included in Section 5 on the indicative programme cost. The timeframes for implementation of the priority strategies and actions as presented in this section of MTF 2012-2015 represent the most detailed information available from MDAs at the time of completion of the MTF 2012-2015.

National Goal #1: Jamaicans are Empowered to Achieve their Fullest Potential

Towards Inclusive Growth & Sustainable Development



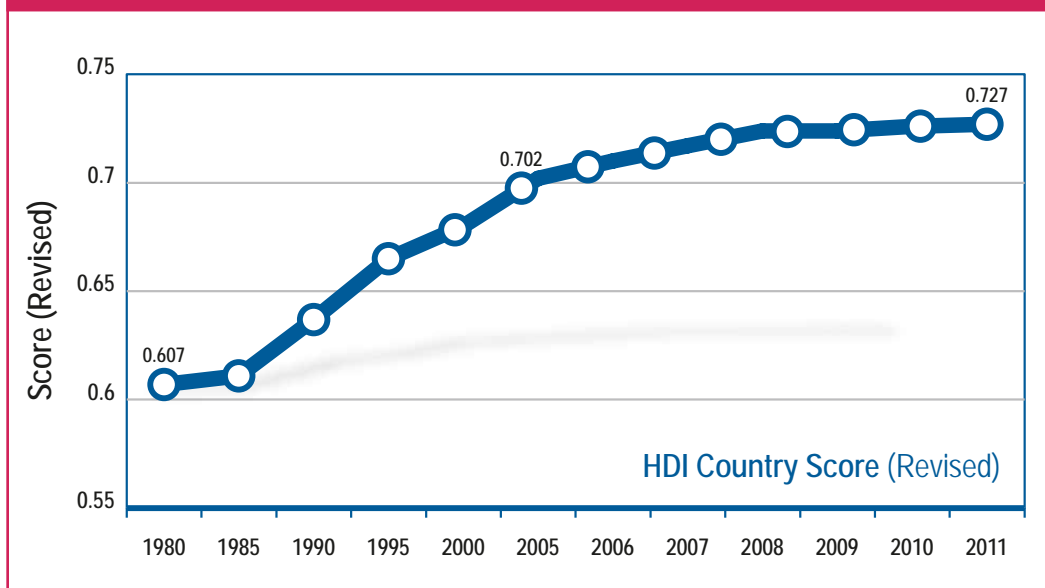
4.1 National Outcome # 1 – Healthy and Stable Population



Overview

The ultimate objective of Vision 2030 Jamaica is to improve the well-being and quality of life of our population. One of the critical areas that supports the well-being and quality of life of the population is the health sector. In MTF 2009–2012, health as a broad theme was not included among the priority national outcomes, due to the relatively good performance of Jamaica’s health sector compared to international benchmarks. However, specific themes in health were regarded as priority areas, particularly those relating to the Millennium Development Goals (MDGs), including HIV/AIDS (MDG 6), infant and maternal mortality (MDGs 4 and 5 respectively), and disease surveillance and mitigation. In the MTF for 2012-2015, Health is treated as a priority outcome in its own right

Figure 3: Human Development Index – Jamaica Index - Country Score
(Revised)



based on the prevalence of health issues as pressing concerns among the population. Youth is also raised under this outcome as a key population group to be addressed through the population component of the National Development Plan.

Progress was achieved in the health sector in a number of areas during 2009-2011 despite financial constraints. Under a revised system of calculating the Human Development Index (HDI), Jamaica's score on the HDI has increased from 0.724 in 2009 to 0.727 in 2011 with a ranking of 79th of 187 countries, and the classification of Jamaica in the second highest tier/quartile referred to as countries with "High Human Development" in 2011.⁸ The population growth rate slowed from 0.47 per cent in 2007 to 0.3 per cent in 2011. In keeping with the global recognition of the impact of external migration on development, the process of developing an international migration and development policy appropriate to the Jamaican context was commenced and a draft policy was completed by 2011. Upsurges of pandemics such as the H1N1 and the resurgence of malaria due to cross-border transmission were brought under control over the period of the MTF 2009-2012. There were also improvements to the infrastructure and increased flexibility in the operations of the health centres. However, average immunization levels of infants (0-11 months) in five critical areas (BCG, DPT/DT, HepB, Polio, Hib)⁹ showed mixed results. Over the period, the average rate increased from 77.6 per cent in 2004, to 94.7 per cent in 2010, but fell to 91.9 per cent in 2011.¹⁰ This was below the international benchmark of 95 per cent.

Despite data limitations, particularly related to the quality and completeness of death data, estimates from STATIN indicate that there has been some improvement in maternal and infant and child mortality rates. However, based on the current rate of improvement, it is unlikely that Jamaica will achieve the MDG targets to reduce infant and child mortality by two thirds and maternal mortality by three quarters by 2015, due in part to the fact that Jamaica already has relatively low infant and child as well as maternal mortality rates, compared to some international benchmarks, changes in the classification of maternal deaths and infant mortality, and resource constraints. With regard to HIV, the prevalence rate among adults (15 – 49) was estimated to be 1.7 per cent at the end of 2011. Among men who have sex with men (MSM), and street workers (SW), the rate was much higher – 32 per cent and 5 per cent respectively.

The major issues and challenges facing our health sector include:

- Under-resourced facilities and aging infrastructure
- Growth in chronic and lifestyle diseases
- Overburdening of the emergency rooms and secondary health care institutions
- Continued threat of HIV/AIDS and STDs
- Inadequate quality of service delivery
- Uneven distribution of tertiary care institutions
- Shortage of health personnel
- Increasing influence of food and nutrition and environmental risks on the health of the population

Under MTF 2012-2015, we will increase the focus on the primary health care system, ensuring that primary health care facilities are better equipped and staffed and are able to operate with flexibility in all areas of the country. We will promote the healthy lifestyle approach to ensure that the population takes greater responsibility for the maintenance of its health. We will strengthen maternal and child health, and disease surveillance and mitigation for infectious diseases and HIV/AIDS. We will also focus on key population issues, including youth, migration, population aging and the elderly.

⁸ Human Development Reports 2009 – 2011.

⁹ BCG (Bacillus Calmette Guerin –anti Tuberculosis), DPT/DT (Diphtheria, Tetanus, Pertussis or Whooping cough), HepB (Hepatitis B), Polio, and Hib (Haemophilus Influenza Type B – causes illnesses such as Meningitis, Pneumonia, Epiglottitis among others).

¹⁰ Data provided by the Ministry of Health.

Table 3: Indicators and Targets – A Healthy and Stable Population

National Outcome # 1 - A Healthy and Stable Population							
Indicators	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
Human Development Index (HDI)	0.717	0.724	0.726	0.727	0.745	≥0.754	≥0.800
Life Expectancy (LE) at Birth – Total (years)	72.4	72.7	72.7	72.7	72.80	73.40	76.40
Life Expectancy (LE) at Birth – Male (years)	69	71.26	71.26	71.26	69.8	70.4	73.4
Life Expectancy (LE) at Birth – Female (years)	75	74.13	74.13	74.13	75.8	76.4	79.4
Population Growth Rate (%)	0.47	0.2	0.2	0.3	0.45	0.35	0

Table 4: Priority Strategies and Actions - A Healthy and Stable Population

National Outcome # 1 - A Healthy and Stable Population		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 1-1: Maintain a Stable Population		
Sector Strategy: Develop and strengthen systems and mechanisms to measure international migration flows for monitoring demographic characteristics		
1. Finalize the National Policy and Plan of Action on International Migration and Development including Implementation Plan and Monitoring and Evaluation Framework	Policy to be finalised and approved by FY2013/2014 Implementation Plan and Monitoring and Evaluation Framework to be executed FY FY2013/2014 – FY2014/2015	PIOJ, MFAFT
2. Undertake proposed Phase 2 of Mainstreaming Migration into National Development Project	FY2013/2014 – FY2014/2015	PIOJ, MFAFT
3. Prepare Diaspora and Development Policy	FY2013/2014 – FY2014/2015	PIOJ, MFAFT
4. Undertake development and updating of Migration Profile: <ul style="list-style-type: none"> i. Capacity Assessment ii. Training for MDAs in the field of Migration iii. Research Programme on Migration and Development 	Migration Profile developed and launched in FY2012/FY2013 FY2013/2014 – FY2014/2015	PIOJ, MFAFT, STATIN
Sector Strategy: Improve the Civil Registration and Vital Statistics System		
5. Complete Phase 1 of Modernization Programme of the Civil Registration and Vital Statistics System	FY2012/2013 – FY2013/2014	RGD, PIOJ, JCF
6. Implement system to link births and deaths	FY2012/2013 – FY2013/2014	RGD, PIOJ, JCF
7. Improve capacity of Police Statistics Units to collect data on sudden and violent deaths	FY2013/2014 – FY2014/2015	JCF, PIOJ, RGD
8. Publish Death Validation Study	FY2013/2014 – FY2014/2015	RGD, PIOJ, JCF

National Outcome # 1 - A Healthy and Stable Population		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Review and revise existing policies and action plans for children		
9. Review and update the National Policy for Children	FY2013/2014 – FY2014/2015	MYC, CDA
10. Review and develop recommendations for amendments to the Child Care and Protection Act and the Adoption of Children Act	FY2013/2014 – FY2014/2015	MYC, CDA
Sector Strategy: Implement effective programmes for care and well-being of children		
11. Implement the National Plan of Action Against Violence Towards Children	FY2013/2014 – FY2014/2015	MYC, CDA, civil society
12. Establish and operationalize the Children Support Taskforce	FY2013/2014 – FY2014/2015	MYC, CDA
13. Establish and maintain Child Protection Committees (CPC) and Children Councils	FY2013/2014 – FY2014/2015	MYC, CDA
National Strategy 1-2: Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system		
Sector Strategy: Enhance early screening/detection programmes		
14. Strengthen surveillance systems for effective response to emerging and re-emerging health conditions	100% of weekly surveillance bulletins sent to the field electronically or otherwise by 2015	MOH
i. % of Class 1 notifiable diseases reported to the Parish Health Department/National Surveillance Unit within 24 hrs		
ii. % of Class 1 notifiable diseases that have been reported (other than TB, AFP, HIV/AIDS, and CRS) completely investigated within six (6) weeks of notification	100% by 2015	MOH
iii. % of weekly surveillance bulletins sent to the field electronically or otherwise (i.e. hard copies)	60% by 2015 80% by 2015	MOH/Private Health Institutions
15. Operationalize Outbreak Investigation and Response Mechanism		
i. % of outbreaks reported and completely investigated in a timely manner	80% by 2015	MOH/Private Health Institutions
ii. % of outbreaks for which lab confirmation of the aetiological agent has been received	50% by 2015	
16. Strengthen Malaria surveillance island-wide in primary- and secondary- care facilities and the general community	Jamaica to be recertified as Malaria-free by 2015	MOH
17. Re-develop the Health Information System (HIS) to include the National Surveillance Information System	FY2013/2014 – FY2014/2015	MOH
18. Pilot a diabetic retinopathy screening programme to detect diabetic eye disease at an early stage and delay onset of diabetic eye disease	FY2013/2014 – FY2014/2015	MOH
Sector Strategy: Strengthen primary, secondary and tertiary prevention measures		
19. Improve Health Centres to standard of offering wide range of diagnostic and treatment services	4 centres of excellence established by 2015	MOH
20. Strengthen maternal and child health:		
i. Plan and implement the European Union MDG 4 and 5 Project -five High Dependency Units (HDU) to be established	5 HDUs by 2015 2 HDUs staffed by 2015	MOH MOH
ii. Train nurses and clinicians in Neonatology		
21. Establish a new children's hospital in Western Jamaica	FY2013/2014 – FY2014/2015	MOH

National Outcome # 1 - A Healthy and Stable Population		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 1-3: Strengthen the Health Promotion Approach		
Sector Strategy: Undertake stakeholder consultations in support of healthy schools, workplaces and communities		
22. Establish a framework for behaviour change programmes targeting alcohol, tobacco cessation, reduction of salts, fats and sugars and increasing physical activity and the consumption of fruits and vegetables	Health promotion established in 60 pilot-testing schools by 2015	MOH , private sector
23. Review relevant manuals and protocols for health promotion	Review of Workplace /Corporate Wellness manual to be completed by 2015	MOH
24. Establish a Physical Activity Taskforce to finalize a National Plan for promotion of physical activities and begin implementation phase	Taskforce established and implementation of plan commenced by 2015	MOH , MOE, MOAF, private sector, NGOs
Sector Strategy: Review existing policy legislation and create new policies		
25. Review the Healthy Lifestyle Policy including the policy framework for promotion of healthy families	Review of Policy to be completed by 2015	MOH
26. Undertake development and implementation of the National Strategic Plan for NCDs	FY2013/2014 – FY2014/2015	MOH
27. Develop a National Health Promotion and Education Plan for NCDs and CDs	Plan to be completed by 2015	MOH
National Strategy 1-4: Strengthen and emphasize the Primary Health Care Approach		
Sector Strategy: Broaden primary health care services to improve accessibility, targeting and convenience		
28. Refurbish health care facilities	FY2013/2014 – FY2014/2015	MOH
29. Define service delivery for primary health care (PHC)	To be completed by 2015	MOH
30. Increase access of ophthalmic services to diabetics in the primary health care centres	FY2013/2014 – FY2014/2015	MOH
Sector Strategy: Build adequate support services and mechanisms to ensure seamless transition throughout the care pathway – from primary to tertiary		
31. Strengthen human resource capacity to deliver a renewed PHC service	FY2013/2014 – FY2014/2015	MOH
32. Develop and implement programme to ensure seamless transition through the care pathway for persons with diabetic eye disease	FY2013/2014 – FY2014/2015	MOH
National Strategy 1-6: Establish and Implement a Sustainable Mechanism for Supporting Human Resources		
Sector Strategy: Develop a Human Resources Plan		
33. Conduct an assessment of the ideal numbers and types of personnel needed in the context of international and national obligations	Manpower needs assessment conducted under the Dalhousie sponsored HRH to be completed by FY 2013/2014	MOH
34. Conduct migration study of all categories and levels of health workers	To be completed by March 2014	MOH

National Outcome # 1 - A Healthy and Stable Population		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
35. Develop the manpower plan for the sector: i. Complete the Five-year training plan (Nursing) ii. General training for all staff (Capacity building)	To be completed by March 2013 Ongoing FY2012/2013 – FY2014/2015	MOH MOH
36. Develop HR information system: i. Implement HRMIS training and use	FY2012/2013 – FY2014/2015	MOH
National Strategy 1-7: Establish Effective Governance Mechanisms for Health Care Delivery		
Sector Strategy: Strengthen the leadership at MOH with regard to governance matters		
37. Strengthen leadership training throughout the health sector, including leadership and governance in the eye health system	FY2013/2014 – FY2014/2015	MOH
Sector Strategy: Develop and implement an effective management system		
38. Strengthen the eye health data management system including the use of the health information system for use in managing planning and evidence-based policy development	FY2013/2014 – FY2014/2015	MOH
Sector Strategy: Develop quality assurance mechanisms for both public and private providers of health services		
39. Strengthen client complaint mechanism for reporting and resolution of complaints including revision of manual/policy and customer service training	FY2013/2014 – FY2014/2015	MOH
40. Improve use of the Service Level Agreement mechanism	2 new service level agreements to be completed by 2015	MOH
Sector Strategy: Develop an integrated policy framework for interlinking the primary and secondary health care components of the health system		
41. Strengthen mechanism for the Referral/Linkages system	FY2013/2014 – FY2014/2015	MOH
42. Promote re-establishment of District Health Management Teams	FY2013/2014 – FY2014/2015	MOH
Sector Strategy: Develop a mechanism for sustainable health financing		
43. Complete the development of a paper on Health financing options	End of 2012/2013	MOH
44. Revise User Fees for User Fees gazette	November 2012	MOH, Cabinet Office
45. Complete the development of a universal coverage roadmap	End of 2014/2015	MOH
46. Support the development of health and wellness/medical tourism	FY2012/2013 – FY2014/2015	MOH, MTE

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



Overview

In 2011, the number of youth was 460,900 (17.01 per cent of the population), up from 456,300 (16.95 per cent of the total population) in 2007. In both periods, females accounted for just over 50 per cent of the youth population. Based on population projections, this age cohort is expected to decline to 14.6 per cent of the total population by 2030, while the sex distribution is expected to be reversed with just over 50 per cent males. This age group presents specific challenges and opportunities for national development. The unemployment rate among youth is more than twice the overall rate for all age groups within the working population, and youth are the primary victims and perpetrators of crimes, particularly violent crimes. They are also particularly vulnerable to risks to their reproductive health. However, the large proportion of youth in our working age population presents an opportunity for our country's development, and it is important that we build the capacity and participation of this group in national development under Vision 2030 Jamaica.

The highlights of youth development over the period 2009-2012 include: the completion of the National Youth Survey in 2011; development of five (5) new Youth Information Centres (YICs) islandwide; implementation of youth employment projects including the Teenage Employability Skills Training (TEST) project, Rural Youth Employment Project and Youth Entrepreneurship Programme (YEP); development of an MOU between NCYD and Jamaica Youth Business Trust (JYBT); commencement in 2012 of implementation of the UNICEF Country Action Plan for focused interventions for child protection and development; commencement of the revision of the National Youth Policy; and staging of the Digital Jam 2.0 conference in June 2012 to connect Jamaican youth with global opportunities in ICT.

The main issues facing youth include:

- The impact of crime and violence on young people, particularly young males who are the main perpetrators and victims of violent crime
- Significantly lower participation rates of males compared to females at all levels of the education system
- Relatively high unemployment rates among youth, particularly females, and the particular risks faced by unattached youth
- Risks to the reproductive health of youth including HIV/AIDS and other sexually transmitted diseases
- Challenges faced by young persons living with disabilities

Under MTF 2012-2015 the priorities for youth are to: complete and promulgate the new National Youth Policy and Strategic Plan of Action as the framework for the development of the youth sector in the medium term; increase the availability and access to services for adolescent and youth development; increase social development, entrepreneurial, education and training opportunities targeted at adolescents and youth; and ensure proper treatment of children and youth in state care or in conflict with the law.

Table 5: Priority Strategies and Actions - A Healthy and Stable Population (Youth)

National Outcome # 1 - A Healthy and Stable Population (Youth)		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 1-1: Maintain a stable population		
Sector Strategy: Review and revise existing policy and plans of action for youth development		
1. Complete and promulgate new National Youth Policy and Strategic Plan of Action	National Youth Policy and Strategic Plan of Action to be completed by FY2013/2014	MYC, NCYD
2. Complete the National Youth Database and Youth Club Database	FY2012/2013- FY2013/2014	NCYD, MYC, SDC, youth clubs
Sector Strategy: Increase availability and access to services for adolescent and youth development		
3. Complete establishment of Youth Information Centres and develop multi-purpose centres allowing cultural centres in all parishes	FY2012/2013- FY2014/2015	NCYD, MYC, MOH, JCDC, Edna Manley College
4. Improve psychosocial services for youth and children	FY2012/2013- FY2014/2015	CDA, MYC, MOJ, DCS, MOE
5. Develop a coordinated framework for a national mentoring strategy and action plan	FY2013/2014- FY2014/2015	MYC, NCYD
6. Increase level of resourcing for child-centred agencies and entities to improve responsiveness and level of care and protection provided for children	FY2013/2014- FY2014/2015	MYC, MOFP
7. Utilize non-traditional strategies to ensure wider youth participation	FY2013/2014- FY2014/2015	MYC, NCYD
Sector Strategy: Target adolescents and youth for social development, entrepreneurial, education and training opportunities		
8. Implement the National Strategic Plan for Youth Mainstreaming in Jamaica	FY2013/2014- FY2014/2015	MYC, NCYD

National Outcome # 1 - A Healthy and Stable Population (Youth)		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
9. Promulgate and mainstream youth programmatic inventory and create wider access	FY2013/2014- FY2014/2015	MYC , NCYD, Youth Development Sector
10. Position NYS as viable post-secondary option	FY2013/2014- FY2014/2015	MYC , NCYD
11. Create entrepreneurial framework for youth	FY2013/2014- FY2014/2015	MYC , JBDC, UWI, Junior Achievement
Sector Strategy: Ensure proper treatment of children and youth in state care or in conflict with the law		
12. Support reform of laws relating to minor offences	FY2012/2013- FY2014/2015	MOJ
13. Ensure that youth and children in state care and detention are provided with the levels of care and protection that meet the best global standards	FY2012/2013- FY2014/2015	MOJ , DCS, CDA, MYC, MNS, MOH
14. Promulgate strategic laws to reduce re-traumatization of abused children	FY2012/2013- FY2014/2015	MOJ , CDA, CSOCA, OCA, OCR
15. Intensify public education programme to address child abuse	FY2012/2013- FY2014/2015	CDA , OCA, OCR, MYC
16. Ensure that children in need of care and protection are kept in separate facilities from adults accused and/or convicted of crimes	FY2013/2014- FY2014/2015	MNS , MOJ, DCS, CDA, MYC
17. Undertake construction of a Juvenile Remand and Correctional Centre for girls and juvenile-only facilities in each parish for children who come in contact with the police	FY2013/2014- FY2014/2015	MNS , DCS , MYC , MOJ, CDA
18. Create a Model Place of Safety to provide therapeutic medical care for children on Remand and Correctional Orders by the Court	FY2013/2014- FY2014/2015	MNS , DCS , MYC , MOJ, CDA
19. Introduce extra-curricular activities in Children's Homes and Places of Safety	FY2013/2014- FY2014/2015	MYC , CDA , Jamaica School of Music / School of Art

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



Overview

Vision 2030 Jamaica recognizes the fundamental importance of building our human capital through an education and training system that produces well rounded and qualified individuals who are able to function as creative and productive individuals in all spheres of our society and be competitive in a global context. We will continue to build on the foundation of the education transformation processes which are progressing towards improvement of the education system at all levels.

Overall, the performances in the education sector during 2009-2011 reflected incremental gains in several areas. The adult literacy level improved to 91.7 per cent in 2010 (93.5% females and 89.4% males) based on the findings of the Jamaica Survey of Living Conditions, up from an estimated 86.8 per cent in 2009. The Grade 4 literacy rates also improved marginally from 70.1 per cent in 2009 to 71.4 per cent in 2011 (81.6 per cent of females and 61.5 per cent of males). Similar improvement was evident in the percentage of students that passed five (5) or more CSEC subjects including English Language and/or Mathematics which moved from 35.9 per cent in 2009 to 36.3 per cent in 2011.¹¹

The gross enrolment at the tertiary level also increased progressively from 30.8 per cent in 2009 to 33.1 per cent in 2011.²⁶ However, the percentage of males enrolled (21.8%) was significantly lower than the percentage of females (40.6%). The under participation and underperformance of the males throughout the education and training system continues to be cause for concern. Labour force quality improved over the period, with 23.2 per cent of the total labour force having vocational or professional certification in 2011, up from 20.1 per cent in 2009.²⁷

¹¹ Ministry of Education.

¹² Gross tertiary enrolment measures the actual number of students enrolled in tertiary institutions divided by the total number of young people in the age cohort for attendance at tertiary institutions.

¹³ STATIN Labour Force Surveys.

Other highlights included: the introduction of the Career Advancement Programme (CAP); tabling in parliament in FY 2010/11 of the draft National Parenting Policy and the Bill to establish the National Parent Support Commission; development and introduction of the Child Health and Development Passport; submission to Cabinet for establishment of Jamaica Tertiary Education Commission (JTEC); and the rolling out of the Centres of Excellence Programme. However, the National Education Trust (NET), while established, was not resourced at the desired level.

The major issues and challenges facing our education and training sector include:

- Weaknesses in early childhood development
- Poor performance and attendance of children at the primary and secondary levels
- Gender differentiation in performance with girls outperforming boys at all levels of the educational system
- Violence in schools
- Inadequate access to quality education for students at all levels
- Inadequate access to financing for students at the tertiary level
- Absence of a culture of lifelong learning
- Inadequate career guidance for students
- Misalignment of educational programmes with labour market demands
- Relatively low levels of certification of the workforce, despite increases in recent years
- Fragmented delivery of training
- Insufficient promotion of and focus on entrepreneurship
- Need for stronger partnerships among stakeholders in the education sector

Under MTF 2012-2015 the priorities for education and training will be centred on early childhood development, increasing access and quality at all levels of the system, improving performance in under performing schools and in the areas of English and Mathematics, increasing financing strategies and improving school management, and strengthening training programmes for increased productivity, with special focus on providing solutions for unattached youth.

Table 6: Indicators and Targets – World-Class Education and Training

National Outcome # 2 - World-Class Education and Training							
Indicators	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
Adult Literacy Rate (15 and over) - Both sexes (%)	85.8	86.8	91.7	91.7	89.7	≥ 91.6	≥ 98.3
Adult Literacy Rate (15 and over) – Males (%)	80.5		89.4	89.4	84.4	≥ 88.2	≥ 98.3
Adult Literacy Rate (15 and over) – Females (%)	91.1		93.5	93.5	93.0	≥ 94.9	≥ 98.3
Grade 4 literacy rates (%) – Both sexes	63.5	70.1	67.1	71.4	75	100	100
Grade 4 literacy rates (%) – Male	53.2	59.1	56.4	61.5	65	100	100
Grade 4 literacy rates (%) – Female	74.9	81.3	77.5	81.6	86	100	100
% of students sitting CSEC exams passing 5 or more subjects including English Language and/or Maths		35.9	36.7	36.3		40-50 (prov.)	60-80 (prov.)
Gross Enrolment Rate at the tertiary level (%)	31.5	30.8	32.8	33.1		35-45 (prov.)	50-70 (prov.)
% of labour Force (14 to 65) that is certified - Both sexes	18.52	20.1	21.2	23.2	25 (prov.)	30 (prov.)	90

Note: Grade 4 literacy rate targets are for the educable cohort sitting the test.

Table 7: Priority Strategies and Actions - World-Class Education and Training

National Outcome # 2 - World-Class Education and Training		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 2-1: Ensure that children 0-8 years have access to adequate early childhood education and development programmes		
Sector Strategy: Establish an environment for all children 0-8 years to access high quality and developmentally appropriate programmes		
1. Increase access to publicly funded Early Childhood institutions	Begin process by 2012/2013	MOE, ECC
2. Increase the entry requirements for teaching at the Early Childhood level to a first degree	Begin implementation in FY2013/2014	MOE, ECC
3. Ensure that there is at least one trained teacher in every Early Childhood institution	By FY2014/2015	MOE, ECC
Sector Strategy: Strengthen school/home relationships and parental involvement in early childhood education		
4. Implement structured programme for training of parents including utilising PTA meetings	FY2012/2013-	MOE, ECC, PTAs, Parenting Commission
5. Partner with communities for the use of school facilities for community development	In at least 50% of schools by 2015	MOE, Parenting Commission, ECC, SDC
6. Establish at least one parent place in each Quality Education Circle	FY2012/2013- FY2014/2015	MOE, ECC, PTAs
Sector Strategy: Put mechanisms in place to address the psychosocial needs of children		
7. Undertake systematic assessment of child/children at age four (4)	FY2012/2013- FY2014/2015	MOE, MOH
8. Develop and implement the National Guidance and Counselling Policy	FY2012/2013	MOE, MOH
9. Develop and implement the Grade 2 diagnostic test to replace the Grade 3 diagnostic test	Begin FY2012/2013	MOE
Sector Strategy: Strengthen the framework for establishing, legislating and enforcing standards in all early childhood education institutions		
10. Enforce adherence to education requirement according to standards guided by the inspection reports	FY2012/2013- FY2014/2015	MOE, ECC
11. Enforce development of implementation plans	FY2012/2013- FY2014/2015	MOE, ECC
12. Ensure that Early Childhood trained practitioners are assigned to Grades 1-3 at the primary level	Starting FY2013/2014	MOE, ECC
National Strategy 2-2: Enable a satisfactory learning environment at the primary level		
Sector Strategy: Institutionalize diagnostic testing and provide the requisite support for teachers and students		
13. Revise the National Assessment Framework	FY2012/2013	MOE, MOH
14. Monitor and report on student progress and performance based on the revised National Assessment Framework	FY2014/2015- ongoing	MOE

National Outcome # 2 - World-Class Education and Training		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 2-3: Ensure that the secondary school system equips school leavers to access further education, training and/or decent work		
Sector Strategy: Create mechanisms that will enable the school system to integrate new and emerging technologies and ideas to improve the teaching and learning process		
15. Provide the framework to facilitate ongoing professional development of teachers	FY2012/2013- FY2014/2015	MOE , Teachers Colleges
16. Revise the secondary school curriculum to make it learner centred and relevant to the national development needs	Beginning FY2012/2013	MOE , Teachers' Colleges
Sector Strategy: Widen curricula to expose all students to academics, vocations, a foreign language, physical education, and the arts		
17. Provide adequate number of teachers trained to deliver the curriculum in specialised areas	FY2012/2013- FY2014/2015	MOE
Sector Strategy: Foster partnerships with industry and other key stakeholders to generate practical learning opportunities		
18. Extend the Work Experience and Apprenticeship Programme.	Beginning in FY2012/13	MOE , Teacher training institutions, private sector
Sector Strategy: Ensure an adequate number of secondary school places for all students		
19. Increase the provision of quality places including expanding the capacity to offer an increasing range of TVET programmes at the secondary level	FY2013/2014	MOE , Secondary / High Schools
Sector Strategy: Create opportunities and programmes to enable students to be responsible and caring citizens		
20. Institutionalise community service/volunteerism and strengthen the Citizenship Education Programme in all schools	FY2012/2013	MOE , Teachers' Colleges, Private Sector, MYC
21. Implement the Civics Programme and complete the development of the Civics curriculum	Beginning FY2012/2013	MOE , Teachers' Colleges, Private Sector, MYC
22. Strengthen and expand co-curricular activities in all schools	FY2012/2013 – on- going	MOE , Teachers' Colleges, Private Sector, MYC
National Strategy 2-4: Accelerate the process of creating and implementing a standards-driven and outcomes-based education system		
Sector Strategy: Establish frameworks for improving the quality stock of teachers		
23. Review the existing pre-service and in-service training programmes and develop new ones as necessary	FY2012/2013- FY2014/2015	MOE

National Outcome # 2 - World-Class Education and Training		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Increase the use of technology as a tool for enhancing teaching and learning		
24. Increase the use of technology to enable quality in service support for educators and trainers	FY2012/2013- FY2014/2015	MOE
Sector Strategy: Introduce a competency-based approach to education at all levels		
25. Identify and define standards, regulations and expectations at all levels of the system	FY2012/2013- FY2014/2015	MOE
Sector Strategy: Ensure that schools are Inclusive and gender sensitive		
26. Ensure that the learning resources address the different learning styles and needs of males and females and that both sexes have equal opportunity for success at all levels of the system	Ongoing	MOE , Teacher training institutions
27. Develop and introduce a curriculum for children with intellectual disabilities	Ongoing	MOE , Teacher training institutions
28. Strengthen programmes for children with exceptionalities	Ongoing	MOE , Teacher training institutions
National Strategy 2-5: Develop and establish financing and management mechanisms for schools		
Sector Strategy: Develop and implement strategies to support the financing of education		
29. Strengthen partnerships for funding the development of the education and training sector	Ongoing	MOE , private sector, JDI, IDPs and other partners
30. Design and implement an effective Schools Management Information System	FY2013/FY2014	MOE
National Strategy 2-6: Ensure a physical environment in all schools that is safe and conducive to learning at all levels of the school system		
Sector Strategy: Create a positive, healthy, secure, resource-efficient and environmentally-friendly atmosphere at all school plants		
31. Implement aspects of the Child Friendly Schools Strategy in all schools	FY2014/2015	MOE , Private sector
32. Ensure the passage and implementation of the Safe Schools Act	FY2014/2015	MOE , Cabinet Office
33. Strengthen the school feeding programme		MOE , MLSS, MOFP
National Strategy 2-7: Ensure that adequate and high quality tertiary education is provided with emphasis on the interface with work and school		
Sector Strategy: Create platforms to facilitate alternative methods of accessing tertiary education		
34. Broaden financing alternatives for tertiary students	FY2012/2013 onwards	MOE , SLB, MOFP, tertiary institutions

National Outcome # 2 - World-Class Education and Training		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Develop and implement curricula that are broad-based and relevant to meet the developing needs of society		
35. Increase collaboration between the private and public sector to provide opportunities for students to gain knowledge and experience relevant to the workplace/world of work	Ongoing	MOE, Private sector, tertiary institutions, trade unions, HEART Trust/NTA, PIOJ
Sector Strategy: Enforce a National Quality Assurance Mechanism		
36. Fully empower the Jamaica Tertiary Education Commission (JTEC)	FY2014/FY2015	MOE, Cabinet Office, JTEC
National Strategy 2-8: Expand mechanisms to provide access to education and training for all including unattached youth		
Sector Strategy: Improve access to training and increase the range of training programmes for unattached youth		
37. Strengthen collaboration among training institutions to ensure coverage of training needs	FY2012/2013- FY2014/2015	HEART Trust/ NTA, JFLL, CAP, NYS, NCYD
38. Establish three new Workforce Colleges and three new TVET institutes	FY2012/2013- FY2014/2015	HEART Trust/ NTA
39. Develop and implement additional training programmes to meet the demand of unattached youth	FY2012/2013 onward	HEART Trust/ NTA
National Strategy 2-9: Promote a culture of learning among the populace		
Sector Strategy: Promote broad-based education with holistic approach to training that includes life skills, technical skills, and cognitive skills		
40. Modify curriculum to allow for a seamless transition between education and training programs	FY2012/2013- ongoing	MOE, HEART Trust/NTA, JFLL, CAP, NYS, NCYD
National Strategy 2-10: Establish a National Qualification Framework		
Sector Strategy: Ensure that local standards are aligned with international norms and accepted globally		
41. Ensure that curriculum and assessments reflect international standards and quality assurance	FY2012/2013- FY2014/2015	MOE, HEART Trust/NTA
42. Extend qualifications across the education and training systems	FY2012/2013- FY2014/2015	MOE, HEART Trust/NTA
National Strategy 2-11: Strengthen the mechanisms to align training with demands of the labour market		
Sector Strategy: Implement cooperative education and work-based learning, including summer internships		
43. Develop corporate outreach strategy to better link training with internships, mentoring and employment	FY2012/2013- FY2014/2015	MOE, HEART Trust/NTA, private sector, trade unions

4.3 National Outcome # 3 – Effective Social Protection

Overview

Social protection refers to those measures that are used to address vulnerabilities that may arise as a result of circumstances such as poverty, disabilities, aging or debilitating illness. Under Vision 2030 Jamaica, the four areas addressed under social protection are social welfare, social security, poverty reduction, and persons with disabilities.

Over the 2009-2011 period, the impact of the global economic downturn on Jamaica's vulnerable population resulted in an increase in the poverty rate from 16.5 per cent in 2009 to 17.6 per cent in 2010. New indicators were introduced for the percentage of children in Quintile 1 receiving PATH benefits and the percentage of PATH beneficiaries in consumption Quintiles 1 and 2, to measure the effectiveness of Jamaica's social welfare programmes. They showed incremental improvement over the period, with the percentage of children in Quintile 1 receiving PATH benefits, increasing from 68.2 per cent in 2009 to 72 per cent in 2010; while the percentage of PATH beneficiaries in consumption Quintiles 1 and 2 increased from 66.5 per cent in 2009 to 67.1 per cent in 2010, although the level was lower than the baseline figure of 75 per cent in 2007.²⁸ Highlights of the period also included the implementation of the Steps-to-Work programme; the advancement of the Disabilities Bill to the point where it is expected to be placed before the Legislative Committee of the Cabinet during FY 2013/14; the advancement of the process of pension reform, and the development of the proposal for the establishment of a National Poverty Reduction Coordinating Unit at the PIOJ.

The major issues and challenges relating to social protection include:

- The need for a coordinated approach to poverty reduction and empowerment of poor households
- Inadequate coverage of NIS and private pension systems
- Need to strengthen the viability of the public sector pension scheme
- Inadequate access and support for persons with disabilities
- Inadequate level of identification and delivery of services to vulnerable groups
- Need for economic and social empowerment and exit strategies for persons receiving social assistance benefits

Going forward, the priority areas in social protection will include: improving the socio-economic status of the poor; strengthening social security including pension reform and widening the participation in the NIS; creating an enabling environment for persons with disabilities (ensuring that the building code and Disabilities Act are brought into effect); and strengthening the system of social welfare, particularly the PATH programme. The need for the development of a comprehensive Social Protection Strategy will also be addressed, including attention to meeting the needs of the elderly.

¹⁴ Ministry of Labour and Social Security.

Table 8: Indicators and Targets – Effective Social Protection

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

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

Table 9: Priority Strategies and Actions – Effective Social Protection

National Outcome # 3 - Effective Social Protection		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 3-1: Infuse poverty and vulnerability issues in all public policies		
Sector Strategy: Develop a coordinated poverty reduction programme		
1. Establish the poverty reduction coordination unit	FY2013/2014- FY2014/2015	PIOJ, MLSS
2. Strengthen collaborative mechanisms among the various planning development partners to support poverty reduction	FY2013/2014- FY2014/2015	PIOJ, MLSS, MOH, MOE, MLGCD
National Strategy 3-2: Expand opportunities for the poor to engage in sustainable livelihoods		
Sector Strategy: Empower poor households		
3. Provide incentives to marginalized groups for their participation in the formal economic system, including the poor, and unattached youth	FY2012/2013- FY2014/2015	MLSS, MIIC, MNS, MA
4. Encourage entrepreneurial learning as a core component of education and training programmes		
i. 1000 steps-to-work (STW) clients to be trained by JBDC	FY2012/2013- FY2014/2015	MLSS, JBDC
Sector Strategy: Design and implement programmes that support poor households to seek and retain employment		
5. Support the process of achieving security of tenure for the poor	FY2012/2013- FY2014/2015	NLA, MLSS, MTWH, Food for the Poor, ADRA, private sector, civil society
6. Seek micro financing and grants to assist the poor in business	FY2012/2013- FY2014/2015	MLSS, MIIC, DBJ, Private Sector

National Outcome # 3 - Effective Social Protection		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 3-3: Create and sustain an effective, efficient transparent and objective system for delivering social assistance services and programme		
Sector Strategy: Develop a comprehensive social protection policy		
7. Complete and distribute the comprehensive social protection strategy document	FY2012/2013- FY2014/2015	PIOJ, MLSS
8. Develop and commence implementation of the plan of action to support the social protection strategy	FY2013/2014- FY2014/2015	PIOJ, MLSS
9. Initiate and strengthen strategic public-private partnerships for social protection including financing	FY2012/2013- FY2014/2015	MLSS, Private Sector Organisations
10. Develop social housing policy	FY2012/2013- FY2014/2015	MLSS, MTWH, NHT
11. Create transitional housing facilities for youth that are leaving state care	FY2012/2013- FY2014/2015	CDA, MYC, MLSS, MTWH, NHT, HAJ
12. Increase public education and sensitization on the rights of senior citizens	FY2012/2013- FY2014/2015	MLSS, NCSC
13. Review and update the National Policy on Senior Citizens	FY2013/14- FY2014/2015	MLSS, NCSC, PIOJ
14. Strengthen the database of vulnerable population groups	FY2012/2013- FY2014/2015	MLSS, MLGCD, MOH, MOE, PIOJ, MTWH
15. Strengthen the system of identification of beneficiaries and delivery of public assistance programmes	FY2012/2013- FY2014/2015	MLSS, PIOJ
16. Strengthen the effective targeting of beneficiaries under PATH	FY2012/2013- FY2014/2015	MLSS
National Strategy 3-4: Promote greater participation in, and viability of social insurance and pension schemes		
Sector Strategy: Increase the coverage of NIS and private pension schemes		
17. Promote multi-pillar pension coverage	FY2013/2014- FY2014/2015	MLSS, MOFP, private sector
18. Expand the pension registration drives for targeted groups	FY2013/2014- FY2014/2015	MLSS
Sector Strategy: Increase the range of social security benefits		
19. Rationalize pension schemes in the public sector	FY2013/2014- FY2014/2015	MOFP, MLSS
20. Conduct feasibility study on unemployment insurance	FY2013/2014- FY2014/2015	MLSS

National Outcome # 3 - Effective Social Protection		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
21. Continue social insurance and pension reform	FY2013/2014- FY2014/2015	MLSS, MOFP
Sector Strategy: Improve efficiency in the delivery of pension benefits under the NIS		
22. Reengineer business processes for NIS delivery	FY2013/2014- FY2014/2015	MLSS, NIS
23. Acquire a robust electronic system for NIS	FY2013/2014- FY2014/2015	MLSS, NIS
24. Increase contribution base for NIS	FY2013/2014- FY2014/2015	MLSS, NIS
25. Implement a modern pension payment method	FY2013/2014- FY2014/2015	MLSS, NIS
26. Reduce the rate of non-compliance among employers	FY2013/2014- FY2014/2015	MLSS, MOFP
27. Conduct regular actuarial review of NIS	FY2013/2014- FY2014/2015	MLSS, MOFP, NIS
National Strategy 3-6: Create an enabling environment for persons with disabilities (PWDs)		
Sector Strategy: Advance the policy, regulatory, institutional and legislative framework for PWDs		
28. Increase public education and sensitization for the rights of persons with disabilities	FY2013/2014- FY2014/2015	MLSS, JCPD
29. Strengthen the disability registry system	FY2013/2014- FY2014/2015	JCPD
30. Review and update the national policy for persons with disabilities	FY2013/2014- FY2014/2015	MLSS, JCPD
31. Pursue the enactment of the disability bill	FY2013/2014- FY2014/2015	MLSS, JCPD
Sector Strategy: Build the capacity of service providers including the JCPD		
32. Undertake mainstreaming of the training of human resources personnel to effectively interact with persons with disabilities	FY2013/2014- FY2014/2015	MLSS, JCPD, MIND
33. Train services providers to interface with persons with disability	FY2013/2014- FY2014/2015	MLSS, JCPD, MIND
34. Include orientation programme on disability in curricula at all levels of education and training institutions	FY2013/2014- FY2014/2015	MLSS, JCPD, MIND, MOE

National Outcome # 3 - Effective Social Protection		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Improve the physical environment and information access for persons with disabilities		
35. Pursue the implementation of the new building code	FY2013/2014- FY2014/2015	MLSS , JCPD, BSJ, MTWH
36. Promote the mainstreaming of children with disabilities in education facilities	FY2013/2014- FY2014/2015	MOE , JCPD, MLSS
37. Promote the use of appropriate technologies and media for access to information for PWDs	FY2013/2014- FY2014/2015	JCPD , MLSS, Cabinet Office, JLS
38. Implement a public awareness programme around universal design	FY2013/2014- FY2014/2015	JCPD , MLSS
Sector Strategy: Increase the level of inclusion of all persons with disabilities in opportunities for education, training and employment		
39. Initiate training/sensitization seminars with employment institutions	FY2013/2014- FY2014/2015	MLSS , JCPD
40. Conduct needs assessment survey on education, training and employment needs	FY2013/2014- FY2014/2015	MLSS , JCPD, MOE
41. Institute incentive schemes to encourage employers to employ persons with disabilities	FY2013/2014- FY2014/2015	MLSS , Cabinet Office, MOFP, private sector
Sector Strategy: Develop mechanism for the monitoring and evaluation of the implementation of the CRPD		
42. Establish an independent government monitoring body for the CRPD	FY2013/2014- FY2014/2015	MLSS , JCPD, private sector

4.4 National Outcome # 4 – Authentic and Transformational Culture



Overview

Vision 2030 Jamaica recognizes the uniqueness of our Jamaican culture, and its importance for national development. The Plan seeks to ensure that the tangible and intangible forms of our cultural heritage are respected and preserved, and that their material value is expressed meaningfully through our cultural and creative industries. The Plan also recognizes the role of the family as the central unit of human development, and the contribution of positive core values to social transformation and cohesion.

Progress was achieved in a number of areas during the 2009-2011 period, including: progress toward the establishment of the National Parenting Support Commission (NPSC); upgrading of National Museum infrastructure; submission of the Blue and John Crow Mountains to UNESCO as a proposed World Heritage Site; the completion of regulations to the Geographical Indications Act; and the development of advanced sports programmes including the establishment of the UWI Sports Centre of Excellence.

The main issues facing the culture sector include:

- Fragmentation and inadequate coordination of cultural institutions
- Inadequate number of cultural spaces and venues
- Gaps in the policy and regulatory framework and infrastructure for culture and sports

The MTF 2009-2012 identified as priorities the promotion of core and transformational values and the incorporation of Jamaica's Nation Brand and sport into development processes. These priorities have been retained for the MTF 2012-2015 at the sector level. In addition, specific actions to promote the family as the central unit of human development and to preserve, develop and promote Jamaica's cultural heritage have been included as sector priorities for 2012-2015. Priority strategies and actions for the development of the cultural and creative industries, and for sport as an economic industry, are included under the relevant sections of National Outcome # 12 – Internationally Competitive Industry Structures.

Table 10: Indicators & Targets – Authentic and Transformational Culture

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

Table 11: Priority Strategies and Actions – Authentic and Transformational Culture

National Outcome # 4 – Authentic and Transformational Culture		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 4-1: Promote core/ transformational values		
Sector Strategy: Implement a sustained national programme to promote core values		
1. Implement a sustained national programme to promote core values	FY2013/2014 - FY2014/2015	OPM, MYC, PIOJ, MOE, SDC
National Strategy 4-2: Promote the family as the central unit of human development		
Sector Strategy: Build parenting capacity		
2. Implement National Parenting Strategy	FY2013/2014 - FY2014/2015	MOE, ECC, MYC
National Strategy 4-3: Preserve, develop and promote Jamaica’s cultural heritage		
Sector Strategy: Implement appropriate measures to protect and preserve cultural expressions		
3. Complete new National Cultural Policy and Action Plan	FY2012/2013 - FY2013/2014	MYC
4. Create public arts programme	FY2013/2014 - FY2014/2015	MYC, MTE
5. Make revised submission for Blue and John Crow Mountains as World Heritage Site	FY2013/2014 - FY2014/2015	JNHT, MYC
6. Make submission for Port Royal as World Heritage Site	FY2013/2014 - FY2014/2015	JNHT, MYC
7. Develop national cultural information and accreditation/authentication and heritage information/validation system	FY2013/2014 - FY2014/2015	MYC, JNHT
8. Promote Jamaica’s culture through cultural exchanges and participation in international fora, festivals, conferences and trade fairs	FY2013/2014 - FY2014/2015	MYC, MTE, JBDC, JNHT
9. Include culture and creative education and entrepreneurship in primary and secondary education, including through Culture in Education Programme and Citizenship Education Programme, with curriculum development that includes the participation of cultural/creative practitioners	FY2013/2014 - FY2014/2015	MOE, MYC

National Outcome # 4 – Authentic and Transformational Culture		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
10. Strengthen the Performing and Visual Arts offerings of secondary and primary schools	FY2013/2014 - FY2014/2015	MOE, MYC
11. Broaden education and training in arts and culture, including in cultural management	FY2013/2014 - FY2014/2015	MYC, Edna Manley College, JCDC, IOJ, JBDC, CPTC, Private Sector, Media, Prof. Associations
12. Promote a policy and programme that recognises the national language of the society in the formal education system while emphasizing the need to learn and use the official language, English, as the language of formal social interaction	FY2013/2014 - FY2014/2015	MOE, MYC
13. Complete Simon Bolivar Cultural Centre	FY2013/2014 - FY2014/2015	MYC, IOJ, JNHT
14. Complete establishment of Jamaica Music Museum	FY2013/2014 - FY2014/2015	MYC, IOJ
15. Carry out digitization of cultural content to preserve heritage and develop digital cultural repository for education, research, information and tourism purposes	FY2013/2014 - FY2014/2015	National Archives, NLJ, IOJ, MYC, JLS, PBCJ, CPTC
National Strategy 4-4: Integrate Jamaica's Nation Brand into developmental processes		
Sector Strategy: Undertake comprehensive National Branding for Jamaica		
16. Advance Jamaica's Nation Brand	FY2013/2014 - FY2014/2015	MYC, MTE, MIIC, JAMPRO, JBDC
National Strategy 4-5: Strengthen the role of sport in all aspects of national development		
Sector Strategy: Strengthen sport development programmes and competitions at all levels		
17. Strengthen primary school level sports programmes	FY2012/2013 – FY2014/2015	Insport, OPM, MOE, SDF
18. Develop and promote Inter-Secondary Schools' Championship as a premier secondary track event globally	FY2013/2014 – FY2014/2015	ISSA, OPM, MOE, Insport, SDF
19. Strengthen partnerships between communities, private and public sector to build local capacity to organize, host and manage sport activities	FY2012/2013 – FY2014/2015	Insport, OPM, SDC
20. Develop academic course, research capabilities and advanced sport programmes at tertiary institutions, including the G C Foster College	FY2012/2013 – FY2014/2015	MOE, OPM, Insport, SDF, Sport Associations, Tertiary Institutions

National Outcome # 4 – Authentic and Transformational Culture		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Update the Sport Policy and align it with other policies that affect sport		
21. Complete and promulgate new National Sports Policy	FY2012/2013 – FY2013/2014	OPM
Sector Strategy: Strengthen the availability and use of information for planning and development of the sport sector		
22. Undertake process for development of database on sport indicators	FY2013/2014 – FY2014/2015	OPM , Sport Associations, STATIN, PIOJ
Sector Strategy: Rationalize existing institutions for sport		
23. Restore National Sports Council	FY2013/2014 – FY2014/2015	OPM , Insport
24. Strengthen mechanisms for collaboration between national federations and schools at all levels	FY2013/2014 – FY2014/2015	OPM , Insport, MOE, Sport Associations,
Sector Strategy: Develop effective anti-doping programmes		
25. Strengthen the role and capacity of the Jamaica Anti-Doping Commission (JADCo)	FY2013/2014 – FY2014/2015	OPM, JADCo
26. Promote international best practices in anti-doping policies and practices in sport	FY2013/2014 – FY2014/2015	OPM, JADCo
Sector Strategy: Ensure national sporting infrastructure to meet the long-term development of sport		
27. Develop long-term national plan for sport infrastructure island-wide	FY2013/2014 – FY2014/2015	OPM, IPL, SDF
28. Develop and implement medium and long- term plan for the Trelawny Multi-Purpose Stadium	FY2012/2013 – FY2013/2014	OPM, IPL, SDF
29. Establish and maintain a state-of-the-art facility to provide comprehensive medical, diagnostic, therapeutic and general wellness services for all national athletes	FY2013/2014 – FY2014/2015	OPM, IPL, SDF

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

Towards Inclusive Growth & Sustainable Development

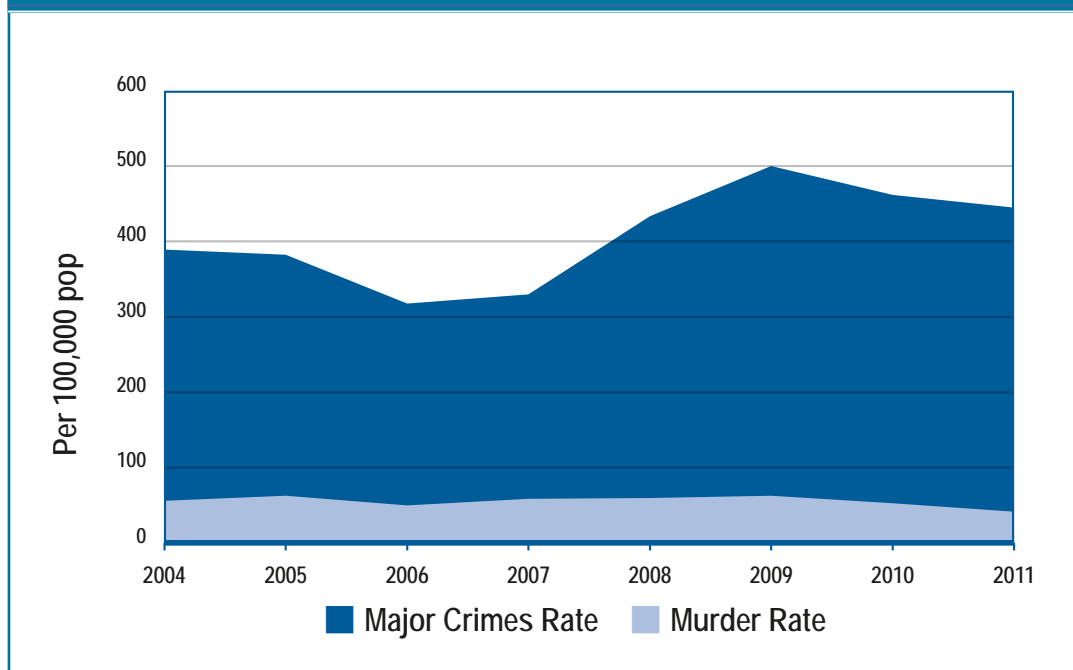


4.5 National Outcome #5 – Security and Safety

Overview

For at least the last decade, national security has been consistently regarded as one of the main priority concerns affecting Jamaica's development, particularly the persistently high levels of violent crime. During 2009-2011, however, for the first time in many years, Jamaica made significant inroads in reducing its crime rate. The annual murder rate fell to 42.0 per 100,000 population in 2011, down from 52.9 per 100,000 population in 2010 and from 62.4 per 100,000 population in 2009, a decline of 32.7 per cent from 2009-2011.¹⁶ Major crimes (i.e. murder, shooting, rape, carnal abuse¹⁵, robbery, break-ins and larceny) fell to 394.4 per 100,000 population in 2011, down from 409.6 per 100,000 population in 2010 and from 437.8 per 100,000 population in 2009, a decline of 9.9 per cent from 2009-2011.¹⁶

Figure 4: Major Crimes and Murder Rate – Jamaica, 2004 - 2011



The reductions in the murder and major crime rates from 2010 resulted from a number of strategies, consistent with *Vision 2030 Jamaica*, including: deepening of the focus on capacity building of communities to participate in creating a safe and secure society; continuing the efforts to modernize law enforcement systems; and strengthening the anti-crime capability of law enforcement agencies, including the anti-gang strategy. Work was also done on improving the security of the border and territorial waters, and this is expected to have particular impact on the drug trade and on various forms of trafficking.

With respect to clients of the Department of Correctional Services (DCS) the proportion of offenders incarcerated who were repeat offenders (recidivists) trended upwards between 2007 and 2011, despite a marginal decline in 2011 over 2012. In this regard, the rate of recidivism moved from 20.8 per cent in 2007 to 25.8 per cent in 2011.

¹⁵ From June 30 2011, carnal abuse replaced by sexual intercourse against a male or female under the age 16

¹⁶ Based on data from the Ministry of National Security and Jamaica Constabulary Force

Highlights of the period included: development of the new National Security Policy and Crime Prevention and Community Safety Strategy; continued implementation of the Citizen Security and Justice Programme (CSJP); the work of the Peace Management Initiative (PMI) and other social intervention programmes; development of the Community Renewal Programme (CRP); implementation of several of the provisions of the JCF Strategic Review; improvement of the JCF Training estate at Twickenham Park establishment of the Independent Commission of Investigations (INDECOM); implementation of the Police Oversight Civilian Authority to improve accountability and transparency in the JCF; introduction of anti-gang legislation to criminalize membership and participation in gangs; implementation of the Proceeds of Crime Act; and implementation of the Jamaica Reducing Reoffending Action Plan (JRRAP) with six (6) projects aimed at improving the capacity of the Department of Corrections (DCS) to carry out rehabilitation programmes within correctional facilities.

The issues and challenges that contribute to the high impact of national security include:

- The role of transnational gangs and the drugs and gun trades
- The existence of political garrison communities and dons operating as leaders of criminal networks
- High levels of domestic violence, sexual violence and violence against children
- High involvement of youth and males in criminality
- Inadequate institutional capacity particularly of the JCF and the DCS
- Prevailing low level of societal trust in the security forces

The new National Security Policy, which is aligned to *Vision 2030 Jamaica*, forms the basis for the priorities under MTF 2012-2015. The focus will be on ramping up community interventions in partnership with other organizations and individuals, continued modernizing of law enforcement systems and processes, strengthening the anti-crime capabilities of law enforcement officers, supporting reforms in the Justice system, and strengthening the management, rehabilitation and reintegration of clients of correctional services.

Table 12: Indicators and Targets– Security and Safety

National Outcome # 5 – Security and Safety							
Indicators	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
Major Crimes/100,000 population	272.18	437.79	409.39	403.36	216	182	43
Murder Rate/100,000 population	58.82	62	52.88	41.86	50	35	10
% Recidivism	20.8	23.8	26.7	25.8	≤ 20	≤ 15	≤ 10

Table 13: Priority Strategies and Actions – Security and Safety

National Outcome # 5 – Security and Safety		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 5-1: Strengthen the capacity of communities to participate in creating a safe and secure society		
Sector Strategy: Improve the implementation of targeted community interventions		
1. Implement the Community Renewal Programme (CRP)	FY2012/2013 – FY2014/2015	MLGCD, PIOJ, JSIF, MNS, SDC, NGOs, CBOs
2. Ensure successful completion of the implementation of the Citizen Security and Justice Programme (CSJP)	FY2012/2013 – FY2014/2015	MNS, CSJP
Sector Strategy: Implement holistic programmes focusing on prevention and suppression of youth involvement in crime		
3. Collaborate with partners to ensure qualified counsellors in schools to deal with violence-related issues and trauma affecting children and teachers	FY2012/2013 – FY2014/2015	PIOJ, MOE, MNS, MOH, Academic Institutions
4. Collaborate with appropriate entities and individuals to ensure that psycho-social interventions are utilized to address the needs of violence prone youth	FY2012/2013 – FY2014/2015	PIOJ, SDC, YOU, MOE, MNS, MYC, Academic Institutions
National Strategy 5-2: Reform and modernize the law enforcement system		
Sector Strategy: Modernize the approach to policing activities		
5. Adopt a total policing strategy with intelligence-led policing and superior information management	FY2012/2013 – FY2014/2015	JCF, MNS
6. Institutionalize the use of predictive analytics software such as the Criminal Reduction Utilizing Statistical History (CRUSH) which look for patterns in criminal records, intelligence briefings, offender profiles and other data to identify where particular types of crimes are most likely to occur	FY2012/2013 – FY2014/2015	JCF, MNS, Crime Observatory
7. Install automatic automobile number-plate recognition system	FY2013/2014 – FY2014/2015	MNS, MTWH, JCF,
8. Ensure that the Integrated Ballistics Information System (IBIS) contains records of all guns in Jamaica (including military and police weapons)	FY2012/2013 – FY2014/2015	JCF, MNS
9. Strengthen the forensic capacity of the JCF	FY2012/2013 – FY2014/2015	JCF, MNS
10. Improve the training in non-lethal options	FY2012/2013 – FY2014/2015	JCF, MNS
11. Strengthen police capability in community policing	FY2012/2013 – FY2014/2015	JCF, MNS
Sector Strategy: Strengthen accountability frameworks within law enforcement agencies		
12. Investigate every use of deadly force by the police through an independent body and make public the results	FY2012/2013 – FY2014/2015	INDECOM, JCF, MNS, MOJ

National Outcome # 5 – Security and Safety		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
13. Increase transparency with regard to major failures of proper procedure, with independent investigation of fatal shootings	FY2012/2013 – FY2014/2015	INDECOM, JCF, MNS, MOJ
14. Strengthen the capacity and authority of the Independent Commission of Investigations (INDECOM)	FY2012/2013 – FY2014/2015	MNS, INDECOM, JCF, MOJ
Sector Strategy: Support the reform of the Justice System		
15. Support the development of measures surrounding court cases to ensure the protection of the rights of victims and limit the powers of suspected criminal gang members in line with recommendation 2 of the National Security Policy (2012)	FY2012/2013 – FY2014/2015	MNS, MOJ, JCF
16. Use plea bargaining and alternative dispute resolution methods for minor crimes to reduce the burden on the courts	FY2012/2013 – FY2014/2015	MNS, MOJ, JCF
National Strategy 5-4: Strengthen the anti- crime capability of law enforcement officers		
Sector Strategy: Improve communication and information technology infrastructure		
17. Introduce a national identification card system	FY2012/2013 – FY2014/2015	OPM, MNS, RGD
18. Develop and enact Policy for implementation of the Mandatory Registration of Subscriber Information (MRMSI)	FY 2013/2014 – FY2014/2015	MNS, MSTEM, OUR, Cabinet Office
19. Modernize the system of records and chain-of-evidence management	FY2012/2013 – FY2014/2015	MNS, JCF, MOJ
Sector Strategy: Undertake institutional reforms to strengthen the anti- crime capability of law enforcement officers		
20. Establish a task force to focus on facilitators of crime and major criminal offenders	FY2013/2014 – FY2014/2015	MNS, JCF
21. Establish a court to address tier 1 crime threats	FY2013/2014 – FY2014/2015	MOJ, MNS, JCF
22. Improve conditions of police stations and motor vehicle fleet	FY2012/2013 – FY2014/2015	MNS
Sector Strategy: Improve the JCF capacity for financial investigation		
23. Increase the capacity within the Financial Investigation Division (FID)	FY2012/2013 – FY2014/2015	JCF, FID, MNS, MOJ
24. Mandate the FID to focus on the most serious cases	FY2012/2013 – FY2014/2015	JCF, FID, MNS, MOJ
25. Strengthen the technical capacity and capabilities needed to detect and unravel complex money laundering operations	FY2012/2013 – FY2014/2015	JCF, FID, MNS, MOJ, MOFP

National Outcome # 5 – Security and Safety		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Undertake legislative reforms to support the anti- crime capability of law enforcement officers		
26. Amend the Proceeds of Crime Act (POCA) to incorporate Article 416 of the Italian Penal Code	FY2013/2014 – FY2014/2015	MOFP, MNS , JCF, MOJ
27. Amend the Legal Profession Act as required	FY2013/2014 – FY2014/2015	MOJ , Bar Association of Jamaica, MNS
28. Review legislation relating to cybercrime, fraud and extortion	FY2013/2014 – FY2014/2015	MOJ, MOFP, MNS, MSTEM, MIIC
29. Review the Parole Act and Bail Act to ensure that particular categories of criminals (homicide, violent and sex crimes) are normally ineligible for bail where there is an unequivocal risk that witnesses will be intimidated or murdered, or evidence destroyed	FY2013/2014 – FY2014/2015	MOJ, MNS
30. Introduce Anti-Gang legislation to make gang membership and association an offence	FY2013/2014 – FY2014/2015	MNS, MOJ
31. Amend the Interception of Communications Act to allow the JCF electronic access, with a warrant to a wider set of databases in the pursuit of crime including bank accounts, tax records, shipping manifestos, etc. with adequate provisions for protection of privacy rights	FY2013/2014 – FY2014/2015	MOJ, MOFP, MSTEM, MIIC, MNS
Sector Strategy: Disrupt transnational and organized crime, gangs and criminal structures		
32. Use plea bargaining to get lesser offenders to give information on major offenders	FY2012/2013 – FY2014/2015	MOJ, MNS, JCF
33. Use focused deterrence strategy, violence reduction initiatives and community based policing to address local street gangs	FY2012/2013 – FY2014/2015	JCF, MNS, SDC, PMI, CRP
34. Use focused deterrence strategy and clear, hold and build tactics to address major gangs that operate in more than one area	FY2012/2013 – FY2014/2015	JCF, MNS, SDC, PMI, CRP
35. Use intelligence led operations, financial profiling, strong proceeds of crime legislation and international cooperation between law enforcement agencies, to address sophisticated international criminal structures	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ
36. Focus on tracing money and seizing criminal assets	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ
37. Build personal and financial profiles of TNOG membership and their key facilitators	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ
38. Mandate the task force established for focusing on facilitators of crime to trace funds and seize assets	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ
39. Ensure that POCA is used to seize all assets proven not to be clean	FY2012/2013 – FY2014/2015	MNS, JCF, MOFP, MOJ
40. Strengthen support for victims and witnesses of crime	FY2012/2013 – FY2014/2015	MNS, JCF, MOJ
41. Ensure that containers and other shipments coming into our ports are scanned	FY2012/2013 – FY2014/2015	Jamaica Customs Department, PAJ, MNS, JCF

National Outcome # 5 – Security and Safety		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Ensure that the implementation of the national security strategy addresses the concerns of the tourism industry		
42. Ensure adequate security and safety measures in all resort towns including installing CCTVs; and put in place security stands among tourism enterprises	FY2012/2013 – FY2014/2015	MNS, MTE, TPDCO, Resort Boards, JHTA
National Strategy 5-5: Strengthen the management, rehabilitation and reintegration of clients of correctional services		
Sector Strategy: Expand the framework for rehabilitation of inmates and offenders		
43. Increase the use of diversion in sentencing options for adults and children in particular	FY2012/2013 – FY2014/2015	MOJ, MNS, JCF, DCS, Civil Society, NGOs
44. Improve the physical and social environment of individuals in state custody	FY2012/2013 – FY2014/2015	DCS, MNS, MOJ, MYC
45. Build additional holding areas and facilities to ensure that children are not housed in adult correctional institutions	FY2012/2013 – FY2014/2015	DCS, MNS, MOJ, MYC
46. Develop/strengthen the model of care for public institutions charged with the responsibility of caring for children in state custody	FY2012/2013 – FY2014/2015	MYC, CDA, DCS, MNS, MOJ,
47. Increase the capacity of the DCS for the management of rehabilitation and diversionary programmes	FY2013/2014 – FY2014/2015	DCS, MNS, MOJ, NGOs, Civil Society, Private Sector

4.6 National Outcome #6 – Effective Governance



Overview

Vision 2030 Jamaica recognizes the importance of effective governance in the exercise of power and decision-making in the social, economic, political and administrative management of our country. While there has been progress in the implementation of projects and programmes geared towards improving the face of governance in the country, there has not been much movement in the indicators used to measure progress. Three indicators—Voice and Accountability Index, Government Effectiveness Index and Case Clearance Rate—have declined compared to the baseline year 2007, while three indicators—Rule of Law Index, Control of Corruption Index and Regulatory Quality Index—have improved.

Over the period 2009-2012 the highlights of progress towards effective governance included: capacity development of local authorities and PDCs and the registration of the National Association of PDCs (NAPDC); amendment to the Constitution in March 2011 to establish the Charter of Fundamental Rights; approval of the Accountability Framework for Permanent Secretaries and Chief Executive Officers in Executive Agencies and Public Bodies, passage of the Protected Disclosure Act (Whistleblower Legislation); establishment of Local Public Accounts Committees (LPACs); implementation of actions under the Public Sector Modernization Medium Term Action Plan (MTAP); development of the Public Sector Master Rationalization Plan by the Public Sector Transformation Unit (PSTU); development of a National Policy on Gender Equality; the Sexual Harassment Policy; and launch and implementation of the Rights, Respect and Responsibility Campaign (RRR). Progress was made in the reform of the justice system, including establishment of the Justice Reform Implementation Unit within the Ministry of Justice to drive the reform agenda; implementation of the Court Management Services (CMS) and the Judicial Enforcement Management System (JEMS) in the Supreme Court and the Resident Magistrate Court; development of the Restorative Justice Policy; establishment of the Office of the Special Coroner; increase in the number of Judges at the levels of the Resident Magistrates' Court, the Supreme Court, and the Court of Appeal; upgrade of information technology infrastructure in courts; construction of the new Port Antonio RM Court and a modern family court in Lucea; and acquisition of 52-54 King Street to establish Justice Square in Down Town Kingston.

The issues facing governance in Jamaica include:

- Weaknesses in technical and institutional capacity within government
- Delays in the drafting and promulgation of policies and legislation
- Weak accountability mechanisms in government
- An inefficient justice system
- Inadequate respect for human rights and freedoms
- Inadequate levels of citizen participation in governance
- Continued manifestations of gender inequality and inequity
- Delays in the implementation of local government reform

Under MTF 2012-2015 the priorities for governance are to: strengthen the capacity of local organizations to facilitate citizen participation in decision-making processes; advance the full implementation of Local Government Reform; continue the process of justice system reform including reconstruction and rehabilitation of courthouses on a priority basis over the medium term; take steps to deepen the tolerance and respect for human rights and freedoms; continue the process of public sector modernization and rationalization including strengthening the capacity for the drafting and promulgation of legislation; advance gender equity through implementation of the National Gender Policy for Gender Equality and Women's Empowerment; and strengthen accountability and transparency mechanisms in government including through development of regulations for whistle-blower legislation, establishment of a consolidated anti-corruption body and implementation of recommendations for the modernization of the Office of the Director of Public Prosecutions.

Table 14: Indicators and Targets– Effective Governance

National Outcome # 6 – Effective Governance							
Indicators	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
Voice and Accountability Index	0.6	0.55	0.42	0.45	0.78	≥0.88	≥1.37
Rule of Law Index	-0.45	-0.48	-0.5	-0.43	-0.30	≥0.04	≥1.75
Government Effectiveness Index	0.29	0.19	0.18	0.2	0.18	≥0.45	≥1.78
Control of Corruption Index	-0.49	-0.43	-0.38	-0.38	-0.24	≥0.13	≥1.96
Regulatory Quality Index	0.31	0.27	0.28	0.33	0.33	≥0.53	≥1.55
Case clearance rate (%)	93.8	80.1	94.0	82.7		95	100

Table 15: Priority Strategies and Actions – Effective Governance

National Outcome # 6 – Effective Governance		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 6-1: Strengthen the process of citizen participation in governance		
Sector Strategy: Strengthen the capacity of local organizations/bodies (PDCs, DACs, CDCs) to facilitate citizen participation in decision-making processes		
1. Strengthen the Parish Development Committees (PDCs) and other participatory mechanisms (Development Area Committees (DACs), et al)	FY2012/2013 – FY2014/2015	MLGCD, SDC, National Association of PDCs, CBOs
2. Increase involvement of PDC representation at the Committee level of the Local Authorities	FY2013/2014 – FY2014/2015	MLGCD, SDC, LAs, National Association of PDCs, PDCs
3. Identify reliable and sustainable sources of financing for PDC and other participatory mechanisms	FY2013/2014 – FY2014/2015	MLGCD, SDC, LAs, National Association of PDCs, PDCs, MOFP
4. Strengthen the capacity of citizens' groups to enable them to fully participate in decision-making processes	FY2012/2013 – FY2014/2015	MLGCD, SDC, NGOs, CBOs
Sector Strategy: Fully implement Local Government Reform		
5. Entrench local government in the Constitution	FY2013/2014 – FY2014/2015	OPM, MLGCD, Parliament

National Outcome # 6 – Effective Governance		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
6. Approve and promulgate the Strategic Laws and selected Operational Laws for Local Government Reform, including the Jamaica Social Welfare (SDC) Act	FY2013/2014 – FY2014/2015	MLGCD, LAs, Parliament
7. Identify adequate and reliable sources for the funding of Local Government mandates and functions of Local Authorities	FY2013/2014 – FY2014/2015	MLGCD, LAs, MOFP
8. Determine formula for Central Government transfers to Local Government	FY2013/2014 – FY2014/2015	MLGCD, LAs, MOFP
9. Implement the recommendations of the Diagnostic Review of local authorities	FY2013/2014 – FY2014/2015	MLGCD, SDC, LAs, PDCs
Sector Strategy: Institutionalize a culture of openness and accountability		
10. Establish Citizens' Charters with appropriate Performance Measurement mechanisms for all local authorities	FY2012/2013 – FY2014/2015	LAs, PDCs, MLGCD, Cabinet Office
11. Fully operationalize the Local Public Accounts Committees (LPACs), including standardization of the terms of reference for LPACs	FY2013/2014 – FY2014/2015	LAs, PDCs, MLGCD
National Strategy 6-2: Reform the justice system		
Sector Strategy: Increase the level of professionalism of all officers in the justice system		
12. Develop revised citizen's charter and training in customer services and the rights of the public for all frontline staff in the justice system	FY2012/2013 – FY2014/2015	MOJ, Cabinet Office
Sector Strategy: Enhance the administration systems in the Courts		
13. Strengthen implementation of Court Management Service including development of governance framework	FY2012/2013 – FY2014/2015	MOJ
14. Improve the system of data collection in the Courts through Judicial Enforcement Management System (JEMS) and Prosecuting Attorneys System (PAS)	FY2012/2013 – FY2014/2015	MOJ
15. Implement recommendations to improve jury service, including Improving the mechanisms for serving summonses to jurors and witnesses, expanding the jury pool and reducing jury trials	FY2012/2013 – FY2014/2015	MOJ
16. Strengthen the case flow management processes for judges	FY2013/2014 – FY2014/2015	MOJ
17. Develop Justice Square in Down Town Kingston	FY2012/2013 – FY2014/2015	MOJ
18. Prepare Court Facilities Master Plan to guide reconstruction and rehabilitation of courthouses	FY2013/2014	MOJ, Private Sector
19. Undertake reconstruction and rehabilitation of courthouses on priority basis over the medium term in: <ul style="list-style-type: none"> • Black River • Spanish Town • Mandeville • St. Ann's Bay 	FY2012/2013 – FY2014/2015	MOJ
20. Establish model courtroom in the Supreme Court and a selected RM Court	FY2013/2014 – FY2014/2015	MOJ, Private Sector

National Outcome # 6 – Effective Governance		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
21. Establish four (4) Family Courts in selected Parishes	FY2012/2013 – FY2014/2015	MOJ, GOJ/EU
22. Streamline settlement of commercial court cases including automation of registrar of commercial courts	FY2012/2013 – FY2014/2015	MOJ
23. Increase the use of technology in the courts to improve case-flow management including provision of computers for judges and court staff	FY2012/2013 – FY2014/2015	MOJ
24. Provide court reporting facilities (audio recording equipment, laptop and desktop computers) in 16 RM Courts	FY2012/2013 – FY2014/2015	MOJ
Sector Strategy: Reform the laws to ensure that they are in keeping with modern approaches to Justice		
25. Decriminalise petty infringements that go before the courts	FY2012/2013 – FY2014/2015	MOJ, MNS
National Strategy 6-3: Ensure tolerance and respect for human rights and freedoms		
Sector Strategy: Incorporate human rights issues into all national policies		
26. Develop mechanism to ensure a rights-based approach to resource allocation	FY2012/2013 – FY2014/2015	MOJ, MOFP
27. Implement citizens education on rights, responsibilities, rule of law and conflict resolution	FY2012/2013 – FY2014/2015	MOJ, civil society
28. Develop and deliver Human Rights Courses for Judges, RMs, Office of the DPP staff and members of the Bar	FY2012/2013 – FY2014/2015	Justice Training Institute, MOJ
29. Establish National Human Rights Institute	FY2013/2014 – FY2014/2015	MOJ
30. Establish mobile legal aid clinic	FY2013/2014 – FY2014/2015	MOJ
31. Improve public education on mediation	FY2013/2014 – FY2014/2015	DRF, MOJ, CARDC
National Strategy 6-5: Strengthen public institutions to deliver efficient and effective public goods and services		
Sector Strategy: Strengthen capacity for the drafting and promulgation of legislation, including building capacity of the Office of the Parliamentary Counsel		
32. Strengthen the operations of the Houses of Parliament with ICT and enhance their capacity for research and monitoring	FY2012/2013 – FY2014/2015	MOJ
33. Strengthen and modernize the Office of the Parliamentary Counsel	FY2012/2013 – FY2014/2015	OPC, MOJ
34. Build capacity of policy-makers and technocrats in their understanding of the legislative process and in the development of policy guidelines and drafting instructions	FY2012/2013 – FY2014/2015	MOJ
35. Devise an effective system to address the backlog of laws to be drafted	FY2012/2013 – FY2014/2015	MOJ
36. Prioritize issues for the legislative agenda each year at the level of Cabinet	FY2012/2013 – FY2014/2015	MOJ, Cabinet Office

National Outcome # 6 – Effective Governance		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Create mechanisms for efficient and effective delivery of public services		
37. Widen the implementation & institutionalization of the performance monitoring and evaluation system (PMES) framework at the central and local levels of government	FY2012/2013 – FY2014/2015	Cabinet Office, MOFP, PIOJ
38. Implement customer service training for front line staff in the government service	FY2013/2014 – FY2014/2015	Cabinet Office
Sector Strategy: Harmonize ICT infrastructure and systems across the public sector		
39. Advance the implementation of GovNet Jamaica	FY2012/2013 – FY2014/2015	MSTEM, CITO, Cabinet Office, MOFP, Fiscal Services Ltd
Sector Strategy: Proliferate and promote the delivery of first-class, easily accessible and secure e-government services		
40. Expand portals for online payment for government services	FY2012/2013 – FY2014/2015	CITO, Cabinet Office, MOFP, Fiscal Services Ltd
Sector Strategy: Strengthen the capacity of local organizations/bodies		
41. Finalize National Decentralization Policy	FY2013/2014 – FY2014/2015	Cabinet Office, MLGCD, LAs, PDCs
42. Improve physical infrastructure of Local Authorities	FY2012/2013 – FY2014/2015	MLGCD, LAs, MOFP
National Strategy 6-6: Foster equity in all spheres of society		
Sector Strategy: Create a psychological and structural environment that facilitates equal access for employment by both sexes, including vulnerable groups		
43. Implement National Gender Policy for Gender Equality and Women's Empowerment	FY2012/2013 – FY2014/2015	OPM, Bureau of Women's/Gender Affairs
National Strategy 6-7: Strengthen accountability and transparency mechanisms		
Sector Strategy: Build openness and accountability into practices and organizational principles		
44. Promulgate and enforce regulations for whistle-blower legislation	FY2013/2014 – FY2014/2015	MOJ, OPC
45. Establish consolidated anti-corruption body through merger of Integrity Commission, Commission for Prevention of Corruption, and absorption of role of proposed Special Prosecutor to investigate and prosecute acts of corruption	FY2013/2014 – FY2014/2015	MOJ
46. Designate more accounting officers within the MDAs and local authorities	FY2012/2013 – FY2014/2015	MLGCD, MOJ, Cabinet Office
47. Implement recommendations for the modernization of the Office of the Director of Public Prosecutions	FY2012/2013 – FY2014/2015	MOJ, JUST
48. Implement legislative components to ensure promulgation and enforcement of the Restorative Justice Policy	FY2012/2013 – FY2014/2015	MOJ, CSJP

National Goal #3: Jamaica's Economy is Prosperous

Towards Inclusive Growth & Sustainable Development



4.7 National Outcome #7 – A Stable Macroeconomy

Overview

Jamaica's macroeconomy faced deep challenges during the implementation of MTF 2009-2012, a period which saw the continuing impact of the global economic downturn of 2008-2009. The economy registered fourteen consecutive quarters of negative growth from 2007-2010, before recording positive annual real GDP growth of 1.27 per cent in 2011. The total public debt increased from 129.30 per cent of GDP in FY2009/2010 to 131.58 per cent in FY2011/2012. However, despite the difficult global economic environment, Jamaica showed improvement in a number of its macroeconomic indicators. The fiscal balance improved from -10.87 per cent of GDP in FY2009/2010 to -6.39 per cent of GDP in FY2011/2012, while the annual inflation rate declined from 10.2 per cent in 2009 to 6.0 per cent in 2011. Nominal per capita GDP also increased from US\$4522.54 in 2009 to US\$5430.99 in 2011 (PIOJ).

Jamaica entered a Stand By Arrangement (SBA) with the International Monetary Fund (IMF) in February 2010. However, the IMF SBA was suspended in 2011, and negotiations began in the first quarter of 2012 toward a new agreement. The highlights of macroeconomic performance over the period 2009-2012 also included: the successful completion of the Jamaica Debt Exchange (JDX); establishment of the Fiscal Responsibility Framework (FRF); preparation of recommendations for the rationalization of the public sector by the Public Sector Transformation Unit (PSTU); divestment of GOJ holdings in Air Jamaica Limited and the assets of the Sugar Company of Jamaica; commencement of implementation of a Central Treasury Management System (CTMS); adoption of a Medium Term Expenditure Framework (MTEF) budgeting approach for pilot ministries; approval of a Jamaica Public Investment Prioritization System with specific criteria for ranking capital projects; and completion of a Green Paper on Pension Reform. An important development was the completion by the PIOJ of the Growth-Inducement Strategy in 2011 to enhance the levels of real growth in the Jamaican economy over the medium term. Steps were taken to streamline the tax administration system including the online payment of taxes, and preparation of a Green Paper on Tax Reform. During the review period, the steps taken to maintain financial system stability included the Enactment of the Financial Investigations Division Bill and the Terrorist Prevention Act (Reporting Entities) Regulations. Progress was also made towards the amendment of the BOJ Act to give the BOJ the responsibility for financial sector stability and the drafting of an Omnibus Banking Bill which will effectively consolidate the existing Banking Act, the Financial Institutions Act, and the Bank of Jamaica (Building Societies) Regulations into a single piece of legislation.

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

Under MTF 2012-2015, the priorities for the macro-economy are to continue the fiscal consolidation programme, while promoting measures for broad-based and inclusive growth over the medium term; strengthen the debt management strategy and capacity; rationalize the public sector to improve efficiency and effectiveness; accelerate fundamental tax reform to increase efficiency, simplicity and equity of the tax system; strengthen the legislative and regulatory framework for the financial system; and deepen the application of monetary policy towards the objectives of price stability and economic growth and employment.

Table 16: Indicators and Targets – A Stable Macroeconomy

National Outcome # 7 – A Stable Macroeconomy							
Indicators	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015*	2030
Nominal GDP/Capita (US\$)	4779.90	4522.54	4966.81	5430.99	5354	6629	23567
Real GDP Annual Growth rate (%)	1.43	-3.48	-1.51	1.27	3	1.7	5
Debt to GDP ratio	109.16	129.7	131.63	128.02	≤100	≤132	75
Fiscal balance as % of GDP	-4.6%	-10.87	-6.18	-6.39	0	0.5	0
Inflation rate (CPI) (%)	16.8	10.2	11.7	6	≤10	≤10	≤10

* Targets for 2015 for Debt to GDP ratio and Fiscal balance as % of GDP are for FY2015/2016 based on GOJ Medium Term Economic Programme (with public debt as defined in IMF EFF).

Table 17: Priority Strategies and Actions – A Stable Macroeconomy

National Outcome # 7 – A Stable Macroeconomy		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 7-1: Ensure fiscal and debt sustainability		
Sector Strategy: Reduce the fiscal deficit towards a balanced budget		
1. Complete implementation of Central Treasury Management System (CTMS)	FY2012/2013-FY2014/2015	MOFP
2. Strengthen enforcement of proposed Regulations under the Fiscal Responsibility Framework	FY2012/2013-FY2014/2015	MOFP, Parliament
3. Develop provisions for fiscal rules to guide fiscal policy and budgeting	FY2013/2014-FY2014/2015	MOFP, Parliament
4. Strengthen the Public Financial Management System	FY2012/2013-FY2014/2015	MOFP
5. Complete implementation of Medium Term Expenditure Framework (MTEF)	FY2012/2013-FY2014/2015	MOFP, Cabinet Office
6. Negotiate and implement new 4-Year Extended Fund Facility Arrangement with the IMF	FY2013/2014-FY2016/2017	MOFP, BOJ, OPM, PIOJ
7. Undertake public sector pension reform	Approval and implementation of White Paper on Pension Reform FY2013/2014-FY2014/2015	MOFP
8. Undertake rationalization of public sector	Elimination of 7000 public service positions by FY2013/2014	MOFP
9. Undertake review of public sector employment and remuneration	FY2013/2014	MOFP

National Outcome # 7 – A Stable Macroeconomy		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
10. Implement public sector wage agreement	Public sector labour contracts for FY2012/13 to FY2013/14 to be concluded by FY2012/2013	MOFP , Trade Unions
Sector Strategy: Reduce public debt stock in the medium term		
11. Undertake debt exchange for GOJ domestic debt and foreign-denominated debt to reduce the debt-to-GDP ratio	FY2013/2014-FY2014/2015	MOFP
12. Implement Debt Management Strategy	FY2012/2013-FY2014/2015	MOFP
13. Implement debt-asset swaps and reductions in government-guaranteed domestic debt	FY2013/2014-FY2014/2015	MOFP
Sector Strategy: Manage the composition of the public debt to minimize servicing costs, taking account of risk		
14. Increase relative use of low-cost multilateral financing	FY2013/2014-FY2014/2015	MOFP
15. Strengthen treasury management of the public debt and the capacity of the Debt Management Branch	FY2013/2014-FY2014/2015	MOFP
16. Undertake exchange offer of Global Bonds in the external debt portfolio to extend the maturity profile, and reduce refinancing risk and interest cost	FY2013/2014-FY2014/2015	MOFP
17. Implement market-friendly liability management (LM) exercise for the external debt portfolio	FY2013/2014-FY2014/2015	MOFP
Sector Strategy: Reduce the budgetary cost of Public Bodies (PBs) and Public Sector Entities		
18. Complete divestment of Clarendon Alumina Production Ltd and Wallenford Coffee Company	FY2013/2014	MOFP
19. Promulgate and implement Privatisation Policy	FY2012/2013-FY2014/2015	DBJ , MOFP
20. Promulgate and implement Public-Private Partnership Policy	FY2012/2013-FY2014/2015	DBJ , MOFP
21. Implement accepted recommendations of the Public Sector Master Rationalization Plan	FY2013/2014-FY2014/2015	MOFP , PSTU
22. Strengthen and monitor procurement planning processes in line with strategic objectives	FY2012/2013-FY2014/2015	MOFP
Sector Strategy: Provide for growth facilitating capital expenditure		
23. Establish 5-year public sector investment program (PSIP) to be updated on an annual basis	FY2013/2014-ongoing	MOFP , PIOJ
National Strategy 7-2: Develop an efficient and equitable tax system		
Sector Strategy: Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system		

National Outcome # 7 – A Stable Macroeconomy		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
24. Implement tax reform package including reform of tax expenditures	Approval of White Paper on Tax Reform by FY2012/2013 Implementation of reforms FY2013/2014-FY2015/2016	MOFP
25. Establish Charities Act for the regulatory, operational and taxation framework governing charitable institutions	FY2013/2014	MOFP
Sector Strategy: Improve and rationalize tax administration and payment processes		
26. Increase resources and capacity of the Large Taxpayer Office (LTO)	FY2012/2013-FY2013/2014	MOFP, TAJ
27. Increase prioritized audits of large taxpayer groups including petroleum, financial sector and telecommunications	FY2012/2013-FY2014/2015	MOFP, TAJ
28. Simplify tax procedures and number of payments including amalgamation of payroll taxes	FY2012/2013-FY2014/2015	MOFP, TAJ
29. Develop and implement amnesty and voluntary tax compliance to raise revenues	FY2012/2013-FY2014/2015	MOFP, TAJ
30. Expand electronic filing and payment systems for all corporate, value added and labour related taxes	FY2012/2013-FY2014/2015	MOFP, TAJ
31. Upgrade the institutional capacity of Tax Administration Jamaica (TAJ)	FY2013/2014-FY2014/2015	TAJ, MOFP
Sector Strategy: Improve tax compliance in the informal sector by shifting burden of taxation to consumption		
32. Increase the relative use of indirect taxes, accompanied by offsetting measures to maintain progressivity of tax system	FY2013/2014-FY2014/2015	MOFP
Sector Strategy: Carry out reform of incentives system to the productive sectors		
33. Establish new Omnibus Tax Incentive Act	FY2013/2014	MOFP
National Strategy 7-3: Maintain financial system stability		
Sector Strategy: Strengthen the legislative and regulatory framework for the financial system		
34. Enhance the legislative framework for the pensions industry	Phase II of the Pension Reform to be completed by FY2014/2015	MOFP, MLSS, FSC, BAJ
35. Undertake amendment of the Bank of Jamaica Act and FSC Act to strengthen overall financial system regulation and stability	FY2013/2014	MOFP, BOJ, FSC
36. Develop Omnibus Banking Law to strengthen the BOJ's regulatory capacity in line with the Revised Basel Core Principles (Basel II)	FY2013/2014	MOFP, BOJ, FSC

National Outcome # 7 – A Stable Macroeconomy		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes		
37. Rationalize and strengthen collaboration between financial regulatory agencies	FY2012/2013-FY2014/2015	MOFP, BOJ, FSC
38. Rationalize the institutional structure for supervisory oversight	FY2012/2013-FY2014/2015	MOFP, BOJ, FSC
39. Strengthen the capacity of the Ministry of Finance to investigate and counter financial crimes including money laundering	FY2012/2013-FY2014/2015	MOFP, MNS, BOJ, FSC, MOJ, MIIC
40. Enhance partnerships with local and overseas agencies in identification and investigation of financial crimes	FY2012/2013-FY2014/2015	MOFP, MNS, BOJ, FSC, MOJ
41. Strengthen framework for regulation of unlawful financial operations	FY2013/2014-FY2014/2015	MOFP, BOJ, FSC, MNS, MOJ
42. Establish framework for treatment of retail repo clients' interests	FY2012/2013-FY2013/2014	MOFP, BOJ, FSC
National Strategy 7-4: Maintain price stability		
Sector Strategy: Evaluate effectiveness of the monetary policy framework over time and modify based on evolution of the monetary transmission mechanism		
43. Undertake amendment of the Bank of Jamaica Act to strengthen the independence of the BOJ	FY2013/2014	BOJ, MOFP
44. Improve reporting on balance of payments and international investment data	FY2012/2013-FY2013/2014	BOJ, MOFP
Sector Strategy: Control operating targets to influence money supply and exchange rates in line with monetary policy targets		
45. Adopt full-fledged inflation targeting framework over time with the goal of price stability as its primary objective within a context of greater fiscal stability and certainty	FY2013/2014-FY2014/2015	BOJ
46. Implement segmented foreign currency trading platform to allow participation of a broader range of market players, and more diverse product offerings in foreign exchange instruments	FY2013/2014-FY2014/2015	BOJ
Sector Strategy: Align domestic inflation with that of Jamaica's major trading partners consistent with desired macroeconomic outcomes		
47. Implement a communication strategy to address inflation expectations	FY2013/2014-FY2014/2015	BOJ
48. Implement flexible measures to maintain a competitive real effective exchange rate (REER)	FY2013/2014-FY2014/2015	BOJ, MOFP

4.8 Outcome # 8 – An Enabling Business Environment



Overview

The *Vision 2030 Jamaica – National Development Plan* recognises that a competitive and enabling business environment supports economic growth and development. Efficient and transparent public institutions reduce transaction costs for businesses, and diminish the diversion of resources from productive purposes, while well-functioning markets promote efficient resource allocation. National Outcome No. #8: An Enabling Business Environment focuses on improving the business environment by ensuring an efficient bureaucracy, adequate access to capital, supportive trade relations, investment promotion and trade facilitation, a well-functioning labour market and improved opportunities for micro, small and medium-sized enterprises (MSMEs).

While there were several achievements in improving aspects of the business environment during the 2009-2012 period (see below), the main indicators for tracking the performance of the business environment under the *Vision 2030 Jamaica – National Development Plan* all showed declines. Jamaica's overall country ranking under the Doing Business Report (DBR), published annually by the World Bank, fell from 67th of 181 countries surveyed in 2009 (or the top 37%) to 88th of 183 countries surveyed in 2012 (or the top 48%), due to poor performance on the majority of areas under the DBR, including Registering Property, Getting Credit, Protecting Investors, Paying Taxes, Trading across Borders and Enforcing Contracts. The unemployment rate increased from 11.4 per cent in 2009 to 12.6 per cent in 2011, while the Labour Market Efficiency Index for Jamaica (a sub-index of the Global Competitiveness Index) declined marginally from 4.33 in 2009 to 4.32 in 2012.

The highlights of the period 2009-2011 included: improvements in the Development Approvals Process (DAP) for land development projects; completion of the first phase in the construction of a national cadastral map of Jamaica; expansion of the Land Administration and Management Programme (LAMP II) titling and registration services; strengthening the framework for protection and utilization of intellectual property (IP) rights; implementation of the Export Paperless Licensing System and the first phase of the Export Fast Track Facility; approval of the Credit Reporting Act for the establishment of credit bureaus in Jamaica; progress on the implementation of the CARIFORUM/EU Economic Partnership Agreement; establishment of the Jamaican Diaspora Foundation; and staging of the 4th Diaspora Convention in 2011.

During the period, JAMPRO reopened its North American Regional Office in Toronto, Canada, and participated in a range of major investment and trade promotion events, including the World Expo held in Shanghai, China from May 1 to October 31, 2010. The National Competitiveness Council (NCC) with its Secretariat at JAMPRO has

undertaken an agenda of reforms of the business environment to improve Jamaica's ranking under the DBR. Steps were taken to improve the labour market, including the launch of an upgraded Labour Market Information System with added Skills Bank component; and a draft MSME Policy has been prepared by the Ministry of Industry, Investment and Commerce (MIIC).

The main issues facing the business environment include:

- Constraints due to inefficient bureaucratic processes
- A complex and difficult tax administration system
- Relatively lengthy and costly import and export procedures
- Difficulties in accessing credit, especially for small and medium-sized enterprises
- Some weaknesses in the intellectual property framework
- Delays in the process for building and land development approvals
- Challenges in the efficient acquisition, titling and transfer of land

The constraints in the bureaucratic framework are compounded by delays in the process of carrying out legislative reforms to improve the business environment, and by capacity constraints of MSMEs.

There are a number of factors that reduce the efficiency and flexibility of Jamaica's labour market, including: limited application of flexible work times; high levels of redundancy payments in the case of staff reductions; outdated laws governing various aspects of the local labour market (e.g. opening hours); insufficient linkages between labour supply and demand; and inadequate labour dispute settlement mechanisms.

The improvement of the business environment has been targeted as a key component of the Growth-Inducement Strategy developed by the PIOJ in 2011 to improve the competitiveness and rate of growth of the Jamaican economy in the medium term. Priorities for the business environment under the MTF 2012-2015 include: improvement of the processes for development planning applications, incorporation of companies, customs and clearance for imports and exports, and land ownership, titling and transfer; strengthening the legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights; expansion of the domestic capital market and access to credit; strengthening strategic foreign and trade relations, including enhancement of trade in both goods and services; strengthening investment promotion and trade facilitation and the involvement of the Jamaican Diaspora in national development; improvement of labour market efficiency and labour productivity; and strengthening the capabilities of and opportunities for micro, small and medium-sized enterprises (MSMEs).

Table 18: Indicators and Targets – Enabling Business Environment

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

Table 19: Priority Strategies and Actions – Enabling Business Environment

National Outcome # 8 – Enabling Business Environment		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 8-1: Ensure a facilitating policy, regulatory and institutional framework for business development		
Sector Strategy: Improve and streamline bureaucratic processes for business establishment and operation		
1. Streamline process and reduce the processing time for development planning applications	Single development approvals' centre established FY2012/2013 – FY2014/2015 Application forms and fees standardized across Local Authorities by FY2014/2015 AMANDA system rolled out to all Local Authorities and key referral agencies by FY2014/2015	NEPA, MLGCD, LAs, Cabinet Office
2. Encourage online business transactions	Online payment of traffic tickets to be enabled by FY2013/2014 Programme for major taxpayers to pay taxes online by FY2013/2014	MOJ, MOFP, MSTEM, Companies Office of Jamaica, NCC
3. Introduce modern insolvency legislation to provide clear rules and procedures for handling corporate and personal insolvencies	Modern insolvency legislation to be completed and promulgated by FY2013/2014	MIIC, MOJ, MOFP, OPC
4. Streamline settlement of commercial court cases	FY2012/2013 – FY2014/2015	MOJ, MIIC
5. Streamline the process of incorporation of companies through new business registration "superform"	New business registration "superform" to be established by FY2013/2014 Stamp Duty requirement, company TRN and numbers for statutory agencies (NIS, NHT, etc.) streamlined at Companies Office of Jamaica on incorporation by FY2014/2015	Companies Office of Jamaica, MIIC, NCC
Sector Strategy: Improve processes related to land ownership, titling and transfer		
6. Accelerate land registration and titling under LAMP II	FY2012/2013 – FY2014/2015	NLA, MOWLECC
7. Undertake Probate Reform	Probate Reform to be completed by March 2014	Admin General, MOJ, RGD, MIIC
Sector Strategy: Strengthen legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights		
8. Pass the new Patents & Design Bill and facilitate Jamaica's accession to the Patent Cooperation Treaty	Patents & Design Bill to be passed by FY2012/2013	JIPO, MIIC, OPC
9. Revise the Copyright Act to meet international obligations under WIPO Internet Treaties	Copyright Act to be revised and passed by FY2013/2014	JIPO, MIIC, OPC
10. Complete Jamaica's accession to the Madrid Protocol for international registration of trademarks	Jamaica's accession to the Madrid Protocol to be completed by FY2014/2015	JIPO, MIIC, OPC

National Outcome # 8 – Enabling Business Environment		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
11. Undertake sensitization, training and capacity building on the importance and use of intellectual property	FY2012/2013 – FY2014/2015	JIPO, MIIC, JBDC
Sector Strategy: Improve customs and clearance processes for imports and exports		
12. Complete the phased implementation of the Export Fast Track Facility	Implementation of Export Fast Track Facility to be completed by FY2013/2014	JAMPRO, Jamaica Customs, Cabinet Office
13. Establish Jamaica Customs Department as an Executive Agency	FY2012/2013 – FY2013/2014	Jamaica Customs, MOFP, Cabinet Office
National Strategy 8-2: Increase access to capital		
Sector Strategy: Develop and implement measures for expansion of the domestic capital market		
14. Strengthen role of Credit Bureaus	FY2012/2013 – FY2014/2015	MOFP, Bankers' Association
15. Establish Jamaica Venture Capital Eco-System	Feasibility study and strategic plan to be completed and Project Coordinating Unit to be established by FY2012/2013 Legal, regulatory and institutional framework to be developed by FY2013/2014 Venture Capital Eco-System to be established by December 2014	DBJ, MOFP
16. Introduce the Secured Obligations Act and establish central registry for security interests in assets other than land	Secured Obligations Act to be passed by FY2013/2014 Central Registry to be established by FY2013/2014	MIIC, MOFP
17. Enhance loan portability	FY2013/2014 – FY2014/2015	MOFP
18. Implement framework for collective investment schemes	FY2012/2013 – FY2013/2014	MOFP
National Strategy 8-3: Use trade and foreign relations to create an enabling external environment for economic growth		
Sector Strategy: Promote Jamaica's economic, social and environmental interests within the multilateral system		
19. Conclude Maritime Delimitation of Jamaica's Exclusive Economic Zone (EEZ)	FY2013/2014 – FY2014/2015	MFAFT, MTWH, PAJ, MAJ, NEPA
20. Pursue advocacy for attention to the special situation of highly indebted, vulnerable Middle Income Countries (MICs) including Jamaica	FY2013/2014 – FY2014/2015	MFAFT, MOFP
21. Complete ratification of the Fifth Protocol on the General Agreement on Trade in Services (GATS): Annex on Financial Services	FY2012/2013	MFAFT, MOFP, MIIC, BAJ

National Outcome # 8 – Enabling Business Environment		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
22. Participate in WTO negotiations on the Doha Development Round	FY2012/2013 – FY2014/2015	MFAFT, JTAT
Sector Strategy: Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM		
23. Undertake phased implementation of EPA provisions	FY2013/2014 – FY2014/2015	MFAFT, MOFP, MIIC
Sector Strategy: Strengthen strategic bilateral foreign and trade relations		
24. Finalize new CARICOM/Canada trade agreement	CARICOM/Canada trade agreement to be completed by FY2014/2015	MFAFT
25. Execute USA-CARICOM Trade and Investment Framework Agreement (TIFA)	FY2013/2014 – FY2014/2015	MFAFT
26. Support initiation of Jamaica-Brazil Commission	FY2013/2014 – FY2014/2015	MFAFT
Sector Strategy: Incorporate development issues including gender and environmental sustainability in trade policy		
27. Develop and promulgate New Trade Policy for Jamaica	New Trade Policy to be completed and promulgated by FY2013/2014	MFAFT
28. Implement National Aid for Trade Strategy	FY2012/2013 – FY2014/2015	MFAFT
Sector Strategy: Ensure successful creation, implementation and effective use of the Caribbean Single Market and Economy (CSME)		
29. Ensure that the rights of Jamaican nationals are secured under the CSM provisions for Free Movement of Persons within the region	FY2012/2013 – FY2014/2015	MFAFT
30. Streamline the administrative procedures to operationalize the Single Market (CSM) and implementation of the Single Economy (CSE)	FY2012/2013 – FY2014/2015	MFAFT
Sector Strategy: Strengthen the involvement of the Jamaican Diaspora in national development		
31. Stage Biennial Diaspora Conference	Biennial Diaspora Conference to be staged in June 2013	MFAFT, JDI
32. Complete Diaspora and Development Policy	Diaspora and Development Policy to be completed and approved by FY2013/2014	MFAFT, PIOJ, JDI
33. Implement Business Diaspora Strategy	FY2012/2013 – FY2014/2015	JAMPRO, MFAFT, MIIC, JDI
National Strategy 8-4: Strengthen investment promotion and trade facilitation		
Sector Strategy: Strengthen the capacity of investment and trade institutions		
34. Implement targeted promotional strategies focused on priority target sectors/industries	FY2012/2013 – FY2014/2015	JAMPRO, JBDC, MIIC
35. Strengthen promotion and facilitation support to exporters	FY2012/2013 – FY2014/2015	JAMPRO, JBDC, MIIC, JEA, Customs

National Outcome # 8 – Enabling Business Environment		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 8-5: Develop an efficient labour market		
Sector Strategy: Promote work experience programmes at the secondary and post-secondary levels		
36. Implement Career Advancement Programme	FY2012/2013 – FY2014/2015	MOE, HEART Trust/NTA, NYS, JFLL
37. Implement Registered Apprenticeship Programme (RAP)	FY2012/2013 – FY2014/2015	HEART Trust/NTA
38. Implement Youth Development Programme	FY2012/2013 – FY2014/2015	MYC, NCYD, NYS, JBDC
Sector Strategy: Develop and promote flexible labour market arrangements, policies and legislation		
39. Establish Unemployment Insurance (UI) Scheme	Feasibility study and White Paper for UI to be completed in FY2013/2014 UI to be implemented by FY2014/2015	MLSS, MIIC, MOFP, trade unions, private sector
40. Implement arrangements for Flexibility in Working Time	Legislative amendments to facilitate flexi-work to be completed in FY2012/2013 – FY2013/2014 Arrangements for Flexibility in Working Time to be implemented by FY2014/2015	MLSS, JCTU, JEF, trade unions, private sector
Sector Strategy: Strengthen and improve access to the Labour Market Information System (LMIS)		
41. Increase promotion and awareness of upgraded LMIS	FY2012/2013 – FY2014/2015	MLSS
National Strategy 8-6: Improve the labour environment to enhance labour productivity and worker satisfaction		
Sector Strategy: Undertake comprehensive labour market reform		
42. Develop national agenda for comprehensive labour market reform	FY2012/2013 – FY2014/2015	MLSS, Trade Unions, PIOJ, OPM
43. Undertake training programmes to build capacity on labour market issues among national stakeholders	FY2012/2013 – FY2014/2015	MLSS, HLSTUEI, Trade Unions, PIOJ, OPM
Sector Strategy: Develop and implement a national programme of productivity management		
44. Expand the “Be Productive and Prosper” Campaign in the secondary and post-secondary education levels	FY2012/2013 – FY2014/2015	JPC, MOE, HEART/NTA, JBDC
Sector Strategy: Widen the modes of employment generation		
45. Implement the Jamaica Emergency Employment Programme (JEEP)	FY2012/2013 – FY2014/2015	MTWH, JEEP Secretariat

National Outcome # 8 – Enabling Business Environment		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
46. Expedite development of the National Employment Policy	FY2013/2014 – FY2014/2015	MLSS
National Strategy 8-7: Develop the capabilities of micro, small and medium-sized enterprises (MSMEs)		
Sector Strategy: Increase and strengthen acquisition, analysis and application of data and information on MSMEs and the informal sector		
47. Complete and promulgate the new MSME and Entrepreneurship Policy	MSME Policy to be completed and approved in FY2013/2014	MIIC
Sector Strategy: Promote and develop entrepreneurship		
48. Introduce a practical component of entrepreneurship in schools in collaboration with business associations	FY2013/2014 – FY2014/2015	MIIC, MOE, PSOJ, JBDC
49. Fund school-based incubators (from secondary level)	FY2013/2014 – FY2014/2015	MIIC, MOE, PSOJ
50. Implement Youth Entrepreneurship Programme	FY2013/2014 – FY2014/2015	MYC, JBDC
Sector Strategy: Increase awareness and information on business opportunities and programmes for MSMEs		
51. Expand and maintain network of Jamaica Business Information Centres (JAMBICs) across the island	FY2013/2014 – FY2014/2015	JBDC, MIIC
52. Develop and distribute profiles highlighting targeted investment opportunities for MSMEs	FY2013/2014 – FY2014/2015	JBDC
Sector Strategy: Expand credit facilities for MSMEs		
53. Provide credit to MSMEs through Mobile Money	Micro Transaction Infrastructure and Mobile Customer Care to be completed by FY2012/2013 Approval for Microfinance Pilot Project by FY2013/2014	MOFP, MIIC
54. Enhance implementation of Credit Enhancement Fund	FY2013/2014 – FY2014/2015	DBJ
55. Expand provision of Micro Insurance to low income earners	FY2012/2013 – FY2014/2015	DBJ, IDB/World Bank
56. Provide technical assistance to Microfinance Institutions (MFIs)	FY2012/2013 – FY2014/2015	DBJ
Sector Strategy: Provide training and capacity development for MSMEs		
57. Provide technical assistance to clients and intermediaries and training of MSMEs and umbrella associations to increase access to credit	FY2012/2013 – FY2014/2015	DBJ, JBDC, MIDA

National Outcome # 8 – Enabling Business Environment		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
58. Provide incubator support services to MSMEs in areas such as food processing, fashion, jewellery and furniture	FY2013/2014 – FY2014/2015	JBDC
59. Foster growth and development of MSMEs through the provision of business mentorship and handholding	FY2012/2013 – FY2014/2015	JBDC
60. Increase access to training and other MSME development information	FY2012/2013 – FY2014/2015	JBDC

4.9 National Outcome # 9 – Strong Economic Infrastructure



Overview

Vision 2030 Jamaica recognizes the role of transportation, telecommunications and water infrastructure as a pillar of international competitiveness that enables the efficient functioning of markets for goods, services and labour; and increases economic productivity. High-quality and accessible infrastructure also contributes to social and environmental goals by improving access to public services such as water and sanitation. This national outcome also encompasses the opportunity for Jamaica to establish itself as a major logistics hub in the Caribbean, based on its strategic geographic location and projected increase in trade flows from the expansion of the Panama Canal.

During the period 2009-2011, the real value added by transport, storage and communication declined for three consecutive years, falling by -3.5 per cent in 2009, by -2.0 per cent in 2010 and by -0.3 per cent in 2011. However, there were positive indicators shown in the increase in number of vessel visits, volume of total maritime cargo, aircraft movement, taxi service licences issued, total telephone subscribers and teledensity over the period 2009-2011.²⁶

There were several highlights achieved during the period 2009-2011. Progress was made on the expansion of the island-wide road network, including progress on the Mount Rosser Section of the Spanish Town to Ocho Rios leg of Highway 2000 and the Palisadoes Corridor Airport Road, routine maintenance under the Road Maintenance Fund, and completion of the Washington Boulevard Improvement Project. The public bus system was expanded by the addition of 300 new buses. The development of air transport has seen progress on the privatization of the Norman Manley International Airport, completion of the first phase of capital development at the Sangster International Airport, divestment of Air Jamaica, and the upgrading of the Boscobel aerodrome to an international

²⁶ ESSJ 2010-2011.

airport. The development of maritime transport included: completion of Phase 5-1A of the Kingston Container Terminal; construction of a new cruise pier and facilities at Falmouth; expansion of Jamaica's Ship Registry network worldwide; commencement of development of a Port Community System and Trade Facilitation System; and completion of a study for positioning Jamaica as a Shipping Centre. Initial steps were made in developing Jamaica as a logistics hub, including completion of studies on the development of logistics facilities at lands currently occupied by the Tinson Pen Aerodrome and the proposed development of the Vernamfield airport project. The period also saw the expansion of internet access islandwide through the establishment of Community Access Points (CAPs); progress on the development of urban and rural water supply projects; and the development of plans for the expansion of the Soapberry Sewage Treatment Plant.

The main issues in development of strong economic infrastructure include:

- High cost of construction and maintenance of major infrastructure projects
- Challenges in coordinating institutional and land development management of infrastructure development
- Impact of natural hazards, climate change and other environmental factors on the resilience of infrastructure facilities

Box 3: Jamaica – Global Logistics Hub Initiative (GLHI)

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

Jamaica has the strategic opportunity to establish itself as a major logistics hub in the Caribbean based on its geographic location, well-developed maritime infrastructure, and the projected increase in trade flows from the expansion of the Panama Canal. The MTF 2012-2015 focuses on expediting the phased and integrated development of the key components of Jamaica's GLHI.

MTF 2012-2015 focuses on completing the build-out of priority infrastructure systems islandwide, and advancing the major strategic priority to develop Jamaica as a multimodal regional logistics hub. The medium-term development of strong economic infrastructure includes: advancing the construction of the island-wide highway system; privatization and expansion of the Norman Manley International Airport; strategic investments in maritime transport; development of key components of the logistics hub; expansion of the broadband network and transition to a digital broadcasting network; and upgrading of the water supply and sanitation infrastructure.

Table 20: Indicators and Targets – Strong Economic Infrastructure

National Outcome # 9 – Strong Economic Infrastructure							
Indicators	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
Infrastructure Index (from GCI)	3.54	3.84	3.91	3.74	3.69	3.84	≥4.59
Connectivity and Technology Infrastructure Index	3.70	5.15	4.75		4.35	4.90	≥7.50
% of Total Renewable Fresh Water Resources Produced	22.5				30	41	54

Table 21: Priority Strategies and Actions – Strong Economic Infrastructure

National Outcome # 9 – Strong Economic Infrastructure		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 9-1: Expand and rationalize land transport infrastructure and services		
Sector Strategy: Strengthen the institutional capacities and capabilities of the roads authorities to develop and maintain the road network		
1. Improve inter-institutional arrangements for construction and management of main and parochial road networks	FY2013/2014 - FY2014/2015	MTWH, MLGCD, NWA, LAs
Sector Strategy: Improve and rationalize the road transport infrastructure		
2. Accelerate completion of the IDB Road Infrastructure Rehabilitation Programme	Yallahs River training and Roselle Road revetment works completed by FY2013/2014	NWA
3. Support Design of Decentralized Road Maintenance Programme	Design completed by FY2012/2013	NWA
4. Implement IDB Road Improvement Programme components: <ul style="list-style-type: none"> i. Performance-Based Road Maintenance ii. Road Safety Improvement iii. Institutional Strengthening of the Road Safety Unit (RSU) iv. Project Implementation Support 	50% complete by FY2012/2013 75% complete by FY2013/2014 100% complete by FY2014/2015	NWA, RSU, MTWH
5. Implement China EX-IM Palisadoes Improvement	100% complete by FY2012/2013	NWA
6. Implement Master Drainage Plan	FY2012/2013 - FY2014/2015	NWA, MTWH
Sector Strategy: Ensure the completion of the island-wide highway network		
7. Advance the construction of the North-South and East-West Links for Highway 2000	<p>North-South Link:</p> <ul style="list-style-type: none"> • Completion of design studies /investigations for Spanish Town to end of Linstead Bypass and Moneague to Ocho Rios by FY2012/2013 • Recommencement of work on the Mount Rosser Bypass by FY2012/2013 • Land acquisition completed for Spanish Town to end Linstead Bypass, North-South & Moneague to Ocho Rios by FY2013/2014 • Finalization of construction for Zone 2 of Bypass by FY2014/2015 <p>Phase 1B - East-West Link:</p> <ul style="list-style-type: none"> • Finalisation of construction for Sandy Bay to May Pen leg by FY2012/2013 • Completion of design studies/investigations, for May Pen to Williamsfield leg by FY2013/2014 	NWA, NROCC

National Outcome # 9 – Strong Economic Infrastructure		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 9-2: Develop a modernized public transport system		
Sector Strategy: Develop and expand public bus system to meet sustainable transport needs		
8. Ensure proper infrastructure and supporting facilities and equipment for the public transport system	FY2012/2013 - FY2014/2015	MTWH, NWA, JUTC, MBM, TA
National Strategy 9-3: Expand domestic and international air transport infrastructure and services		
Sector Strategy: Ensure strategic alliances for airport development and operation		
9. Complete the privatization of the Norman Manley International Airport (NMIA)	<ul style="list-style-type: none"> Completion of financial analysis and privatization options and invitation and evaluation of Expressions of Interest (EOI) from potential bidders, including due diligence and shortlisting of qualified prospective bidders by FY2012/2013 Selection of preferred bidder and completion of privatization process by FY2013/2014 	DBJ, AAJ, MTWH
10. Complete Phase 1B of Capital Development Programme (CDP) - NMIA	<ul style="list-style-type: none"> Phase 1B of NMIA CDP - 20 % completed by FY2012/2013 Phase 1B of NMIA CDP - 50 % completed by FY2013/2014 	AAJ, MTWH
National Strategy 9-4: Expand and diversify maritime infrastructure and services		
Sector Strategy: Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers		
11. Complete the privatization of the Kingston Container Terminal (KCT)	<ul style="list-style-type: none"> Phase II of the privatization of the KCT- 50 % completed by FY2012/2013 Phase II of the privatization of the KCT- 100 % completed by FY2013/2014 	DBJ, PAJ, MTWH, private sector
Sector Strategy: Nurture ancillary and supporting services to develop a maritime centre		
12. Establish Jamaica as an International Shipping Centre	<ul style="list-style-type: none"> Market studies for bunkering and dry docking to be completed by FY2012/2013 Legislation to be submitted to Cabinet by FY2013/2014 	MAJ, MTWH
National Strategy 9-5: Develop Jamaica as a regional logistics hub with multimodal transport linkages		
Sector Strategy: Develop and link major and supporting logistics centres and facilities island-wide		
13. Implement Port Community System	FY2012/2013 - FY2014/2015	MTWH, PAJ, Jamaica Customs
14. Prepare Master Plan for development of Logistics Hub	FY2013/2014 - FY2014/2015	MIIC, MTWH, MAJ, PIOJ, PAJ
15. Undertake deepening of Kingston Harbour	FY2013/2014 - FY2014/2015	PAJ, MTWH

National Outcome # 9 – Strong Economic Infrastructure		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
16. Undertake development of Gordon Cay/South Terminal	Completion of the project targeted to coincide with opening of the expanded Panama Canal in 2014-2015	PAJ, MTWH, MIIC
17. Undertake development of the Caymanas Economic Zone	Implementation of Phase 1 by FY2014/2015	MIIC, UDC, Factories Corporation, NEPA
National Strategy 9-6: Expand the broadband network island-wide		
Sector Strategy: Promote multiple modes of information delivery systems and networks including new wireless and wired technologies		
18. Undertake transition to digital broadcasting network	FY2012/2013 - FY2014/2015	MSTEM, BCJ, SMA
Sector Strategy: Encourage public and private sector partnerships to establish Internet connectivity in publicly accessible spaces		
19. Expand the deployment of Community Access Points (CAPs) within publicly accessible spaces	FY2012/2013 - FY2014/2015	MSTEM, CITO, UAF
National Strategy 9-7: Ensure adequate and safe water supply and sanitation services		
Sector Strategy: Ensure that Millennium Development Goals for safe and adequate water and sanitation are met and surpassed		
20. Implement KMA Water Supply Project	<ul style="list-style-type: none"> Completion of negotiations with JICA by FY2012/2013 Acceptance by the National Water Commission (NWC) by FY2013/2014 	NWC
21. Implement Jamaica Water Supply Improvement Programme (JWSIP) Category A & B	<ul style="list-style-type: none"> Darling Street Sewerage Power Station 50% complete and Mona & Hope Water Treatment Plants rehabilitation Contracts 40% complete by FY2013/2014 	NWC
22. Implement Pipeline Expansion to extend service to new customers	Submission to Cabinet completed by FY2013/2014	NWC
23. Implement Kingston Water and Sanitation Project to facilitate the rehabilitation of water and sewage treatment plants to meet public health and regulatory requirements	FY2012/2013 - FY2014/2015	NWC
24. Implement Hellshire Sewage Treatment Plant Expansion to upgrade the sewer system in the Hellshire area to accommodate new housing developments	FY2012/2013 - FY2014/2015	NWC

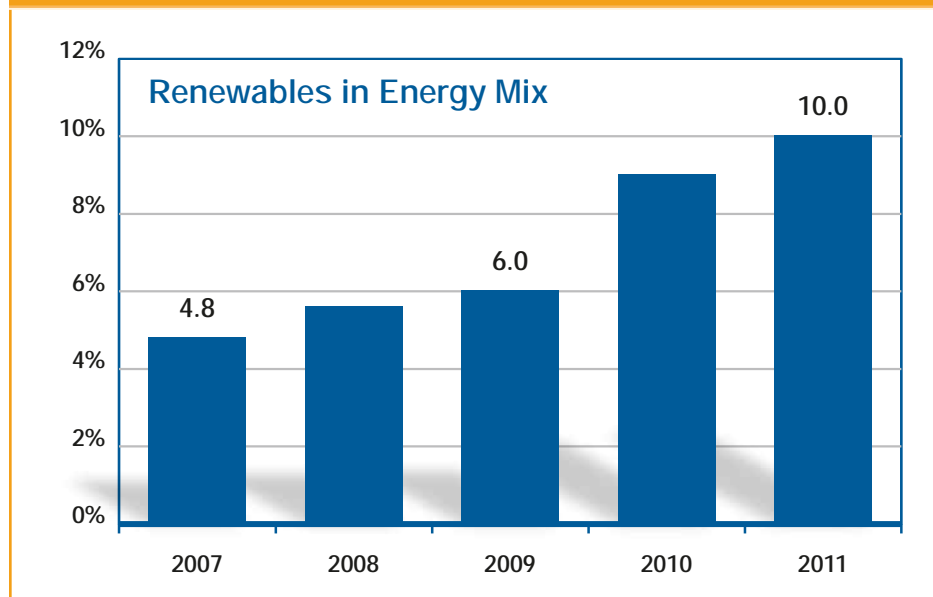
4.10 National Outcome # 10 – Energy Security and Efficiency



Overview

Jamaica is almost entirely dependent on imported petroleum as its primary source of energy, with the heaviest users of energy being transport, the bauxite and alumina industry and electricity generation. The country has an aging and inefficient electricity generation plant and suffers relatively high system losses in the transmission and distribution of electricity, which contribute to electricity costs that are higher than in some regional and international competitor countries. *Vision 2030 Jamaica* makes clear that, in order to have a secure, sustainable and affordable energy supply for our country, we must diversify our energy supply, increase use of renewable energy, and become more efficient in our use of energy throughout our economy and society. In November 2010, Parliament approved Jamaica's first long term National Energy Policy 2009–2030, designed to achieve these ends.

Figure 5: Percentage of Renewables in Energy Mix – Jamaica, 2007 - 2011



Concurrently, the country saw an increase in the percentage of renewables in the energy mix to 10 per cent in 2011, up from 6 per cent in 2009 due primarily to the development and implementation of various programmes such as the full roll out of E10 for use in motor vehicles in the transport sector as well as investments in wind energy and hydro power. The fall in the energy intensity index by 5 per cent from 2009 to 2010 shows some improvements in energy efficiency and conservation; however, this change may also reflect reduced production in the energy-intensive bauxite and alumina sector.¹⁸ Progress was also made on the choice of Liquefied Natural Gas (LNG) as the main fuel source for diversification of the country's energy supply; expansion of the Wigton Wind Farm; planning for the upgrade of the Petrojam Refinery; introduction of public sector energy conservation projects; and development of five sub-policies under the National Energy Policy for biofuels, renewable energy, energy from waste, carbon emissions trading, and energy conservation and efficiency.

Under MTF 2012-2015 the priorities for the energy sector will be to: advance the implementation of the LNG fuel diversification project; complete the development of the energy policy framework including the sub-policies; expand the contribution of renewable energy sources; promote energy conservation and efficiency particularly in the public sector; and lower the cost of electricity through increased efficiency, competition and fuel source diversification.

Table 22: Indicators and Targets – Energy Security and Efficiency

National Outcome #10 – Energy Security and Efficiency							
Indicators	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
Percentage of renewables in energy mix	4.8	6	9	10	11	12.5	20
Energy intensity index (EII) BTU/US\$1 Unit of output (Constant Year 2000 US\$)	21969	21152.8	20165.1		14000	12700	6000

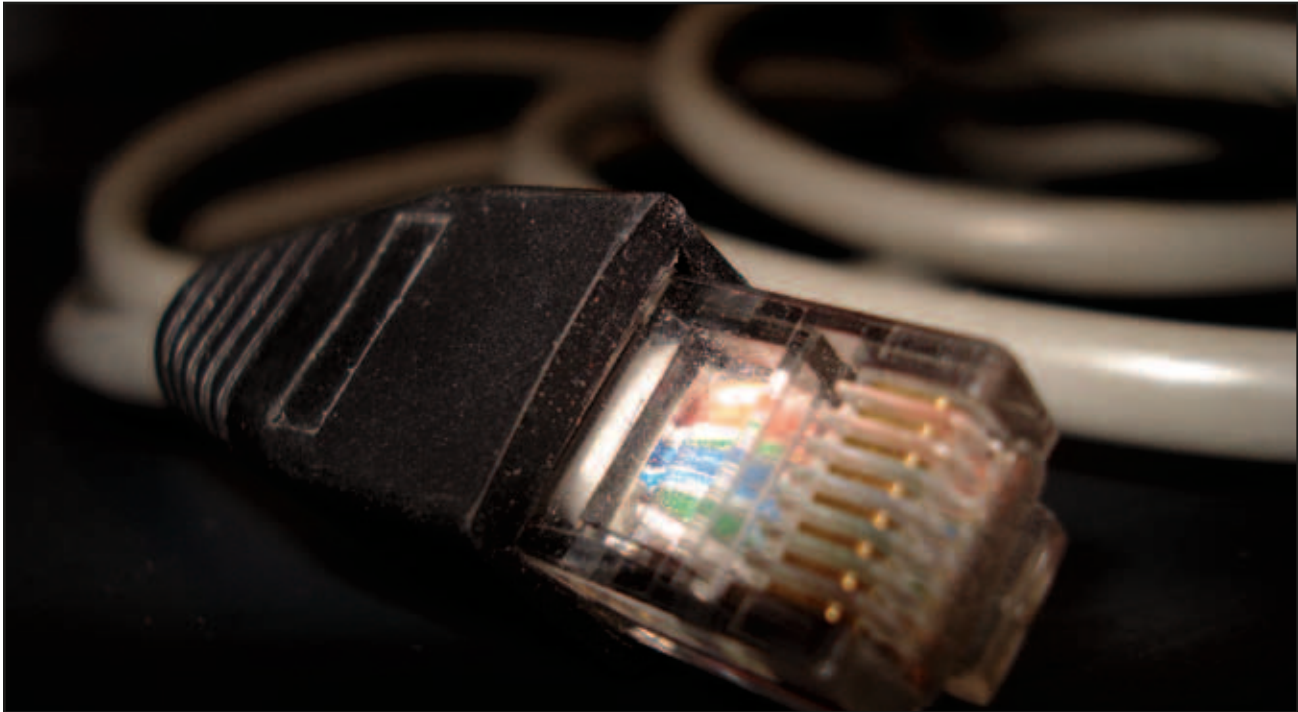
Table 23: Priority Strategies and Actions – Energy Security and Efficiency

National Outcome #10 – Energy Security and Efficiency		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 10-1: Diversify the Energy Supply		
Sector Strategy: Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector		
1. Complete the promulgation of the five sub-policies under the National Energy Policy, for biofuels, renewable energy, energy from waste, carbon emissions trading, and energy conservation and efficiency	FY2012/2013 - FY2014/2015	MSTEM
Sector Strategy: Encourage research, development and timely and efficient implementation of qualified renewable energy projects		
2. Promote research and advance energy diversification – (LNG, renewables, nuclear, petcoke)	FY2012/2013 - FY2014/2015	MSTEM, PCJ

¹⁸ Ministry of Science, Technology, Energy and Mining.

National Outcome #10 – Energy Security and Efficiency		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
3. Promote investments in renewable energy (bring projects to investment ready stage) including at the MSME level	FY2012/2013 - FY2014/2015	MSTEM , PCJ, JAMPRO, JBDC, OUR, private sector
4. Establish new energy tariff structures to facilitate introduction of renewable energy	FY2013/2014 - FY2014/2015	MSTEM , OUR
National Strategy 10-2 Promote Energy Efficiency and Conservation		
Sector Strategy: Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector		
5. Develop and promulgate the electricity act	FY2013/2014 - FY2014/2015	MSTEM , OUR
6. Mainstream energy issues in the tax structure	FY2013/2014 - FY2014/2015	MSTEM , Tax Administration Department, MOFP
7. Mainstream energy issues in other national policies (e.g. agriculture, transport, finance, land use, climate change, education)	FY2013/2014 - FY2014/2015	MSTEM , MOAF, MOFP, MOWLECC, MOE, NLA, MTWH
8. Increase awareness of energy-related issues and best practices among large and small consumers, including training in and implementation of energy efficient management systems in MSMEs	FY2013/2014 - FY2014/2015	MSTEM , PCJ, JBDC
9. Develop and implement energy efficiency and public awareness programme for all stakeholders	FY2012/2013 - FY2014/2015	MSTEM , PCJ
10. Increase capacity among regulators and stakeholders within the energy sector	FY2012/2013 - FY2014/2015	MSTEM , GEI, OUR, BSJ
Sector Strategy: Develop and implement programmes to influence market behaviour to promote efficient use of energy		
11. Reform the primary, secondary and tertiary curricula to build long-term technical capacity in sectors	FY2012/2013 - FY2014/2015	MOE , MSTEM, Tertiary level institutions
12. Retrofit government buildings for increasing levels of energy efficiency within Government	FY2012/2013 - FY2014/2015	MSTEM , PCJ
13. Introduce energy efficiency standards	FY2012/2013 - FY2014/2015	MSTEM , BSJ, SRC
14. Strengthen capacity of Government Electrical Inspectorate (GEI)	FY2012/2013 - FY2014/2015	MSTEM , GEI
Sector Strategy: Establish a framework for timely development, decision-making and implementation of the least cost expansion plan (LCEP) for generation, transmission and distribution of electricity		
15. Modernize the energy infrastructure (including upgrading the refinery)	FY2012/2013 - FY2014/2015	MSTEM , Petrojam

4.11 National Outcome # 11 – A Technology Enabled Society



Overview

Science, Technology and Innovation (STI) play a fundamental role in the creation of wealth, economic development; and in the improvement of the quality of life for all citizens, through increased productivity, design and commercialization of new products and services, and improved efficiency in all aspects of national development. Government expenditure on STI increased to 0.5 per cent of the national budget in 2011, up 40 per cent from 2004 when the expenditure on STI represented only 0.3 per cent of the national budget. Gross Expenditure on Research and Development (GERD) for Jamaica is estimated at 0.3 per cent of GDP. This is less than the 1 per cent average in Latin America and the Caribbean for 2010, and compares unfavourably with countries such as Sweden and Singapore who are the world leaders in R & D, in which GERD is approximately 1.8 and 2.5 per cent of the national budget respectively.

Under MTF 2009-2012, resident patent filing increased from 5.9 per million population in 2009 to 7.4 per million population in 2011, while Jamaica's score on the E-readiness Index declined slightly from 5.33 in 2009 to 5.21 in 2010.²⁶ Highlights of 2009-2012 included: advancement of GovNet as an ICT platform to connect Government MDAs; increased use of online services in Government; continued implementation of the e-learning project in secondary schools and special schools with students with learning and physical challenges; and commencement of the preparation of an STI Roadmap for Jamaica.

The main issues and challenges facing the development of STI in Jamaica include:

- Gaps in the levels of required skills and capabilities for STI and ICT among the work force
- Relatively low levels of investment in STI and R&D by private sector and government
- Relatively weak linkages between key players in the innovation process
- Lack of an overarching policy and agenda for STI development
- Inadequate science and technology education at the primary, secondary and tertiary levels

²⁶ Economist Intelligence Unit (2010).

Under MTF 2012-2015 the focus for the medium term includes advancement of the policy framework and agenda for STI through: completion of the draft STI policy and commencement of the implementation of the new STI Road Map; strengthening science, technology and innovation education; and providing effective funding mechanisms for R&D and innovation.

Table 24: Indicators and Targets – A Technology Enabled Society

National Outcome #11 – A Technology Enabled Society							
Indicators	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
# of scientific publications/million population	48				≥55	≥62	≥105
Resident Patent filing per million population	2.2	5.9	4.8	7.4	≥12	≥18	≥53
E-readiness Index	5.05	5.33	5.21		≥ 5.50	≥ 6	≥ 8

Table 25: Priority Strategies and Actions – A Technology Enabled Society

National Outcome #11 – A Technology Enabled Society		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 11-1: Integrate Science and Technology in all areas of Development		
Sector Strategy: Institutionalize science, technology and innovation education throughout the education system		
1. Produce training content for STI education	FY2012/2013 - FY2014/2015	MSTEM , SRC, MOE, MYC
2. Provide internships for students and teachers in STI related organizations	FY2012/2013 - FY2014/2015	MSTEM , SRC, MOE, MYC, JBI, BSJ
3. Develop STI curricula in association with industry towards practical STI application	FY2012/2013 - FY2014/2015	MSTEM , MIIC, MOE, JMA, PSOJ, tertiary institutions
National Strategy 11-2 Establish a dynamic and responsive national innovation system		
Sector Strategy: Create and maintain a coordinated and creative funding mechanism for R&D and innovation		
4. Develop a grants programme (based on the Korean model) with cooperation with the private sector and tertiary institutions	FY2012/2013 - FY2014/2015	MSTEM , MOFP
Sector Strategy: Create a responsive national innovation system		
5. Implement the STI Road Map	FY2012/2013 - FY2014/2015	MSTEM , SRC, MIIC

4.12 National Outcome #12 – Internationally Competitive Industry Structures

Vision 2030 Jamaica seeks to increase the international competitiveness of Jamaican enterprises in each of our main goods- and services-producing sectors and industries. However, one measure of the international competitiveness of the Jamaican economy—the percentage share of global GDP (based on purchasing power parity) contributed by the Jamaican economy—fell from 0.034 per cent in 2009 to 0.032 per cent in 2010.²⁶ The international competitiveness of Jamaican producers is limited by: capacity constraints that reduce their business sophistication, including limited application of modern technology and management techniques, inadequate customer service, limited access to capital for upgrading and retooling, low levels of energy efficiency, and limited implementation of environmental management systems (EMS); and limited inter-sectoral linkages that create productive industry clusters and strengthen the local value chain.

The progress made in international competitiveness of Jamaican enterprises during 2009-2011 includes: development and implementation of the National Export Strategy; completion of the Technical Assistance Project on Protection of Geographical Indications (GIs); completion by the FTC of a market study on the nature and extent of competition in the commercial banking sector; and accreditation by JANAAC of two laboratories to international standards.

MTF 2012-2015 will seek to increase international competitiveness at the enterprise and industry levels by enhancing company sophistication and productivity, strengthening the framework for competition among enterprises, and promoting eco-efficiency and investment in the emerging green economy.

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

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

Table 26: Indicators and Targets – Internationally Competitive Industry Structures

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

²⁶ <http://www.econstats.com>.

Table 27: Priority Strategies and Actions – Internationally Competitive Industry Structures

National Outcome #12 – Internationally Competitive Industry Structures		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 12-1: Develop company sophistication and productivity		
Sector Strategy: Develop world-class capacity in measurement and promotion of productivity		
1. Create a database of benchmark productivity indicators at the country, industry and firm level	FY2012/2013 - FY2014/2015	JPC, MIIC
Sector Strategy: Develop and promote high-quality standards for globally competitive products and services		
2. Accredit laboratories and assist exporters in meeting requirements of the USFSMA, HACCP and ISO standards	FY2012/2013 - FY2014/2015	MIIC, BSJ, JANAAC
Sector Strategy: Identify and strengthen export capacity in targeted areas		
3. Complete successful implementation of the National Export Strategy and follow up programmes	FY2012/2013 - FY2014/2015	JAMPRO, MIIC
National Strategy 12-4: Enhance framework for competition among enterprises		
Sector Strategy: Strengthen policy, legislative and institutional framework for fair market competition		
4. Complete amendment to the Fair Competition Act	FY2012/2013 - FY2014/2015	FTC
National Strategy 12-5: Promote eco-efficiency and the green economy		
Sector Strategy: Develop the capacity of local companies in process, materials and energy efficiencies		
5. Promote best practices in design of new facilities and retrofitting of existing facilities to maximize process, materials and energy efficiency	FY2012/2013 - FY2014/2015	MIIC, MSTEM, SRC, BSJ, JMA, private sector
Sector Strategy: Encourage adoption of environmental management systems		
6. Assist companies in undertaking environmental audits and accessing advice on implementing environmental improvements	FY2012/2013 - FY2014/2015	NEPA, BSJ, private sector

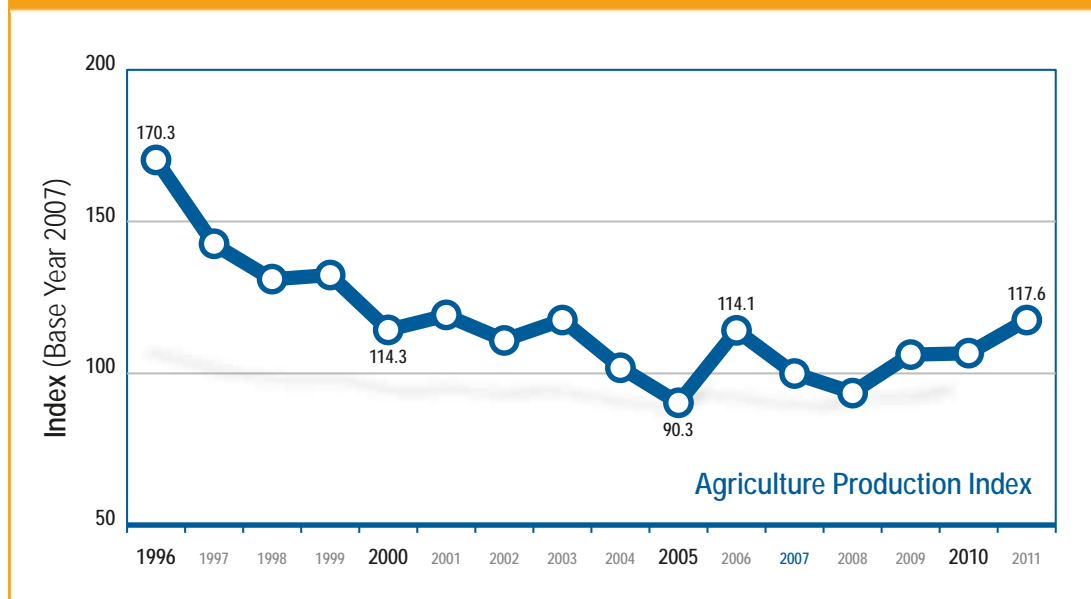
4.12.1 Agriculture



Overview

Agriculture has been one of the most resilient industries in the Jamaican economy over the period of the MTF 2009 – 2012. Despite the global recession, the agriculture industry recorded annual average growth of 8.2 per cent over 2009-2011, and its contribution to total goods and services production increased from 5.7 per cent in 2009 to 6.3 per cent in 2011. The Agriculture Production Index increased from 106.2 in 2009 to 117.6 in 2011. This growth by the agriculture industry was recorded despite the impact of natural hazards, including the drought that lasted from the second half of 2009 to April 2010 and the effects of weather conditions associated with Tropical Depression No. 16/Tropical Storm Nicole in September 2010.

Figure 6: Agriculture Production Index – Jamaica, 1996-2011



The highlights achieved by the agriculture industry over the period 2009-2011 include:

- strengthening of the capacity of Government to play a supporting role in the development of the agriculture industry (two divisions were merged to create a more efficient information and market support mechanism to guide production and RADA was restructured to lead the agricultural transformation process);
- implementation of development plans for key agricultural sub-industries, including restructuring of the banana and the sugar sub-industries in light of the removal of preferential access to the EU market;
- approval of the Food Safety Policy, and establishment of Food Safety “One Stop Shops’ in Kingston and Montego Bay;
- development of the fisheries industry including the drafting of a new Fisheries Act, promulgation of a new Fisheries Policy, and establishment of 9 declared fish sanctuaries;
- establishment of the Agro-Investment Corporation to facilitate investments;
- improvement and rationalization of farm roads;
- strengthening of efforts to reduce praedial larceny; and
- development of a diversified range of agricultural production including higher value added production and construction of post-harvest infrastructure.

The main issues facing the agriculture industry include:

- Declining competitiveness of agricultural production
- Gaps in key infrastructure including feeder roads and irrigation works
- Weaknesses in marketing
- An aging work force
- Praedial larceny
- Limited capacity for research and development
- Environmental issues, including the impact of natural hazards and climate change

Under MTF 2012-2015 the priorities for the agriculture industry are to: strengthen agricultural infrastructure; increase the value-added content of the industry through construction of agro-parks; strengthen agricultural research institutions and programmes; strengthen agricultural marketing structures; continue implementation of development plans for key agricultural sub-sectors including the sugar and banana industries, other targeted crops, fisheries and animal husbandry; promote national food security; and implement environmental best practices and climate change adaptation for the industry.

Table 28: Indicators and Targets– Internationally Competitive Industry Structures (Agriculture)

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

Table 29: Priority Strategies and Actions – Internationally Competitive Industry Structures (Agriculture)

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Improve and rationalize road network including farm roads network		
1. Improve agricultural feeder roads	172.5 km of farm road improved in FY2013/2014 - FY2014/2015	NWA, MOAF
Sector Strategy: Strengthen agricultural research institutions and programmes		
2. Rehabilitate Government agricultural research stations	FY2012/2013 – FY2014/2015	MOAF, R&D Division
3. Strengthen conservation, research and export of genetic material and germplasm of select animal and plant species	FY2012/2013 – FY2014/2015	MOAF, R&D Division
Sector Strategy: Develop a diversified range of agricultural production including higher value-added production		
4. Implement agro-parks to strengthen the agricultural value chain	8 agro parks developed in FY2013/2014 - FY2014/2015	MOAF, AIC, private sector
5. Construct modern abattoirs	Architectural designs and financial plans completed in FY2013/2014 - FY2014/2015	MOAF, AIC, private sector
6. Promote increase in local content of animal feed	FY2013/2014 – FY2014/2015	MOAF, BSJ, private sector
Sector Strategy: Implement development plans for key agricultural sub-sectors		
7. Implement European Union Banana Support Programme, Banana / Plantain Resuscitation Programme and Banana Accompanying Measures (BAM)	FY2012/2013 – FY2014/2015 European Union Banana Support Programme to be completed by October 2013	MOAF, EUBSP
8. Implement the Country Adaptation Strategy for the Sugar Industry	FY2012/2013 – FY2013/2014	MOAF, Sugar Transformation Unit
9. Undertake further development of the fisheries sub-sector	New Fisheries Act passed in FY2012/2013 Implementation of Aquaculture Plan FY2013/2014 - FY2014/2015	MOAF, Fisheries Division
10. Implement development of nine (9) target sub-industries: onion, Irish potato, yam, honey, sheep, hot pepper, ginger, turmeric and pineapple	FY2012/2013 – FY2014/2015	MOAF, JAS, industry associations, private sector
11. Promote livestock import substitution and diversification of the Caribbean livestock through the production of small ruminants	FY2012/2013 – FY2014/2015	MOAF, industry associations, private sector
Sector Strategy: Encourage participation of youth in agriculture		
12. Implement Youth in Agriculture Programme	FY2012/2013 – FY2014/2015	MOAF, 4H Clubs, JAS, RADA, SDC

National Outcome # 12 – Internationally Competitive Industry Structures: Agriculture		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Promote National Food Security		
13. Complete and implement Food and Nutrition Security Policy and Action Plan	Policy approved in FY2012/2013 Implementation of Action Plan commenced FY2013/2014 - FY2014/2015	MOAF, MOH, MIIC
14. Implement the Food Safety Modernization Act pilot programme	FY2012/2013 – FY2014/2015	MOAF, MOH, MIIC
15. Draft Seed Plan, Organic Policy and GMF Policy	FY2013/2014 - FY2014/2015	MOAF
Sector Strategy: Strengthen the capacity of Government to play a supporting role in development of the agricultural sector		
16. Maintain the numbers of extension officers and strengthen their capacity for the sector using technology and Farmer Field School (FFS) methodology as preferred extension methodology	FY2012/2013 – FY2014/2015	RADA, MOAF
17. Advance international accreditation of all GOJ Labs	FY2012/2013 – FY2014/2015	MOAF, R&D Division, JANACC
18. Complete rationalization of the Coffee Industry Board, Cocoa Industry Board and Export Division	FY2013/2014 – FY2014/2015	MOAF, Coffee Industry Board, Cocoa Industry Board
19. Complete transition of RADA, RPPD, Fisheries Division, Agricultural Credit Board and Veterinarian Services to become Executive Agencies	FY2013/2014 - FY2014/2015	MOAF, RADA, RPPD, Fisheries Division, Agricultural Credit Board, Veterinarian Services
Sector Strategy: Establish policy and planning framework to protect and develop suitable agricultural lands		
20. Revise and promulgate proposed Agricultural Land Utilization Policy (ALUP) and Action Plan	FY2013/2014 - FY2014/2015	NLA, MOAF
Sector Strategy: Increase application of environmental best practices throughout the agricultural sector		
21. Update the Agricultural Disaster Risk Management plan (ADRM) to include all hazards, fisheries/forestry sector and climate change	FY2013/2014 - FY2014/2015	MOAF, RADA, NEPA, ODPEM, Forestry Department
22. Implement the GOJ/Adaptation Fund Programme (Agriculture) - Enhancing Climate Change Resilience of the Agricultural Sector	FY2012/2013 – FY2014/2015	PIOJ, MOWLECC MOAF, RADA, NIC Forestry Department
23. Develop and Implement the Strategic Programme for Climate Resilience Investment Project (IP) 2	FY2012/2013 – FY2014/2015	PIOJ, MOAF, MOWLECC
Sector Strategy: Strengthen agricultural marketing structures		
24. Strengthen the forward linkage between the local agricultural sector and the School Feeding Programme	FY2012/2013 – FY2014/2015	MOAF, MOE
25. Register indigenous agricultural products as a Geographical Indications products	FY2012/2013 – FY2014/2015	MOAF, JIPO
Sector Strategy: Provide adequate water supply, irrigation and drainage to meet needs of sector		
26. Complete implementation of National Irrigation Development Project	FY2012/2013	NIC, MOAF

4.12.2 *Manufacture*



Overview

Despite a relative decline since 1990, manufacture remains the largest goods producing industry in the Jamaican economy, representing 8.2 per cent of total goods and services production in 2011. Real value added by manufacture declined by 1.6 per cent over the period 2009 – 2011, while the average annual growth rate of export earnings from manufacture over the period 2009-2011 was -8.8 per cent, well below the target annual growth rate of 10 per cent.

The performance of the industry has been affected by weak international and domestic demand for locally-manufactured goods, and a number of shocks. These included the impact of security measures taken in 2010 in sections of Kingston, St. Andrew and St. Catherine on the operations of manufacturers in these parishes; and the effects of weather conditions associated with Tropical Depression No. 16/Tropical Storm Nicole in September 2010. During the period the Caymanas Economic Zone was proposed as a multi-purpose Zone for manufacturing, ICT and service operations.

The main issues facing the manufacture industry include constraints in the general business environment, inadequate linkages with other industries, and the need for investment in technology and training to increase the productivity and competitiveness of local manufacturing enterprises. Under MTF 2012-2015 the priorities for the manufacture industry are to: increase the exposure of manufacturers to relevant and innovative production technologies; promote the adoption of quality management and production systems and standards; and strengthen the linkages between manufacture and the agriculture and tourism industries.

Table 30: Indicators & Targets - Internationally Competitive Industry Structures (Manufacturing)

National Outcome # 12 – Internationally Competitive Industry Structures: Manufacturing							
Indicator	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
% Change in Export Earnings of Manufactures (value) (rolling 3-year average)	33.61	3.27	-6.65	-8.78	10	13	≥14

Table 31: Priority Strategies and Actions - Internationally Competitive Industry Structures (Manufacturing)

National Outcome # 12 – Internationally Competitive Industry Structures: Manufacturing		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Increase exposure of manufacturers to relevant and innovative production technologies		
1. Establish a centre of excellence for manufacturers	FY2013/2014 – FY2014/2015	JMA , private sector
2. Promote regular environmental and energy audits for manufacturers	FY2013/2014 – FY2014/2015	JMA , MIIC, BSJ, JBDC
Sector Strategy: Ensure availability and access to competitive factory space		
3. Develop modern factory space for manufacturers	FY2012/2013 – FY2014/2015	FCJ , MIIC, JMA
4. Provide incubators for small and medium manufacturers	FY2012/2013 – FY2014/2015	FCJ , MIIC, JMA, JBDC
Sector Strategy: Develop linkages between the manufacturing sector and purchasers in linkage sectors and industries		
5. Strengthen participation of manufacturers in value chain consolidation of agro-processing and tourism industries	FY2012/2013 – FY2014/2015	MIIC , MOAF, MTE, JMA, JBDC
6. Strengthen opportunities for local manufacturers to fulfil procurement of Government supplies	FY2012/2013 – FY2014/2015	MIIC , MOFP, JMA
Sector Strategy: Promote the adoption of quality management and production systems and standards		
7. Encourage manufacturers to achieve international standards and certification, including ISO 9001, 14001 and 50001	FY2012/2013 – FY2014/2015	BSJ , MIIC, JMA
8. Promote greater involvement of manufacturers in trade negotiations and policy development	FY2013/2014 – FY2014/2015	MFAFT , MIIC, JTAT, JMA

4.12.3 Mining and Quarrying



Overview

The mining and quarrying industry is a significant contributor to the country's GDP and foreign exchange earnings. However, the bauxite/alumina industry was severely impacted by the global economic downturn, which led to the closure of three of the island's four alumina plants in 2009 in response to lower international demand for aluminium. In that year the real value added for the mining and quarrying industry fell by 50.2 per cent, and the export earnings from the bauxite/alumina industry declined by -65.88 per cent. The re-opening of the WINDALCO Ewarton plant in 2010 led to a partial recovery, with export earnings from the bauxite/alumina industry increasing by 14.27 per cent in 2010 and 36.31 per cent in 2011.

The highlights of performance of the industry during 2009-2011 include the preparation of a draft National Minerals Policy 2011-2030, which aims to create "a modern, diversified, integrated, efficient and attractive Minerals Industry which protects environmental integrity and socio-cultural values...". Jamaica's National Energy Policy 2009-2030 also addresses the industry and presents solutions for reducing energy consumption and costs, and promoting competitiveness.

The Quarrying sub-industry recorded mixed performance over 2009-2011 with increased production in limestone, silica sand, and shale, and declines in production of gypsum, sand and gravel, and marl and fill. Some growth is expected based on major infrastructural works which should increase demand for quarry products. In addition, limestone (burnt lime) production will improve in a direct response to the increase in alumina output. It is also envisaged that there will be an increase in the demand for whiting (high purity limestone) as demand grows for the product worldwide.

The issues and challenges facing the mining and quarrying industry include:

- Inadequate long-term planning to ensure availability of mineral resources within the context of competing land uses
- High energy costs that reduce global competitiveness
- Environmental impacts of the industry

- Declining ratio of trihydrate bauxite to monohydrate bauxite reserves, leading to increased cost and lower yields in alumina processing
- Capacity gaps of micro- to medium-sized local companies in the non-metallic minerals industry
- Inadequate transport infrastructure for the industry
- Weak supporting framework for research and development in the industry

Under MTF 2012-2015 the priorities for the mining and quarrying industry include: the finalization and approval of the National Minerals Policy; amendment and updating of relevant legislation in the minerals industry; development of cost-effective energy solutions for the industry; and strengthening of land-use planning for lands containing valuable mineral deposits.

Table 32: Indicators and Targets Internationally Competitive Industry Structures (Mining and Quarrying)

National Outcome #12 – Internationally Competitive Industry Structures Mining and Quarrying							
Indicator	Baseline	Actual			Targeted		
	2007	2009	2010	2011	2012	2015	2030
% change in export earnings from the bauxite industry	14.65	-65.88	14.27	36.31	2–4%		

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

Table 33: Priority Strategies and Actions - Internationally Competitive Industry Structures (Mining and Quarrying)

National Outcome #12 – Internationally Competitive Industry Structures: Mining and Quarrying		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Develop cost efficient energy solutions for metallic and non-metallic minerals sub-sectors		
1. Develop a cost-effective and energy friendly energy solution	FY2012/2013 – FY2014/2015	MSTEM , private sector
Sector Strategy: Ensure appropriate policy and regulatory framework for long-term development of the minerals industry		
2. Promulgate the National Minerals Policy 2011 – 2030	FY2012/2013 – FY2013/2014	MSTEM
3. Amend and update legislation in the minerals sector	2013 - 2017	MSTEM , OPC, Attorney General
4. Develop and implement an enabling policy framework to diversify and expand value chain progression	FY2012/2013 – FY2014/2015	MSTEM , MOFP
Sector Strategy: Ensure access to and development of port facilities for shipping of non-metallic minerals		
5. Revive and establish internal and external transportation routes (railway) to enhance the competitiveness of the minerals sector	FY2012/2013 – FY2014/2015	MSTEM , Port Authority, JAMPRO, MTWH, JRC
Sector Strategy: Implement sequential land-use planning for lands containing valuable mineral deposits		
6. Establish zones (zoning regime) for resource evaluation, exploration, allocation and protection	FY2012/2013 – FY2014/2015	JBI, Mines and Geology Division
7. Allocate mineral rights based on production outputs/plans	FY2012/2013 – FY2014/2015	JBI, Mines and Geology Division

National Outcome #12 – Internationally Competitive Industry Structures: Mining and Quarrying		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
8. Conduct timely exploration, analysis, mapping and grade classification based on international benchmarks	FY2012/2013 – FY2014/2015	JBI, Mines and Geology Division
9. Improve mineral resource planning and management of mineral-bearing lands by revising promulgation of national minerals policy	FY2012/2013 – FY2014/2015	MSTEM , mineral implanting agencies such as Jamaica Bauxite Institute

4.12.4 Construction



Overview

The construction industry is the second-largest goods-producing industry in the Jamaican economy, and has many linkages to other areas of national development including housing, transport, urban and regional planning, environment and tourism. Over the period of MTF 2009-2012, construction showed a significant decline, with real value added falling by 5.3 per cent in 2009 and by a further 1.0 per cent in 2010, before recovering to positive growth of 0.6 per cent in 2011.

The construction industry had limited highlights over the period 2009-2011, including upturns in the building construction and civil engineering sub-categories, driven by increases in residential construction and road infrastructure. However, the main issues facing the construction industry continue to be shortages of skilled construction workers, competition from overseas construction companies, constraints in the general business environment, delays in the development approvals process, the impact of crime and security concerns, and the impact of the construction industry on the natural environment.

MTF 2012-2015 will focus on ensuring that the main priorities for construction are addressed, including the review, revision and approval of the long-outstanding Construction Industry Policy, completing the new building code and enforcing legislation, and undertaking initiatives to modernize and strengthen the institutional framework for the construction industry.

Table 34: Indicators and Targets – Internationally Competitive Industry Structures (Construction)

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

Table 35: Priority Strategies and Actions - Internationally Competitive Industry Structures (Construction)

National Outcome # 12 – Internationally Competitive Industry Structures: Construction		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Collaborate with tertiary educational institutions to inspire and strengthen development of professionals for the construction sector		
1. Strengthen collaboration among construction sector and tertiary institutions and HEART Trust/NTA on curriculum development	FY2012/2013 – FY2014/2015	Tertiary institutions, private sector, industry associations, HEART Trust/NTA
Sector Strategy: Establish a licensing system and an improved registration and classification system for contractors, professionals and operatives in the sector		
2. Establish system of licensing/registration for major categories of professionals in construction sector	FY2013/2014 – FY2014/2015	MTWH, MLSS, CIC, IMAJ, Industry associations, HEART Trust/NTA, Professional associations, PERB, ARB, Construction enterprises
Sector Strategy: Finalize and promulgate the Construction Industry Policy		
3. Revise, finalize and promulgate new Construction Industry Policy	New Construction Industry Policy approved and promulgated by FY2014/2015	MTWH
Sector Strategy: Establish the Construction Industry Development Board (CIDB)		
4. Establish advisory board initially with multi-stakeholder composition	Advisory board established by FY2014/2015	MTWH, CIC, IMAJ
Sector Strategy: Ensure compliance with and enforcement of the building code		
5. Support finalization and promulgation of new building code based on ICC 2009	Revision of existing Building Code completed by FY2013/2014	MLSS, MTWH, UWI, BSJ
6. Support finalization and promulgation of new legislation to enforce building code	National Building Act of Jamaica passed by FY2013/2014	MLSS, MTWH, UWI, BSJ

4.12.5 Cultural and Creative Industries

Overview

The cultural and creative industries may be broadly described based on definitions provided by UNESCO, WIPO and UNCTAD, which encompass a wide range of activities that produce goods and services embodying human creativity and cultural content. Based on the UNCTAD classification, the creative industries, including the cultural industries, represent heritage, arts, media and functional creations that comprise tangible products and intangible intellectual or artistic services with creative content, economic value and market objectives.²⁷ In this context it may be noted that sport is not included in the UNCTAD classification of the creative industries.



There are difficulties in measuring the performance of the creative industries in Jamaica due to lack of consistent, reliable and relevant data. However, one indicator is provided by the real value added for recreational, cultural and sporting activities in the Jamaican economy, which declined by 1.4 per cent in 2010 and by 0.2 per cent in 2011, following positive increases in 2008 and 2009.²⁸ Recreational, cultural and sporting activities accounted for about 2.7 per cent of GDP in 2010, the same level as in 2009. Only limited progress was made in the development of the creative industries during 2009-2011, including preparation of a concept paper for a draft Creative Industries Policy and a draft proposal for the creation of the Cultural and Creative Industries Council, and review of amendments to the Entertainment Industry Encouragement Act.

The main issues facing the cultural and creative industries include: gaps in the policy; institutional and intellectual property framework; inadequate number of cultural spaces and venues; limited access to capital; high levels of informality and capacity constraints among creative enterprises; and lack of adequate statistics and information on creative industries. Under MTF 2012-2015 the priorities for cultural and creative industries are to take decisive steps to address the main issues, including establishment of the Cultural and Creative Industries Council and the Cultural Industries Enhancement Fund; amendment and passage of the Entertainment Industry Encouragement Act (EIEA); development of venues for the creative industries; and strengthening the capacity of creative enterprises.

²⁷ See The Creative Economy Report 2010 (UN), p. 7-9. The UNCTAD trade statistics are based on this definition.

²⁸ The activities included under recreational, cultural and sporting activities for this indicator are detailed in Appendix 2.

Table 36: Indicators and Targets – Internationally Competitive Industry Structures (Cultural and Creative Industries)

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

Table 37: Priority Strategies and Actions - Internationally Competitive Industry Structures (Cultural and Creative Industries)

National Outcome # 12 – Internationally Competitive Industry Structures: Cultural and Creative Industries		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Develop the policy, legal and institutional framework to facilitate and encourage the development of the creative industries		
1. Establish Cultural and Creative Industries Council (CCIC) as independent body with roles in policy making, marketing, product development and training	CCIC established by FY2013/2014	MYC, MTE
2. Establish Cultural Industries Enhancement Fund	FY2013/2014 - FY2014/2015	MYC, MTE
3. Develop measurement of GDP contribution of cultural and creative industries	WIPO template for measurement of economic impact of cultural and creative industries established by FY2014/2015	MYC, JIPO, JAMPRO, JBDC, STATIN, PIOJ
4. Carry out census of cultural and creative industries and establish registry/ database of practitioners	FY2013/2014 - FY2014/2015	MYC, JIPO, JAMPRO, JBDC, STATIN, PIOJ
5. Review, update/amend and pass the Entertainment Industry Encouragement Act (EIEA), including the Motion Picture Industry Encouragement Act	EIEA completed and passed by FY2014/2015	MYC, MTE, MIIC, OPC
6. Promote creation of national and parish arts councils	FY2013/2014 - FY2014/2015	MYC, MLGCD, LAs
7. Build on the public-private sector partnership model adapted for Jamaica 50 as part of the short- to medium-term development plan for the cultural and creative industries	FY2013/2014 - FY2014/2015	MYC, private sector
Sector Strategy: Enhance physical, human, institutional and financial capacity of creative enterprises, associations- and individuals		
8. Undertake audit of training needs for culture and creative industries	FY2013/2014	MYC
9. Develop accreditation/standards for CXC and tertiary cultural education courses and skills training	FY2013/2014 - FY2014/2015	MYC, MOE, HEART Trust/NTA

National Outcome # 12 – Internationally Competitive Industry Structures: Cultural and Creative Industries		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
10. Promote greater levels of awareness, understanding and proactivity towards intellectual property rights protection, on the part of individual creative practitioners	FY2013/2014 - FY2014/2015	MIIC, MYC, JIPO, JBDC, CMOs, SBAJ, MSME Alliance
Sector Strategy: Expand and improve the infrastructure for the creative industries and performing arts		
11. Establish framework for development and maintenance of venues for the creative industries and performing arts, including public-private partnerships and enabling legislation	Business plan to establish and sustain cultural centres developed by FY2013/2014	MYC, JCDC, DBJ, Private Sector
12. Establish National Centre for the Performing Arts with the Edna Manley College of the Visual and Performing Arts	Studies and designs undertaken during FY2013/2014 - FY2014/2015	MYC, Edna Manley College
13. Ensure at least one venue for the performing arts in each parish (500 seat indoor centre)	Audit of existing venues completed by FY2013/2014	MYC, JCDC
Sector Strategy: Increase opportunities for products and services in the creative industries		
14. Establish Jamaican public-private market aggregator/company/platform for cultural and creative industries	FY2013/2014 - FY2014/2015	MYC, DBJ, Private Sector, JBDC

4.12.6 Sport



Overview

Sport is an area in which Jamaica has demonstrated international competitive advantage over many years. Jamaican athletes have performed with distinction in a wide range of sports, in particular track and field. However, while there are limited data to monitor the progress of sport development in Jamaica, or to measure the performance of the economic and business aspects of sporting activities, the *Vision 2030 Jamaica – National Development Plan* considers sport as an important industry with significant potential to contribute to the development of the Jamaican economy.

As reported under the consideration of the cultural and creative industries, the real value added for recreational, cultural and sporting activities in the Jamaican economy declined by 1.4 per cent in 2010 and by 0.2 per cent in 2011. This followed positive increases in 2008 and 2009. The level of expenditure on sports projects by the Sports Development Foundation (SDF) increased by 70 per cent in 2011, following an increase of 72 per cent in 2009 and a decline of 32 per cent in 2010.

Under the MTF 2012-2015, the development of sport as an economic activity is highly focused on two main priorities: the development of a permanent sports museum; and the promotion of Jamaica as a sports tourism destination. The priorities for the broader role of sport in national development are also included under National Outcome #4: Authentic and Transformational Culture.

Table 38: Indicators and Targets - Internationally Competitive Industry Structures (Sport)

National Outcome # 12 – Internationally Competitive Industry Structures: Sport							
Indicators	Baseline	Actual			Targeted		
	2007	2009	2010	2011	2012	2015	2030
Note: No quantitative indicators are included for sport based on lack of data.							

Table 39: Priority Strategies and Actions - Internationally Competitive Industry Structures (Sport)

National Outcome # 12 – Internationally Competitive Industry Structures: Sport		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Develop a sport museum as a resource centre for the attraction of local and foreign visitors		
1. Develop permanent sports museum	FY2013/2014 – FY2014/2015	OPM, IOJ, IPL
Sector Strategy: Promote Jamaica as a sports tourism destination		
2. Contribute to the development of the Sports Tourism Policy	FY2013/2014 – FY2014/2015	OPM, MTE
3. Develop and market sport training and rehabilitation/wellness facilities to international markets	FY2013/2014 – FY2014/2015	OPM, Insport, MTE, Sport Associations, private sector
4. Strengthen partnerships between national sporting associations, government and other public and private sector stakeholders in initiating and hosting international events	FY2013/2014 – FY2014/2015	OPM, Insport, MTE, Sport Associations, private sector

4.12.7 Information and Communications Technology (ICT)

Overview

Under *Vision 2030 Jamaica*, the information and communications technology (ICT) industry in Jamaica is considered to include the information technology industries (computer hardware and software, systems and training), telecommunications industries (telephone, cable and internet) and the broadcast media (television and radio). The telecommunications network is considered under Strong Economic Infrastructure (see National Outcome #9), and the role of ICT as an enabler of other sectors is considered under a technology-enabled society (see National Outcome # 11). However, the development of ICT as an industry in its own right is also considered as an important part of the National Development Plan.

Over the period 2009-2011, the performance of ICT was mixed. The communication sub-industry recorded some growth in real value added in 2009, but then contracted in 2010 and 2011. Progress was shown in the growth of the total number of telephone and internet subscribers and in the country's teledensity rate from 2009-2010, while these indicators all declined in 2011. The high occupancy level and demand for ICT space at the Montego Bay Free Zone (MBFZ) led to plans to construct additional ICT space, while the new Information and Communication Technology (ICT) Policy was finalized, paving the way for the drafting of a new ICT Act.

The main issues facing the ICT industry include relatively low levels of household broadband penetration, gaps in the policy and regulatory framework for ICT, and constraints in the general business environment. Under MTF 2012-2015 the main priority for the ICT industry is to develop ICT and science parks in strategic partnerships with the private sector and academic institutions.



Table 40: Indicators and Targets - Internationally Competitive Industry Structures (Information and Communications Technology)

National Outcome # 12 – Internationally Competitive Industry Structures: Information and Communications Technology							
Indicators	Baseline	Actual			Targeted		
	2007	2009	2010	2011	2012	2015	2030
Note: No new quantitative indicators have been determined for the ICT industry.							

Table 41: Priority Strategies and Actions - Internationally Competitive Industry Structures (Information and Communications Technology)

National Outcome # 12 – Internationally Competitive Industry Structures: Information and Communications Technology		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Expand ICT focused business parks for major service providers		
1. Develop ICT Parks including Naggo Head Technology Park in Portmore	FY2012/2013 – FY2014/2015	MIIC , private sector, DBJ
Sector Strategy: Create a national partnership with a high services demand nation and/or a mentoring nation that has a highly developed ICT services/software industry		
2. Deepen relationship with India in development of near-shore BPOs and training programmes	FY2013/2014 – FY2014/2015	MIIC, JAMPRO , private sector
Sector Strategy: Establish mechanisms of funding ICT ventures		
3. Establish framework for venture capital funding and micro-financing for ICT projects	FY2012/2013 – FY2014/2015	DBJ , MIIC, private sector, JBA, JAMPRO, Micro-finance institutions
Sector Strategy: Build an effective indigenous ICT industry		
4. Develop innovation incubators and entrepreneurship capacity development programmes for ICT, including MSMEs	FY2013/2014 – FY2014/2015	MIIC, JAMPRO , private sector

4.12.8 Services



Overview

Services comprise the largest sector in the Jamaican economy, in keeping with the evolution of the global economy. For the *Vision 2030 Jamaica – National Development Plan*, the services industries include finance and insurance services, real estate, renting and business activities, and wholesale and retail trade; repair and installation of machinery. These industries have shown a combined decline in real value added of 3.3 per cent over the period 2009-2011, and their share of total goods and services production fell from 38.8 per cent in 2009 to 37.8 per cent in 2011. The average annual growth rate of finance and insurance services and real estate, renting and business activities over the period 2009-2011 was -0.87 per cent, well below the target annual growth rate of 2.25 per cent.

Highlights of the period 2009-2011 included the strengthening of the Jamaica Coalition of Service Industries (JCSI) to support the development and represent the interests of Jamaican enterprises in service industries locally and regionally; and initiation of activities to establish an International Financial Services Centre in Jamaica.

The main issues facing the services industries continue to be constraints in the general business environment, gaps in capacity and certification among local service providers, and relatively low levels of awareness of modes and opportunities for the export of services. Under MTF 2012-2015 the priorities for services are to diversify the range of financial institutions and products; develop the capacity of service providers to meet international standards of certification; promote the export of services and implement specific initiatives including the Services Sector Strategy and Action Plan; and the establishment of an International Financial Services Centre.

Table 42: Indicators and Targets - Internationally Competitive Industry Structures (Services)

National Outcome # 12 – Internationally Competitive Industry Structures: Services							
Indicator	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
Growth Rate of Services (Finance and Insurance Services and Real Estate, Renting and Business Activities)	4.12	0.55	-2.70	-0.46	≥2.25	≥2.25	≥4.02

Table 43: Priority Strategies and Actions - Internationally Competitive Industry Structures (Services)

National Outcome # 12 – Internationally Competitive Industry Structures: Services		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Develop public awareness on financial literacy		
1. Incorporate information on new financial services into consumer education on financial literacy	FY2013/2014 – FY2014/2015	CAC , Bankers Association, DBJ
Sector Strategy: Diversify the range of financial institutions and products		
2. Develop capacity of financial institutions to reflect the use of wider range of collateral, including cash flow, intellectual property and tools of trade	FY2013/2014 – FY2014/2015	DBJ , Bankers Association, MOFP
3. Develop mutual guarantee fund	FY2013/2014 – FY2014/2015	DBJ
4. Strengthen Jamaica International Financial Services Authority [JIFSA] programme to establish Jamaica as centre for international financial services	FY2012/2013 – FY2014/2015	JIFSA , MIIC, JAMPRO, JBA
Sector Strategy: Develop capacity of service providers to meet international standards of certification		
5. Encourage service industry providers to achieve international standards and certification including ISO 9001, 14001 and 50001	FY2012/2013 – FY2014/2015	BSJ , MIIC, PSOJ, JCC
Sector Strategy: Strengthen production and marketing of key service industries		
6. Implement Services Sector Strategy and Action Plan with focus on six (6) priority sub-sectors: Medical Tourism, Wellness Tourism, ICT, Professional Services (specifically Management Consulting), Creative Industries (specifically Music) and Offshore Medical Education	FY2013/2014 – FY2014/2015	MIIC , JAMPRO, JEA
Sector Strategy: Collaborate with providers in development of advanced ICT network and applications for services		
7. Improve security and usage on electronic/e-commerce transactions	FY2012/2013 – FY2014/2015	MIIC , JCC, JBA
Sector Strategy: Improve the transport infrastructure and network for distribution services		
8. Encourage scheduling of movements of trailers and heavy transport vehicles to off-peak traffic hours	FY2013/2014 – FY2014/2015	MTWH

4.12.9 Tourism



Overview

Tourism is an important industry for Jamaica with prospects for fuelling growth in the economy. Jamaica's tourism industry was one of the few areas of the economy that demonstrated sustained growth through the period of the global economic downturn of 2008-2009. Total visitor arrivals increased to 3.08 million visitors in 2011, up 11.8 per cent from 2.75 million visitors in 2009, while foreign exchange earnings from tourism increased by 3.43 per cent in 2009 and 3.94 per cent in 2011, while declining by 2.54 per cent in 2010.

The progress made in the development of the tourism industry under MTF 2009-2012 includes: completion of the Montego Bay Convention Centre and the Falmouth Cruise Ship Pier as major new tourism projects; development of a Tourism Satellite Account to measure the economic contribution of the tourism sector; review of the Tourist Board Act; expansion in hotel accommodation and attractions including establishment of the Mystic Mountain and Dolphin Cove Negril attractions; passage of the Casino Act 2010 and amendments to the In-bond Shopping Act; development of a draft Community Tourism Policy and a Craft Development Strategy; preparation of a Multi-Hazard Contingency Programme; and diversification of the island's tourism source markets.

The main issues and challenges facing the tourism industry include:

- Ongoing need to improve and diversify the tourism product, market segments and source markets
- Need to strengthen linkages between tourism and the other industries such as agriculture, manufacturing and creative industries
- Need to reduce the environmental impacts of tourism development
- Vulnerability of tourism facilities to natural hazards and the impact of climate change
- Negative perceptions of Jamaica as a travel destination due to crime and tourist harassment
- Need to widen the share of benefits derived from the industry by local residents and communities

The priority areas of focus for the development of the tourism industry under MTF 2012-2015 include: development of community based tourism programmes; strengthening the Jamaican inputs and value-added

of the industry; facilitation of major tourism hotel and attraction projects including the new Fiesta Hotel and Riu Palace Hotel projects; further diversification of the tourism market segment including the development of medical and health tourism; sports tourism and cultural and heritage tourism; improvement of the security of resort areas; and strengthening of the resilience of the tourism industry against natural hazards and the impact of climate change.

Table 44: Indicators and Targets - Internationally Competitive Industry Structures (Tourism)

National Outcome #12 – Internationally Competitive Industry Structures: Tourism							
Indicators	Baseline	Actual			Targets		
	2007	2009	2010	2011	2012	2015	2030
% change in foreign exchange earnings from tourism	2.11	-2.54	3.94	0.56	≥3.98%	≥3.98%	≥4.1%
Travel and Tourism Competitiveness Index (Country Rank)	48	60	N/A	65	≤54	≤48	≤35

N/A - Not Available

Table 45: Priority Strategies and Actions - Internationally Competitive Industry Structures (Tourism)

National Outcome #12 – Internationally Competitive Industry Structures: Tourism		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
Sector Strategy: Develop new tourism market segments		
1. Develop new target market segments including: <ul style="list-style-type: none"> • Sports tourism • Health and wellness/medical tourism • Culinary, cultural and heritage tourism • Jamaicans at home and in the Diaspora 	FY2012/2013 – FY2014/2015	MTE, JTB, TPDCO, OPM, MOH, MYC, MFAFT, JAMPRO, private sector
Sector Strategy: Develop diversified geographic source markets		
2. Increase marketing programmes to the UK, Continental Europe, Far East, Latin America and the Caribbean	FY2012/2013 – FY2014/2015	JTB, MTE, Trade associations, private sector, JAMVAC
Sector Strategy: Develop a variety of accommodations		
3. Facilitate the development of major tourism accommodation projects	FY2012/2013 – FY2014/2015	MTE, TPDCo, JHTA, Private/public partnerships (PPPs)
4. Complete framework for casino gaming projects, including approval of regulations to the Casino Gaming Act and full operationalization of the Casino Gaming Commission	FY2012/2013 – FY2013/2014	MOFP, MTE
Sector Strategy: Create framework to facilitate awareness, broad participation, business opportunities and access for stakeholders		
5. Develop community based tourism programmes	FY2012/2013 – FY2014/2015	MTE, JTB, Heart Trust/ NTA, SDC, MLGCD, TPDCO, NGOs, CBOs

National Outcome #12 – Internationally Competitive Industry Structures: Tourism		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
6. Revise the national tourism awareness programme to achieve greater inclusiveness of all stakeholders in the industry	FY2012/2013 – FY2014/2015	MTE, JTB
7. Reactivate all resort boards	FY2012/2013 – FY2014/2015	MTE, TPDCO
Sector Strategy: Increase the use of Jamaican inputs in the tourism product		
8. Develop supporting structures to strengthen the product offering in the sector (e.g. have more entertainment events throughout the year, greater marketing of existing product offerings)	FY2012/2013 – FY2014/2015	MTE, JTB, TPDCO, JHTA, private sector
Sector Strategy: Ensure that all aspects of the tourism industry meet required standards and customer service		
9. Develop and implement standards for tourism enterprises including enforcing existing tourism standards	FY2012/2013 – FY2014/2015	MTE, TPDCO, LAs
Sector Strategy: Strengthen the legislative and regulatory framework to protect workers' health, safety, remuneration and rights		
10. Establish pension scheme for workers in the tourism sector	FY2012/2013 – FY2014/2015	MLSS, pensions industry, private sector, MFPS, MTE, JCTU
Sector Strategy: Strengthen the social infrastructure for workers and adjoining communities of resort areas		
11. Participate in land use planning for resort areas and adjoining communities, including planning for housing for tourism workers	FY2012/2013 – FY2014/2015	Parish councils, private sector, NEPA, UDC, Resort Boards, JTI, MTE
Sector Strategy: Strategically position the tourism sector as a national development priority		
12. Implement tourism component of the South Coast Sustainable Development Plan	FY2012/2013 – FY2014/2015	MTE, JTB, TPDCO, Resort Boards, UDC
13. Undertake carrying capacity studies of resort towns for Portland, South Coast and Kingston	FY2012/2013 – FY2014/2015	MTE, JTB, TPDCO, NEPA, UDC
Sector Strategy: Ensure that waste, emission, water and energy are addressed in integrated sustainable planning for the tourism sector		
14. Develop adequate infrastructure in communities and resort towns, improving the state of roads, and creating additional facilities for sanitary conveniences, sewage etc.	FY2012/2013 – FY2014/2015	Resort Boards, NEPA, NWA, NSWMA, MTE
15. Develop a comprehensive programme to improve infrastructure and management of public beaches in resort towns	FY2012/2013 – FY2014/2015	TPDCO, Resort Boards, NEPA, UDC, TEF, Parish Councils, MTE
16. Develop a comprehensive strategy for improving sanitation and waste management in resort towns – solid waste, sewage, storm water	FY2012/2013 – FY2014/2015	NSWMA, NWC, Resort Boards, NEPA, Parish councils, MTE
17. Encourage the use of renewable energy sources in resort towns and in establishments through training and incentives	FY2012/2013 – FY2014/2015	MTE, MSTEM, MOFP, JHTA, private sector

National Outcome #12 – Internationally Competitive Industry Structures: Tourism		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
18. Increase the number of establishments connected to central sewage treatment systems in resort areas	FY2012/2013 – FY2014/2015	NWC , private sector
Sector Strategy: Ensure that environmental management systems are implemented by tourism entities		
19. Develop waste management programmes in establishments (hotels, attractions, craft markets, restaurants) with respect to plastics, compostable materials, bio-degradable materials, chemical and hazardous substances	FY2012/2013 – FY2014/2015	NSWMA , Resort Boards, tourism private sector
Sector Strategy: Ensure that the activities of the tourism industry support biodiversity conservation objectives as well as ecosystems management objectives		
20. Develop national ecotourism guidelines aligned to the Protected Areas System Master Plan	FY2012/2013 – FY2014/2015	MTE , NEPA, Forestry Department, JNHT
Sector Strategy: Develop and implement flagship heritage, cultural, historical and nature-based attraction projects		
21. Develop Kingston as a cultural capital/city	FY2012/2013 – FY2014/2015	MYC, MTE, IOJ, TPDCO , Resort Boards, JHTA, JNHT, private sector, Jamaica Music Museum
Sector Strategy: Reduce the vulnerability of the tourism sector to natural hazards		
22. Improve road and drainage system/infrastructure for flood mitigation in resort towns/areas	FY2012/2013 – FY2014/2015	MTE, MTWH, NWA , Resort Boards, LAs
23. Expand current multi-hazard contingency planning programme to improve institutional capacity to plan, prepare, respond and recover from natural hazards	FY2012/2013 – FY2014/2015	MTE, ODPEM, MLGCD, NEPA
Sector Strategy: Enhance awareness within the sector on the impacts of climate change on tourism		
24. Develop a climate change communications strategy to support/improve awareness of climate change among tourism stakeholders	FY2012/2013 – FY2014/2015	MTE, MOWLECC, NEPA, Panos Caribbean
Sector Strategy: Develop a dynamic and flexible demand-driven education training system for tourism		
25. Identify the priority skills required by the sector and establish mechanisms for skills training	FY2012/2013 – FY2014/2015	MTE, Heart/NTA

National Goal #4: Jamaica Has a Healthy Natural Environment

Towards Inclusive Growth & Sustainable Development



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



Overview

Vision 2030 Jamaica provides the framework for the sustainable management and use of the country's environmental and natural resources as an essential means of enhancing the quality of life of all Jamaicans for the present and future generations. However, Jamaica's ranking in terms of environmental performance as measured by the Environmental Performance Index (EPI) has fallen in recent years. In 2008, Jamaica ranked 54th out of 149 countries on the EPI with a score of 79.1, and was ranked best in terms of environmental performance in the English-speaking Caribbean. However, in 2010, Jamaica's score on the EPI fell to 58.8 and the country's ranking dropped by over 20 places to 89 of 163 countries, indicating that our environmental performance has actually fallen. In 2012 Jamaica's score on the EPI fell further to 54.4, but the country's ranking improved to 63 of 132 countries. Jamaica's score in the EPI reflects the need for more focused attention as well as targeted development and implementation of programmes in areas such as ecosystem and biodiversity management. The 2009 National Report of Jamaica on the MDGs also indicated that the country was lagging behind in the area of environmental sustainability.

Notwithstanding, a number of plans, programmes and projects were implemented in the areas of biodiversity management, waste management, forestry management, parks and protected areas, and marine and freshwater resources management which will reduce the pressure on ecosystems from various human-induced activities. The highlights of the period 2009 – 2011 included: infusion of natural resource valuation into the country's Environmental Impact Assessment Process; continuation of work under the system of protected areas management; further development of the Protected Areas System Master Plan (PASMP), spearheaded by a Protected Areas Committee and funded by the Forest Conservation Fund; building capacity for natural resources valuation within the GOJ, implementation of the Economic Valuation of Three Protected Areas project; and preparation of an Integrated Waste Management Strategy and Action Plan.

The main issues and challenges facing environmental management in Jamaica include:

- Inadequate integration of environmental issues in policy-making and planning
- Continued heavy dependence on natural resources and assets for livelihoods

- Inadequate policy, legislative and institutional framework for environmental management
- Low levels of awareness of environmental issues
- Low levels of enforcement of environmental legislation and regulations
- Data gaps and lack of time-series data for quantitative indicators on the state of the natural environment
- Deficiencies in the collection, disposal and treatment and overall management of waste
- Continued negative environmental trends including deteriorating air and water quality; poor management of solid, liquid and hazardous wastes; loss of biodiversity; watershed degradation; net loss of forest cover; and the increasing incidence of forest fires

Under MTF 2012-2015 the priority areas of focus for sustainable management and use of environmental and natural resources include: sustainable management and use of the country's environmental and natural resources; promotion of the ecosystems management approach; reversal of loss of environmental resources through restoration initiatives; strengthening governance structures for environmental management; and improved management of all types of waste and pollution.

Table 46: Indicators and Targets - Sustainable Management and Use of Environmental and Natural Resources

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

Table 47: Priority Strategies and Actions - Sustainable Management and Use of Environmental and Natural Resources

National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 13-1: Integrate Environmental Issues in Economic and Social Decision-Making Policies and Processes		
Sector Strategy: Create mechanisms to ensure the use of impact assessments in sectoral policy development		
1. Undertake Regulatory Impact Assessments (RIAS) when updating key environmental policies, legislation and regulations	FY2012/2013 – FY2014/2015	MOWLECC, NEPA
2. Develop a policy on the use of economic instruments to regulate industries and other economic activities	FY2012/2013 – FY2014/2015	MOWLECC, NEPA, PIOJ, MOFP
3. Create and improve access to beaches through further amendments to the Beach Control Act (access to sandy area in particular the foreshore)	FY2012/2013 – FY2014/2015	MTE, NRCA Board, Beach Control Authority, NEPA
Sector Strategy: Implement best management practices for air, forest, ground and surface water, land management, soils and resources consumption		
4. Develop a national air monitoring system for air and water quality	FY2012/2013 – FY2014/2015	MOWLECC, NEPA, MOH
5. Expand air quality monitoring and include additional urban sites, emerging growth centres, protected areas and communities	FY2012/2013 – FY2014/2015	MOWLECC, NEPA, MOH

National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
6. Develop legislation for motor vehicle emissions	FY2012/2013 – FY2014/2015	MOWLECC, NEPA, MTWH , Chief Parliamentary Counsel
7. Develop framework for non-regulated sources of air pollution	FY2012/2013 – FY2014/2015	NEPA, MOWLECC
National Strategy 13-2: Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management		
Sector Strategy: Adopt an ecosystems management approach		
8. Implement the WAMM (Watershed Areas Management Mechanism) in 18 watershed management units	FY2012/2013 – FY2014/2015	NEPA, Forestry Department , NGOs
9. Design and implement financing mechanisms for watershed management	FY2012/2013 – FY2014/2015	NEPA , Forestry Department, MOFP
10. Improve sustainable management of protected areas – including developing sustainable financing plans for protected areas (2 per year) through an approach involving community participation	FY2012/2013 – FY2014/2015	NEPA , Forestry Department, Nature Conservancy, MOFP, NGOs
11. Identify appropriate management and business plans useful to the management of protected areas	FY2012/2013 – FY2014/2015	NEPA , Forestry Department, Nature Conservancy, NGOs
Sector Strategy: Reverse loss of environmental resources through restoration initiatives		
12. Rehabilitate degraded forest and increase forest cover	FY2012/2013 – FY2014/2015	Forestry Department , NEPA, NWC, NGOs
13. Reverse unsustainable use of fisheries by enhancing monitoring, control, surveillance and enforcement of fisheries regulations	FY2012/2013 – FY2014/2015	Fisheries Division , MOAF
14. Prepare plan that defines strategies for the sustainable management and use of fish sanctuaries	FY2012/2013 – FY2014/2015	Fisheries Division , MOAF, NEPA, NGOs
15. Continue to sensitize managers and users of fish sanctuaries	FY2012/2013 – FY2014/2015	Fisheries Division , MOAF, NEPA, NGOs
16. Create programme to develop under- and unutilized fisheries	FY2012/2013 – FY2014/2015	Fisheries Division , MOAF, NGOs
Sector Strategy: Promote sustainable use of biological resources		
17. Conduct natural resource valuation (NRV) on critical areas of biodiversity	FY2012/2013 – FY2014/2015	NEPA , Forestry Department
18. Identify and implement alternative livelihoods strategies through an approach involving community participation	FY2012/2013 – FY2014/2015	NEPA , PIOJ, MLSS, Fisheries Division, Forestry Department, MLGCD, NGOs, CBOs

National Outcome #13 – Sustainable Management and Use of Environmental and Natural Resources		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 13-3: Develop Efficient and Effective Governance Structures for Environmental Management		
Sector Strategy: Create dynamic and responsive regulatory environment		
19. Revise governance framework for waste management	FY2012/2013 – FY2014/2015	NSWMA , MLGCD, MOWLECC
National Strategy 13-4: Manage All Forms of Waste Effectively		
Sector Strategy: Create an integrated framework for the management of all types of waste		
20. Revise National Solid Waste Policy	FY2012/2013 – FY2014/2015	NSWMA , MLGCD, NEPA, MSTEM, NWC
21. Implement integrated waste management strategy and action plan, specifically for hazardous waste, e-waste, sewage, medical waste, agricultural waste etc.	FY2012/2013 – FY2014/2015	NSWMA , MLGCD, NEPA, MOH, MOWLECC, MSTEM, NWC, PCJ, MOAF
22. Pursue waste-to-energy options including revise draft waste-to-energy policy, seek Cabinet approval and develop action plan for waste to energy	FY2012/2013 – FY2014/2015	NSWMA, MSTEM , MLGCD, NEPA, MOH, MOWLECC, NWC, PCJ
23. Create management framework for better management of disposal sites	FY2012/2013 – FY2014/2015	NSWMA , NEPA, MOH, MOWLECC, MLGCD
24. Develop local area plans for the management of wastes and disposal sites	FY2012/2013 – FY2014/2015	NSWMA , MOH, MOWLECC, MLGCD
25. Construct infrastructure for hazardous waste, including collection points and transfer stations	FY2012/2013 – FY2014/2015	NSWMA , NEPA, MOH, MOWLECC, MLGCD

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



Overview

Jamaica, by virtue of its location, topography and geology, is prone to several natural hazards, which may broadly be placed into two categories: hydro-meteorological (e.g. tropical cyclones or hurricanes, floods and drought); and geological (earthquakes, landslides and tsunamis) (UNEP, 2010). Over the years, natural hazards have had significant impact on economic activities, property, human welfare and natural resources in Jamaica. In 2010 the cost of damage caused by natural disasters was estimated at 1.9 per cent of GDP, due mainly to the impact of Tropical Depression # 16 (which was loosely associated with Tropical Cyclone Nicole). In 2011 the cost of damage caused by natural disasters was estimated at 0.1 per cent of GDP, with an absence of significant natural disasters in that year.

Jamaica is also particularly vulnerable to the impacts of climate change, including sea level rise, changes in weather patterns and eco-systems, and increased likelihood and severity of extreme weather events such as hurricanes, tropical storms, floods and drought. There was no change during 2009-2011 in the indicator on Jamaica's greenhouse gas emissions. The country's vulnerability to natural hazards and climate change is also increased by inadequate emphasis on hazard risk management activities; weaknesses in physical planning; land use practices and building practices; development of settlements in marginal and environmentally sensitive lands concentration of population and economic activity in coastal zones of the island; and environmental degradation of watersheds and coral reefs.

During the period 2009–2012, emphasis was on improving hazard risk resilience as well as on climate change adaptation, including: development of mechanisms that integrate disaster risk reduction in development planning; strengthening of best practices for hazard risk management and climate change adaptation; building awareness of natural hazards among stakeholders; and development of several major climate change adaptation projects. Highlights of the period included: revision of the ODPEM Act; development by ODPEM of the Vulnerability Ranking Methodology which reveals high risk communities with the aid of hazard maps; pilot testing of the Risk and Vulnerability Methodology developed by UNEP under the Risk and Vulnerability Assessment Methodology Project (RIVAMP); finalization in 2011 of Jamaica's 2nd National Communication to the UN Framework Convention on Climate Change; and undertaking of the Pilot Programme for Climate Change Resilience (PPCR), Climate Change Adaptation & Disaster Risk Reduction Project (CCADRRP), Adaptation Fund (AF) Project, IDB Disaster Risk Reduction Programme and the Sandy Gully Rehabilitation Project.

Under MTF 2012-2015 the priority areas of focus for hazard risk reduction and adaptation and mitigation of climate change include: further strengthening of mechanisms to integrate disaster risk reduction in development planning; completion of a hazardous materials plan; advancement of the national disaster recovery framework; development of the policy and institutional framework for climate change; strengthening of research and public education on climate change; coordination of climate change adaptation in all sectors; and national focus on participation in negotiation of a new global climate change treaty.

Table 48: Indicators and Targets Hazard Risk Reduction and Adaptation to Climate Change

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

Table 49: Priority Strategies and Actions - Hazard Risk Reduction and Adaptation to Climate Change

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 14-1: Improve resilience to all forms of hazards		
Sector Strategy: Develop mechanisms that integrate disaster risk reduction in development planning		
1. Prepare and disseminate information to guide decision-making related to hazard risk reduction and spatial planning	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, NEPA
2. Prepare national policy on disaster risk management	FY2012/2013 – FY2014/2015	MLGCD, MOWLECC, ODPEM, NEPA
3. Expand the development of multi-hazard mapping and risk assessments	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, NEPA
4. Develop mechanisms for the mainstreaming of hazard information into other national sectoral policies	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, PIOJ, NEPA
5. Improve post disaster assessments to obtain more localized information by determining the main deficiencies in the current post disaster assessments	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, PIOJ, NEPA
6. Create a mechanism to reduce informal developments in high risk areas	FY2012/2013 – FY2014/2015	NLA, MTWH, MOWLECC, OPM, MLGCD
7. Install shoreline protection infrastructure (e.g. breakwaters) specific to most vulnerable tourism areas (include both hard and soft engineering structures)	FY2012/2013 – FY2014/2015	MTE, MTWH, NWA, TPDCO, NEPA, UDC
8. Improve road and drainage system/infrastructure for flood mitigation in resort towns/areas	FY2012/2013 – FY2014/2015	MTE, MTWH, NWA, Resort Boards, LAs
9. Develop mechanisms to increase land ownership and land reform	FY2012/2013 – FY2014/2015	NLA, MTWH, MOWLECC, OPM, MLGCD
10. Create frameworks to improve enforcement and squatter containment	FY2012/2013 – FY2014/2015	NLA, MTWH, MOWLECC, OPM, MLGCD
11. Identify and assess vulnerability of settlements and implement public awareness, mitigation and relocation where necessary	FY2012/2013 – FY2014/2015	NLA, MTWH, MOWLECC, OPM, MLGCD
12. Incorporate hazard information into national finance decisions	FY2012/2013 – FY2014/2015	ODPEM, MOFP, MOWLECC, MLGCD

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
13. Complete hazardous materials plan and identify hazardous waste disposal sites	FY2012/2013 – FY2014/2015	MOWLECC, ODPEM, NWSMA, MLGCD, NEPA
14. Develop systems to prevent the inflows of hazards at the country's borders	FY2012/2013 – FY2014/2015	ODPEM, MOWLECC, MLGCD, MOFP, Customs Department
Sector Strategy: Build awareness of natural hazards among all stakeholders		
15. Develop communication and dissemination mechanisms for disaster risk information and early warning systems	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, NEPA
16. Package technical information and communicate to various target audiences	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, NEPA
17. Identify disaster risk reduction champions who can lead the charge for making disaster risk reduction a national priority	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, NEPA
18. Develop and implement disaster risk reduction training for different groups of stakeholders	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, NEPA
19. Develop a framework for dissemination of hazard risk information in spatial planning	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC, NEPA
National Strategy 14-2: Improve emergency response capability		
Sector Strategy: Implement best practices for hazard risk management		
20. Develop and implement disaster risk management and business recovery training for sectors	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC
21. Develop national disaster recovery framework	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC
22. Develop business recovery processes through business continuity planning for public and private sectors	FY2012/2013 – FY2014/2015	ODPEM, MLGCD, MOWLECC
National Strategy 14-3: Develop measures to adapt to climate change		
Sector Strategy: Adopt best practices for climate change adaptation		
23. Create mechanisms for the better management of natural resources including water resources, coastal resources, land degradation and deforestation	FY2012/2013 – FY2014/2015	NEPA, MOWLECC, WRA, NWC
24. Rehabilitate severely degraded mangrove ecosystems and create and implement action plans for improving the management of water resources at the household, commercial and industrial levels	FY2012/2013 – FY2014/2015	NEPA, MOWLECC, WRA, NWC
25. Create opportunities for increasing levels of education and awareness about climate change	FY2012/2013 – FY2014/2015	MOWLECC, NEPA, ODPEM, MOE, Met Office
26. Improve public access to information on climate change and develop a targeted approach for the most vulnerable on their role in climate change adaptation	FY2012/2013 – FY2014/2015	MOWLECC, NEPA, ODPEM, MOE, PIOJ, Met Office
27. Incorporate climate change issues into the primary, secondary and tertiary education curriculum	FY2012/2013 – FY2014/2015	MOWLECC, MOE, NEPA, ODPEM, PIOJ, Met Office

National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
28. Develop the policy framework for climate change	FY2012/2013 – FY2013/2014	MOWLECC , NEPA, PIOJ, Met Office
29. Increase research on climate change and increase climate change modelling of sectors, including establishment of a mechanism for data sharing	FY2012/2013 – FY2014/2015	MOWLECC, UWI , NEPA, PIOJ, Met Office
30. Improve mechanisms for the financing of climate change	FY2012/2013 – FY2014/2015	MOWLECC, MOFP , NEPA, PIOJ, UWI, Met Office
31. Develop priority project proposals for climate change adaptation	FY2012/2013 – FY2014/2015	MOWLECC , PIOJ, NEPA, UWI, Met Office, MOFP
32. Undertake better tracking of financing on climate change across sectors	FY2012/2013 – FY2014/2015	MOWLECC , PIOJ, NEPA, UWI, Met Office, MOFP
Sector Strategy: Identify strategic priorities for climate change		
33. Establish Climate Change Department	FY2012/2013 – FY2014/2015	MOWLECC
34. Reduce dependence on and inefficiency in the use of non-renewable energy and implement projects in energy efficiency and conservation in the public sector	FY2012/2013 – FY2014/2015	MSTEM , PCJ, MOWLECC
35. Create projects that will increase the use of renewables and alternative energy—hydro, solar, waste-to-energy, LNG	FY2012/2013 – FY2014/2015	MSTEM , PCJ, MOWLECC, MOFP
36. Promote the use of cleaner technologies in the manufacturing sector	FY2012/2013 – FY2014/2015	MSTEM , PCJ, MOWLECC, MOFP, MIIC, JMA
National Strategy 14-4: Contribute to the effort to reduce the global rate of climate change		
Sector Strategy: Participate in developing global solutions to climate change		
37. Engage in negotiation of new international climate change treaty	FY2012/2013 – FY2014/2015	MOWLECC, Met Office, MFAFT , NEPA, PIOJ, UWI

4.15 National Outcome # 15 – Sustainable Urban and Rural Development

Overview

Vision 2030 Jamaica recognizes the importance of spatial planning that supports the development of sustainable urban and rural communities. However the *Vision 2030 Jamaica* indicator framework shows that there continues to be a lack of development plans for the 14 parishes in Jamaica, with only one new development plan prepared during 2009-2011, for the parish of Manchester. The percentage of the population with secure housing tenure increased slightly from 80.5 per cent in 2009 to 80.9 per cent in 2010, while the Housing Quality Index also increased from 70.9 in 2009 to 71.5 in 2010. However, the poverty rate in rural areas increased over the period from 22.5 per cent in 2009 (up from 19.8 per cent in 2006) to 23.2 per cent in 2010.²⁶

The highlights of urban and rural development over 2009-2011 included improvement in the development application processing system, completion of parish development orders for three parishes, commencement of the process for development of a national spatial plan, completion of the first draft of Jamaica's long term national housing policy, and implementation of various housing solutions, particularly low income houses, led by both the National Housing Trust and the Housing Agency of Jamaica.

The main issues and challenges for sustainable urban and rural development include the fragmented nature and inadequate institutional capacity of the land use and development planning system, delays in the development approvals process, and problems of urban sprawl and informal human settlements (squatting).

Under MTF 2012-2015 the priorities for sustainable urban and rural development include the improvement of spatial data and models, advancement of the preparation of the National Spatial Plan, promulgation of the National Housing Policy, and provision of housing opportunities and access to housing for all income levels of the population.

Table 50: Indicators and Targets: Sustainable Urban and Rural Development

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

N/A - Not Available

²⁶ JSLC

Table 51: Priority Strategies and Actions - Sustainable Urban and Rural Development

National Outcome #15 – Sustainable Urban and Rural Development		
Priority Strategies and Actions for FY2012/2013 – FY2014/2015	Timeframe	Responsible Agencies
National Strategy 15-1: Create a comprehensive and efficient planning system		
Sector Strategy: Develop and adopt mechanisms for better integration of spatial models and tools for decision-making		
1. Determine the planning instruments that are to be reviewed and develop and agree on the appropriate methodology for review	FY2012/2013 – FY2014/2015	MLGCD, MOWLECC
2. Develop a clear and defined methodology for the integration of sectors, agencies, disaster and economic plans	FY2012/2013 – FY2014/2015	NEPA, MLGCD
3. Undertake legislative review of current planning laws and regulations	FY2012/2013 – FY2014/2015	MOWLECC, NEPA, MLGCD
4. Strengthen/improve the country's spatial data by identifying spatial data gaps in the current inventory	FY2012/2013 – FY2014/2015	NEPA, MLGCD
5. Develop national data sharing policy	FY2012/2013 – FY2014/2015	MOWLECC, National Spatial Data Management Division, MLGCD
6. Develop the National Spatial Plan	FY2013/2014 – FY2014/2015	MOWLECC, NEPA, MLGCD, OPM
National Strategy 15-3: Create sustainable urban centres, including urban renewal and upgrading		
Sector Strategy: Formulate urban designs that enhance safety, contribute to a sense of place and encourage social interaction		
7. Implement the Kingston Lifestyles Centre project and CRP development in contiguous communities	FY2012/2013 – FY2014/2015	MLGCD, PIOJ, UDC, SDC, MNS, KSAC, private sector
National Strategy 15-5: Ensure safe, sanitary and affordable shelter for all		
Sector Strategy: Provide housing opportunities and improve economic access to housing for all income levels of the population by encouraging a mix of residential development types		
8. Develop policies to address low income housing	FY2012/2013 – FY2014/2015	MTWH, HAJ, NHT, MLSS
9. Implement the Jamaica Economic Housing Project	FY2012/2013 – FY2014/2015	MTWH, HAJ
10. Create a strategy to provide tenureship and affordable shelter	FY2012/2013 – FY2014/2015	MTWH, MOWLECC, HAJ, NHT, NLA
11. Strengthen land adjudication processes	FY2012/2013 – FY2014/2015	MTWH, MOWLECC, HAJ, NHT, NLA
Sector Strategy: Develop and maintain a comprehensive up-to-date information of housing concerns in the country, and the resources available to address housing needs		
12. Promulgate National Housing Policy	FY2012/2013 – FY2014/2015	MTWH
13. Prepare policy on government land distribution	FY2012/2013 – FY2014/2015	MTWH, MOWLECC, NLA

5 MTF 2012-2015 Indicative Programme Cost

Resources for the implementation of MTF 2012-2015 will come from a range of sources, including the GOJ budget, private sector investment, and projects by civil society, IDPs and the Diaspora. Investments are required, both in the private sector to sustain and increase economic activity, and in the public sector to provide the enabling framework and impetus for growth and development.

Some of the key assumptions are that:

- domestic revenue collection will be enhanced
- monitoring and evaluation will be strengthened to ensure effective use of public resources
- the domestic economy will gradually recover and stabilize from the impact of global crises
- public-private partnerships will be enhanced for priority implementation
- there will be further improvement in the business environment
- there will be ongoing support from the international development community towards the implementation of specific projects and programmes that will yield high economic and social returns

5.1 Financing Strategies

Emphasis is being placed on ensuring that planning, budgeting and resource allocation mechanisms are successfully aligned and integrated for the implementation of MTF 2012-2015 priorities. The Ministry of Finance and Planning plays a pre-eminent direct role in resource allocation within the public sector, primarily through the fiscal budget, as well as an indirect role in broader resource allocation across sectors through the impact of its policies relating to taxation, incentives and other macroeconomic instruments. The MOFP is also expected to play a role in ensuring that resources are used effectively by being a central part of the monitoring process and by enforcing accountability.

In order to ensure effective resource allocation within the public sector for the implementation of MTF 2012-2015, the following steps will be taken:

- Ongoing alignment of the 3-year corporate/strategic business plans and 1-year Operational Plans of MDAs with the strategies and actions of the MTF
- Ensuring consistency of the fiscal budget with the 3-year corporate/strategic business plans and 1-year Operational Plans of MDAs
- Ensuring that effective resource allocation mechanisms are developed, strengthened and utilized

To achieve these steps, the following key requirements must be in place:

- Continued implementation of the 3-year Medium Term Expenditure Framework (MTEF)
- Rationalization of the roles of the Cabinet Office, GOJ Prioritization Committee, Public Sector Investment Programme (PSIP) and fiscal budgeting process in setting priorities that are aligned to national priorities
- Enhanced coordination among corporate planners, policy analysts, project managers and budget and finance officers across ministries and agencies, in preparation of MDAs' business plans and budgets
- Increased coordination between Cabinet Office and the Public Expenditure Division of the Ministry of Finance and Planning to review public sector business plans and finalize public sector budgets

5.2 Indicative Programme Cost

While significant progress has been made in prioritisation programmes/activities for the medium term, a process to determine the full resource requirement for implementation has not yet been accomplished.

The following matrix includes ongoing and new programmes and projects which are considered essential to support the implementation of MTF 2012-2015 priority strategies and actions. The programmes and projects presented are a mix of GOJ, private investment and International Development Partner financed initiatives.

New or proposed projects indicated in the matrix are at various stages of preparation and in some cases, costs have not been determined. Some projects which are ongoing or will shortly commence implementation may not be completed within the timeframe of the MTF. The issue of limited absorptive capacity to implement these projects within the MTF timeframe is an important risk that needs to be mitigated.

Table 52: MTF 2012 – 2015 - Programme and Project Matrix

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
National Outcome 1: Healthy and Stable Population				
HIV AIDS Scale up Phase 2 (Global Fund)	MOH	April 2010 – July 2013	US\$26.64	Grant – Capital B
HIV Prevalence in Most-at-Risk Populations Reduced (USAID)	MOH	2009 -2014	US\$12.6 (incl. US\$2.9 GOJ counterpart)	Grant – Capital B
Millennium Development Goals (PAHO)		Ongoing	US\$1.20	Grant – Capital B
Programme for Reduction of Maternal and Child Mortality - PROMAC (EU)	MOH	2012-2016	€22.0	Grant – Capital B
Second HIV/AIDS Project (World Bank)	MOH	June 2008 – November 2012	US\$11.54 (incl. 1.54 M GOJ)	Loan – Capital B
National Outcome 2: World-Class Education and Training				
Caribbean Education for Employment (Total for Carib C\$20.0 m) (Regional CIDA)	HEART Trust / NTA	2010-2016	US\$1.50	Grant – Capital B
Child Cohort Study (IDB)	University of the West Indies (Mona)	October 2010 – July 2012	US\$0.5	Technical Cooperation
Centre for Professional Training (Brazil)	HEART Trust / NTA	2010-2013	US\$4.4	Grant – Capital B
Early Childhood Development Project (World Bank)	ECC	June 2008 – December 2013	US\$15.0	Loan – Capital B
Education Sector Reform Programme (IDB)	MOE	February 2010-February 2013	US\$15.0	Loan – Capital B
Education Transformation Capacity Building Project (World Bank)	MOE	March 2010 – March 2014	US\$16.00	Loan – Capital B
Education Transformation Programme Strengthened (USAID)	MOE	2009-2014	US\$10.0 (incl. US\$1.7 GOJ counterpart)	Grant – Capital B

²⁴ Estimated project cost represents the total cost of the project as budgeted. Disbursements of project funds to date are not presented, as these data are not readily and consistently available.

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
Modernizing the School Feeding Programme (IDB)	MOE	July 2010 – January 2013	US\$0.450	Grant – Capital B
Supplemental to the Primary Education Support Project (PESP) (IDB)	MOE	January 2009 – January 2013	US\$14.0	Loan – Capital B
Support For Education Sector Reform (IDB)	MOE	October 2010 – August 2012	US\$0.5	Grant – Capital B
Support to the Student Loan (CDB)	SLB	November 2010 – March 2014	US\$20.0	Loan – Capital B
Upgrading and Expansion of the University of Technology (UTECH) – (CDB)	UTECH	July 2008 – December 2015	US\$25.8	Loan – Capital B
Youth Development Programme Phase 1 (IDB)	MOE	5-Jun-13	US\$11.000	Loan – Capital B
National Outcome 3: Effective Social Protection				
Basic Needs Trust Fund (BNTF) 6 (CDB)	JSIF	June 2009 – June 2012	US\$5.80 (incl. 1.00 M GOJ)	Grant – Capital B
Community Investment Project (CDB)	JSIF	April 2009 – March 2013	US\$12.1	Loan – Capital B
Inner City Basic Services for the Poor (World Bank)	JSIF	May 2006 – December 2013	US\$32.80 (incl. 3.50 M GOJ)	Loan – Capital B
Jamaica PATH Conditional Cash Transfer Programme Japan Trust Fund (administered World Bank)	MLSS	April 2009 – March 2013	US\$2.50	Grant - Capital
Poverty Reduction Programme II (EU)	JSIF	2008 – 2013	€12.1	Grant - Capital
Poverty Reduction Project III	JSIF	2012-2016	€10.0	Grant – Capital B
Social Protection Project (World Bank)	MLSS	October 2008 – September 2013	US\$115 (incl. 75 M for GOJ)	Loan – Capital B
Support to Improving the Lives of Persons with Disabilities (IDB)	MLSS	September 2010 – September 2013	US\$ 0.733 (incl. US\$0.161 for GOJ counterpart)	Grant - Capital
Understanding the Social Effects of the Financial Crisis (IDB)	IDB	June 2010 – June 2014	US\$0.62	Technical Cooperation
National Outcome 4: Authentic and Transformational Culture				

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
National Outcome 5: Safety and Security				
Citizen Security and Justice Programme II (IDB)	MNS	December 2009 – December 2013	US\$21.00	Loan – Capital B
Community Crime and Violence Prevention Project World Bank (administered World Bank)	JSIF	May 2009 – May 2013	US\$2.70	Grant – Capital B
Community Renewal Programme	PIOJ, MNS	-	-	-
Community Security Initiative/ Community Security and Justice (merger) (DFID)	IDB	2010 - 2013	US\$11.00	Grant - Capital
More Peaceful and Transparent Democracy (USAID)	MNS	2009 - 2014	US\$7.0 (incl. 0.5 M GOJ)	Grant - Capital
Security Sector Reform Programme (€33 million) (EU)	MNS	March 2009 – March 2016	US\$46.20	Grant - Capital
National Outcome 6: Effective Governance				
10th EDF Technical Cooperation Facility - €1.75 (EU)	PIOJ	19-Mar-14	US\$2.45	Grant - Capital
9th EDF Technical Cooperation Facility II - €1,369,914 (EU)	PIOJ	31-Dec-13	US\$1.92	Grant - Capital
Canada Caribbean Leadership Programme (CIDA) Total for the Caribbean C\$20.0 m	CARICAD/ Canadian Sch. of Public Service	2018	US\$1.60	Grant - Capital
Caribbean Regional Technical Assistance (CARTAC) Phase IV (CIDA) Total for the Caribbean C\$20.0m)	IMF/UNDP	2015	US\$0.40	Grant - Capital
Court Management Service Implementation	MOJ	2012/2013 –2014/2015	J\$288.0M (GOJ) (Over a five year period)\$181.1M allocated for 2012/13	GOJ Recurrent
Design & Development of NIDS in Jamaica (IDB)	OPM	27-Mar-14	US\$0.670	Grant - Capital
Development Planning Framework for Jamaica (CDB)	PIOJ	31-Dec-13	3.40 (incl. 1.7 M GOJ)	Loan – Capital B
Establishment of four (4) Family Courts in selected Parishes	MOJ, GOJ/EU	2012/2013 –2014/2015	J\$40.0 M	GOJ Recurrent
Establishment of GovNet (IDB)	Cabinet Office	31-Aug-12	US\$0.280	Grant - Capital
Gender (UNFPA)	BWA	-	US\$0.01	Grant - Capital

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
Human Rights Training Courses for Judges, RMs, Office of the DPP staff and members of the Bar	Justice Training Institute, MOJ	2012/2013 –2014/2015	J\$4.5 M	GOJ Recurrent
Implementation of Electronic Government Procurement in Jamaica (IDB)	MOFPS	15-Jun-14	US\$0.900	Grant - Capital
Jury Service Improvement	MOJ	2012/2013 –2014/2015	J\$6.3M Automated Jury Management System)	GOJ Recurrent
Justice Undertakings for Social Transformation (JUST) (Bilateral CIDA)	MNS	2009 - 2013	US\$18.10	Grant - Capital
Mobile legal aid clinic establishment	MOJ	-	J\$6.0 M	GOJ Recurrent
Model Courtroom Establishment (Supreme Court and a selected RM Court)	MOJ, Private Sector	2013/2014 –2014/2015	J\$34.0 M	GOJ Recurrent
Office of the Parliamentary Counsel (strengthening and modernization)	MOJ, OPC GOJ/Private Sector	2012/2013 –2014/2015	J\$20.0 M Training for 5 years \$21.0 M Computer equipment, user license fees and cabling	GOJ Recurrent
Preparation of Court Facilities Master Plan	MOJ, Private Sector	-	J\$3.0 M FY2013/2014	GOJ Recurrent
Program to Support Implementation of Medium Term Action Plan to Manage For Results II (IDB)	OPM	March 2011 – March 2013	US\$1.6	Grant – Capital B
Provision of court reporting facilities in 16 RM Courts	MOJ	2012/2013 –2014/2015	J\$35.0 M	GOJ Recurrent
Strategic Flexible Funding Project (UNDP/DFID)	PIOJ	1-Dec-13	US\$0.50	Grant - Capital
Strengthening Economic Management in the Caribbean (SEMCAR) (Regional CIDA)	WB/IMF	2014	US\$1.60	Grant - Capital
Support for the Implementation of the Fiscal Responsibility Framework (IDB)	IDB	2-May-13	US\$0.315	Grant - Capital
National Outcome 7: A Stable Macroeconomy				
Commonwealth Debt Initiative (CDI)	MOFP	2014	US\$1.10	Grant - Capital
Debt Reduction and Growth Enhancement (€57.0 million) (EU)	MOFP	19-Mar-16	US\$56.00	Grant - Capital

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
Debt Reduction and Growth Enhancement AMS 2008 (€9.0 million) (EU)	MOFP	19-Mar-14	US\$12.60	Grant - Capital
Debt Reduction and Growth Enhancement AMS 2009 (€8.35 million) (EU)	MOFP	19-May-17	US\$12.27	Grant - Capital
Ex-Im Bank Jamaica and Ex-Im Bank China (China)	Ex-Im Ja	-	US\$100.00	Loan – Capital B
Fiscal Strengthening Policy Based Loan III (CDB)	MOFPS	-	US\$100.00	Loan – Capital B
JNCB-Expansion of financial services for small enterprises(IDB)	NCB	Pipeline	US\$0.462	Grant - Capital
Sector Budget Support to Sugar Industry AMS 2008 (€9.804M) (EU)	MOAF	19-Mar-14	US\$13.72	Grant - Capital
Sector Budget Support to Sugar Industry AMS 2009 (€8.466M) (EU)	MOAF	19-Aug-17	US\$11.85	Grant - Capital
Sector Budget Support to Sugar Industry AMS 2010 (€20.796M) (EU)	MOAF	3-Mar-15	US\$32.71	Grant – Capital B
Support for Implementation of the Fiscal Consolidation (IDB)	IDB	14-Feb-13	US\$0.900	Grant – Capital B
National Outcome 8: An Enabling Business Environment				
Assessment and Implementation of Business Climate Reforms in Jamaica (IDB)	IDB	25-Dec-12	US\$0.650	Grant – Capital B
Caribbean Aid for Trade and Regional Integration Trust Fund (CARTFund) (DFID)	CDB	2014	US\$7.70	Grant – Capital B
Compete Caribbean (Total for Caribbean C\$20.0m) (Regional CIDA)	IDB	2015	US\$1.30	Grant – Capital B
Compete Caribbean (DFID)	IDB	2014	US\$15.30	Grant – Capital B
Economic Enabling Environment Improved (USAID)	MOFPS/OPM	2014	US\$12.02 (incl. 1.05 M GOJ)	Grant – Capital B
Economic Partnership Agreement Capacity Building (EU)	Various agencies	January 2012 – December 2015	€2.85	Grant – Capital B
Implementation of Electronic Government Procurement in Jamaica	MOFP	June 2011-June 2014	US\$0.9	Grant – Capital B

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
National Outcome 9: Strong Economic Infrastructure				
Accelerate completion of the IDB Road Infrastructure Rehabilitation Programme	NWA	Yallahs River training and Roselle Road revetment works completed by FY2012/2013	US\$15.39 in FY2012/2013	-
Design Concepts for Climate Change Resilient Buildings (IDB)	University of the West Indies (UWI) Institute for Sustainable Development (ISD)	-	0.400	Grant - Capital
KMA Water Supply Project	NWC	Completion of negotiations with JICA by FY2012/2013 Acceptance by the National Water Commission (NWC) by FY2013/2014	IDB component – US\$133 million (agreement already signed) JICA component – US\$120 million (negotiations to be completed)	-
Jamaica Road Improvement and Rehabilitation Works (China)	UDC	2015	400 (60M GOJ)	Loan – Capital B
North South Link of Highway 2000 and Mt. Rosser Bypass (China)	China Harbour Engineering Company Limited	-	US\$601	Private Investment
Privatization of Kingston Container Terminal	MTW	2014	US\$3.33	Private Investment
Regional Infrastructure Fund (Total for Caribbean C\$ 40.0m) - Regional CIDA	CDB	2012	5.60	Grant - Capital
Road Improvement Programme (IDB)	NWA	15-Dec-14	10.0	Loan – Capital B
Sandy Gully/KMA Project	-	-	J\$1,200.0 (2012/2013)	-
South Terminal/Gordon Cay Container Trans-shipment Hub	PAJ	2014	US\$100	Private Investment
Support for Design of Decentralized Road Maintenance (IDB)	MTW/NWA	March 2012 – March 2013	34.4	-
Testing a Prototype Caribbean Regional Fund for Wastewater Management GEF (IDB)	IDB	-	US\$3.512	Grant - Capital
Transport Infrastructure Rehabilitation Programme (IDB)	NWA	10-Oct-13	50.0	Loan – Capital B

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
Tropical Storm Nicole Rehabilitation Project (CDB)	NWA	March 2011 - August 2013	29.00	Loan – Capital B
National Outcome 10: Energy Security and Efficiency				
Caribbean Hotel Energy & Action Project (IDB)	Caribbean Tourism Organization	2012/2013	J\$8.5	Technical Cooperation
Energy Security Efficiency and Enhancement Project (World Bank)	MSTEM	May 2011 – December 2015	US\$15.00	Loan – Capital B
PPG for Introduction of Renewable energy Technologies for the Generation of Electric Power in Small Coastal Communities (UNDP)	NEPA	-	US\$2.30	Grant – Capital
National Outcome 11: A Technology-Enabled Society				
Centralized Information Technology Systems for SMEs(IDB)	-	-	US\$0.149	Grant – Capital
Development of a Caribbean Broadband Network c@ribNET(IDB)	-	-	US\$0.750	Grant – Capital
National Outcome 12: Internationally Competitive Industry Structures				
Agriculture				
Agriculture Competitiveness Project (IDB)	MOA&F	November 2010 – November 2015	US\$15.000	Loan – Capital B
Analysis of Agriculture Education in Jamaica (FAO)	MOAF	-	US\$0.09	Grant – Capital
Assistance to the Ministry of Agriculture and Fisheries (Spain)	MOAF	2013	-	Grant – Capital
EU Banana Support Programme SFA 2006 &2007 (€6.56M) (EU)	MOAF	April 2007 – January 2013	US\$4.89	Grant – Capital
EU Banana Support Programme SFA 2008 (€2.525M) (EU)	MOAF	March 2008 – March 2014	-	Grant – Capital
Food Safety Modernization ACT pilot programme	MOAF, MOH, MIIC	2012/2013 –2014/2015	J\$414	-
GOJ/Adaptation Fund Programme (Agriculture) - Enhancing Climate Change Resilience of the Agricultural Sector	PIOJ, MOWLECC MOAF, RADA, NIC Forestry Department	2012/2013 –2014/2015	J\$100.7 (Adaptation Fund) Approximately 5.72 (GOJ)	-

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
Agro parks to strengthen the agricultural value chain	MOAF, AIC	8 agro parks developed in 2013/2014 - 2014/2015	J\$400 (Sugar Transformation Grant) US\$4 (IDB)	-
European Union Banana Support Programme, Banana / Plantain Resuscitation Programme and Banana Accompanying Measures (BAM)	MOAF, EUBSP	2012/2013 -2014/2015 European Union Banana Support Programme to be completed by October 2013	Total capital investment of J\$1.6 billion with \$185 million to be expended in FY 2012/13(EU)	-
Improvement of agricultural feeder roads	MOAF, NWA	172.5 km of farm road improved in FY2013/2014 - FY2014/2015	J\$338.4	-
Improvement of Jamaica's Agricultural Productivity (Bilateral) (CIDA)	MOAF	2012	US\$4.90	Grant – Capital
Market Study of Local Value added Dairy Products (FAO)	MOAF	-	US\$0.17	Grant – Capital
Profitability and Competitiveness of Agricultural Crops Increased (USAID)	MOA	2014	US\$10.70 (incl. 1.9 M GOJ)	Grant – Capital
Promoting rainwater harvesting and small scale irrigation in South Saint Elizabeth (FAO)	MOAF/NIC	-	US\$0.22	Grant – Capital
Rural Economic Development Initiative World Bank	JSIF	January 2010 - July 2016	US\$15.0	Loan – Capital B
Strengthening the forward linkage between the local agricultural sector and the School Feeding Programme	MOAF, MOE	2012/2013 -2014/2015	At June 2012 approximately US\$500,000 of the loan amount of US\$15.0 million has been disbursed after 19 months of implementation	-
Sector Budget Support to Sugar Industry AMS 2009 (€8.466M) - EU	MOAF	August 2010 - August 2017	US\$1.68	Grant – Capital
Sector Budget Support to Sugar Industry AMS 2010 (€20.796M) - EU	MOAF	March 2009 - March 2015	US\$32.71	Grant – Capital
Support to Agricultural Competitiveness Program IDB	-	-	US\$0.350	Grant – Capital

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
Using Environmental Radionuclides as indicators of Land Degradation (IAEA)	MOAF /RPPD	-	-	Grant – Capital B
Sport				
Development of Sports-Business Value Chains in Jamaica (IDB)	-	Pipeline	US\$0.15	Grant – Capital B
Tourism Industry				
Fiesta Hotel Expansion (Phase II) - / Integrated Resort Development	Private Investor / Consortium	-	US\$500	Private Investment
Harmony Cove (Phase I) – involving Integrated Resort Development	Private Investor / Consortium	-	US\$1 billion	Private Investment
Marriot Hotel Construction	Private Investor / Consortium	-	US\$20	Private Investment
Riu Palace Hotel Construction in Montego Bay, St. James	Private Investor / Consortium	2014	US\$45	Private Investment
National Outcome 13: Sustainable Management and Use of Environmental and Natural Resources				
National Spatial Plan (CDB)	MLWECC	August 2009 – August 2012	0.687	Grant - Capital
National Outcome 14: Hazard Risk Reduction and Adaptation to Climate Change				
Caribbean Disaster Risk Management (Total for Carib C\$20.0m) (Regional CIDA)	CDERA	2014	US\$1.30	Grant – Capital
Climate Change Adaptation & Disaster Risk Reduction Programme (CCARRP) (EU)	PIOJ, Forestry Department, NEPA, Environmental Management Division, Meteorological Services of Jamaica	October 2010 - April 2013	€4.482 (incl. €0.172 GOJ contribution; €0.180 UNEP contribution)	Grant – Capital
Climate Change Enabling Activities to prepare Jamaica's Second National Communication to the United Nations Framework Convention on Climate Change (UNFCCC - UNDP)	Met Office	-	US\$0.40	Grant – Capital
Community-based Landslide Risk Reduction Project (Japan Trust Fund)	ODPEM	May 2010 – March 2013	US\$2.51 (incl. 0.125 M GOJ)	Grant – Capital

Selected Projects and Programmes	Implementing Agencies	Estimated Timeframe	Estimated Cost ²⁴ (\$m)	Type
Developing Design Concepts for Climate Change Resilient Buildings (IDB)	UWI through the Institute for Sustainable Development (ISD)	September 2011 - March 2013	US\$0.4	Grant – Capital B
Strengthening the Operational and Financial Sustainability of the National Protected Area System(UNDP)	MOWLECC, NEPA	January 2010 -December 2016	US\$7.80	Grant – Capital
Wind and Solar Development Program (IDB)	Wigton Wind Farm Limited	Ongoing since January 2010	US\$0.750	Grant – Capital B
National Outcome 15: Sustainable Urban and Rural Development				
Cadastral Mapping and Land Registration in Jamaica (Korea International Cooperation Agency)	MOWLECC, NLA	February 2012 – February 2014	US\$2.53	Grant – Capital

6 Implementation, Monitoring and Evaluation

6.1 Implementation

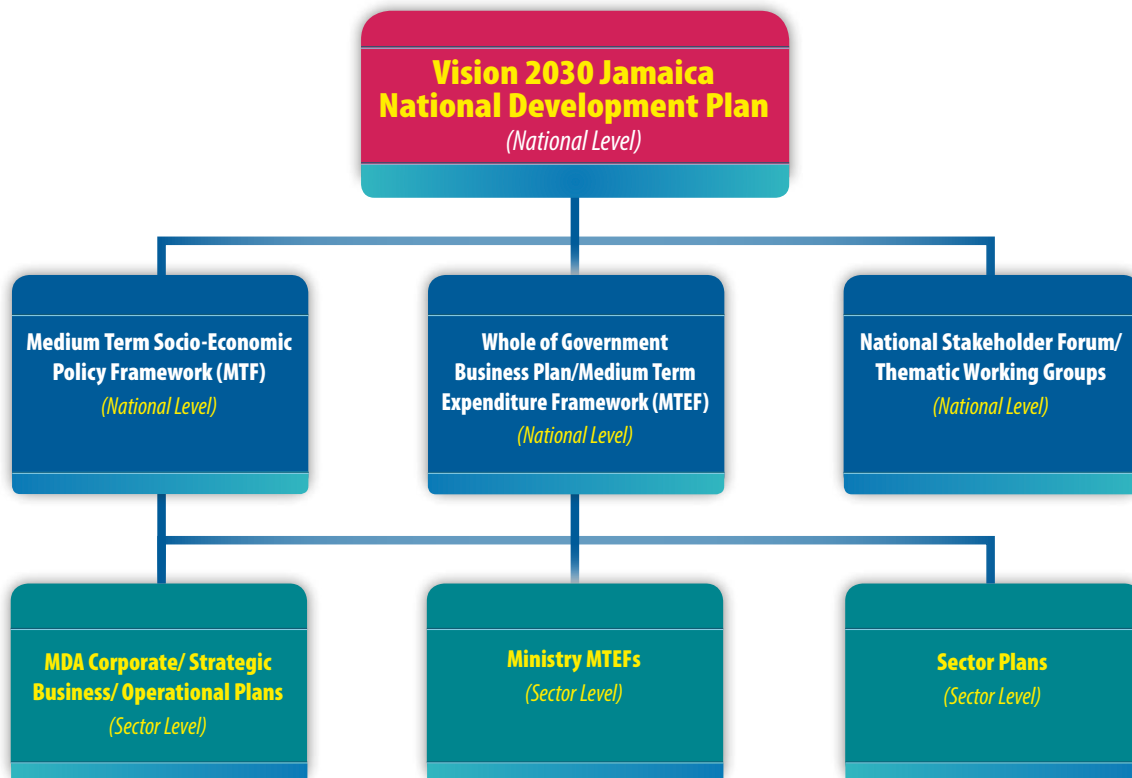
The implementation of programmes, plans and projects for MTF 2012-2015 will include a wide range of activities included in the annual and corporate work plans of the ministries, divisions, departments, agencies, local authorities and statutory companies within the public sector. The performance of these activities will involve the participation of other actors, including the private sector, trade unions, civil society stakeholders and the international development community. However, the management and supervision of these activities will remain largely within the public sector entities with the responsibilities for their implementation, and who will ultimately be held accountable for performance.

While the implementation of the MTF 2012-2015 will be undertaken by identified stakeholders that are engaged in carrying out priority actions within the context of their respective programmes, the Ministry of Finance and Planning, through the Planning Institute of Jamaica (PIOJ), has ultimate responsibility for coordinating the multi-sectoral response over the medium term.

To ensure accountability and resourcing for the MTF in the public sector, the PIOJ will collaborate with the Cabinet Office and relevant entities in aligning their corporate/strategic plans, policies, programmes, and interventions with the priority strategies and actions of the MTF. It is expected that the Ministry of Finance and Planning will protect and prioritize expenditures for MTF 2012-2015, particularly those programmes and actions that are specifically relevant to its medium term economic programme.

Coordination among the relevant entities and several stakeholders is critical to ensure successful achievement of the MTF 2012-2015. The *Vision 2030 Jamaica* Technical Secretariat, located within the PIOJ, will be the main coordination mechanism for MTF 2012-2015.

Figure 8: Alignment of Planning, Budgeting and Monitoring Instruments/ Mechanisms with Vision 2030 Jamaica and the MTF



6.1.1 Risk Assessment and Risk Management

There are several risks inherent in the implementation of the key priorities of the MTF 2012-2015. The current economic environment represents one of the highest risks to the achievement of the objectives under the MTF 2012-2015.

Among the risks identified are those associated with:

- a. The global economic crisis
- b. Limited absorptive capacity
- c. Natural disasters and climate change vulnerability
- d. Insufficient ownership of the MTF
- e. National security

Table 53 below highlights some of the major risks at the national level which must be successfully addressed if the expected results are to be achieved.

Table 53: MTF 2012-2015 - National Risk Assessment Matrix

Risks	Risk Assessment Ranking	Risk Mitigation Strategies
Global economic crisis: The Jamaican economy is vulnerable to shocks in the global environment. The country's fuel dependency subjects it to high prices on the international markets. Fall in international commodity prices also affects Jamaica's export earnings and balance of trade. Scarcity of international capital prevents the startup of major projects. The economies of Jamaica's main trading partners, e.g. in the Euro Zone which currently has a debt crisis, are affected by the crisis. This affects the demand for goods and services from Jamaica (e.g. tourism, alumina and crude bauxite export) which has implications for GDP growth, revenues, and for government spending on different policies and programmes.	High	<ul style="list-style-type: none"> ▪ The government is undertaking a programme of fiscal consolidation with growth-inducing measures to reduce the vulnerability of the Jamaican economy. ▪ In order to protect the vulnerable, the government will double its efforts to strengthen the social protection system.
Limited capacity to absorb financing: This could prevent optimal use of official development assistance and reduce effectiveness of the joint efforts of the government and its partners. This risk may have negative repercussions on the pace of project execution and therefore the achievement of certain social and economic policy goals.	Medium to High	<ul style="list-style-type: none"> ▪ Enhanced project monitoring. ▪ Integrate the MOFP and relevant MDAs in project development to competently articulate priorities and necessary actions.
Natural disasters and vulnerability to climate change	High	<ul style="list-style-type: none"> ▪ The government, with the support of its partners, will make efforts to incorporate climate risk and sustainable land and natural resource management into development strategies and programmes. ▪ Implement the various national strategic plans (watershed and land management) to reduce disaster related risks. ▪ Undertake climate change adaptation and mitigation measures.
National security situation which continues to stymie aspects of development	High	<ul style="list-style-type: none"> ▪ Enhanced implementation of community renewal, education and parenting initiatives. ▪ Greater collaboration with international partners in dismantling organized criminal networks and gangs.

Risks	Risk Assessment Ranking	Risk Mitigation Strategies
<p>Insufficient ownership of the MTF by key stakeholders: This risk is related to 1) inadequate use of the MTF by government agencies, in particular, as a frame of reference for planning and budgeting and 2) the inadequacies of social partnerships to implement transformation</p>	Medium	<ul style="list-style-type: none"> ▪ Effort to strengthen the institutional arrangements particularly the Thematic Working Groups (TWGs), for monitoring and evaluating of the MTF. ▪ Greater use of the TWGs as a consultative vehicle to ensure the implementation of the MTF ▪ The <i>Vision 2030 Jamaica</i> Secretariat will strengthen its communication programme to regularly target and engage key stakeholders using a mix of methods.
<p>Inadequate political will</p>	Medium	<ul style="list-style-type: none"> ▪ Engendering of national unity and continued bi-partisan and stakeholder support for <i>Vision 2030 Jamaica</i>.

Risk management by all stakeholders will be of significant importance to reduce the risks inherent in the implementation of the key priorities of the medium term strategy. Several priority actions included in the MTF have a medium to high risk of not being implemented due to factors outside the responsible entities' control. The risk management strategy will therefore focus on risk sharing among partner entities.

At the sector level, a risk assessment framework will be developed for the sector priorities. This framework will:

- Identify and classify risks in a Risk Analysis Matrix
- Develop a Risk Management Strategy and a Risk Monitoring Plan

This risk assessment framework will be developed in consultation with the sector ministries and with input from the Thematic Working Groups to achieve consensus on areas of vulnerability and to obtain buy-in for control mechanisms to be implemented to mitigate the risks identified.

6.2 Monitoring and Evaluation

In order to ensure that implementation proceeds along the intended path at the required pace to achieve the expected results, regular monitoring and evaluation (M&E) of progress is required. This will also help to introduce mid-course adjustments, as necessary, using findings and other data that may emerge.

Cabinet Decision of May 2009 approved the establishment of a framework to monitor and track progress under *Vision 2030 Jamaica*. This monitoring and evaluation system builds on existing national and sectoral monitoring frameworks and its main objectives are to:

- Promote evidence-based policy and decision-making
- Provide a forum for review, feedback and accountability to the public on national development policies and priorities
- Facilitate Government's efforts in transforming the public sector from a process- oriented culture to a results-based management culture
- Support international reporting requirements (such as under the MDGs, EU budget/sector support, MFIs policy based loans, IMF Standby Arrangement)

There were several important accomplishments during the implementation of MTF 2009-2012 which helped to strengthen monitoring and evaluation. These include:

- Alignment of the MTF 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 10 Thematic Working Groups (TWGs) as key multi-stakeholder mechanisms to support implementation of strategies and actions under priority national and supporting outcomes
- Collaboration with the Public Sector Transformation Unit (PSTU) and the Cabinet Office in developing management accountability frameworks aligned to *Vision 2030 Jamaica* and the MTF for 12 public sector agencies slated for devolution
- Revision and finalization 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
- Introduction of a National Dashboard of Indicators prepared on a quarterly basis to report on progress toward meeting the established targets for *Vision 2030 Jamaica*
- Training in results-based management

Implementation of MTF 2012-2015 will be systematically monitored and evaluated as part of an improved accountability framework for *Vision 2030 Jamaica* and the GOJ towards managing for results. The following strategies will be pursued to enhance M&E during the medium term:

- a. Strengthen the institutional arrangements with adequate capacity to support and sustain effective monitoring and evaluation
- b. Support the strengthening, harmonization and coordination of existing mechanisms for monitoring and evaluating throughout the public sector
- c. Advance an efficient system for generating relevant, reliable and timely quantitative and qualitative data/information (which is gender disaggregated where possible)
- d. Manage an effective communication programme inclusive of a feedback mechanism, that makes information available in useable forms to key stakeholders in Government, private sector, civil society and international development community
- e. Support a holistic approach to M&E that would include monitoring of inputs (including resource allocation and use), as well as processes and outputs, in addition to evaluating the outcomes
- f. Support improved coordination between PIOJ, PMEU, PSTU, MOFP, and MDAs to strengthen the linkage between planning, budgeting and M&E demand for M&E
- g. Leverage resources and budgetary allocations to build and strengthen the technical capacity for M&E at all levels
- h. Nurture participatory M&E

6.2.1 *Institutional Framework*

An important component of an M&E system is the institutional framework to guide the various processes and activities to be undertaken. In keeping with the guiding principle of broad-based participation, the institutional arrangements are based on a partnership model of technical committees and working groups.

The monitoring and evaluation system fulfils its core objectives through an institutional arrangement comprising bodies at three levels: political, technical and consultative. At the highest level – the political level – are the Parliament and the Cabinet. The institutional framework for the implementation, monitoring and evaluation of the MTF 2012-2015 includes the following main elements (see Figure 9 below):

1. Parliament
2. Cabinet Committee – Development Council
3. Minister of Finance and Planning
4. National Stakeholder Forum
5. Technical Monitoring Committee

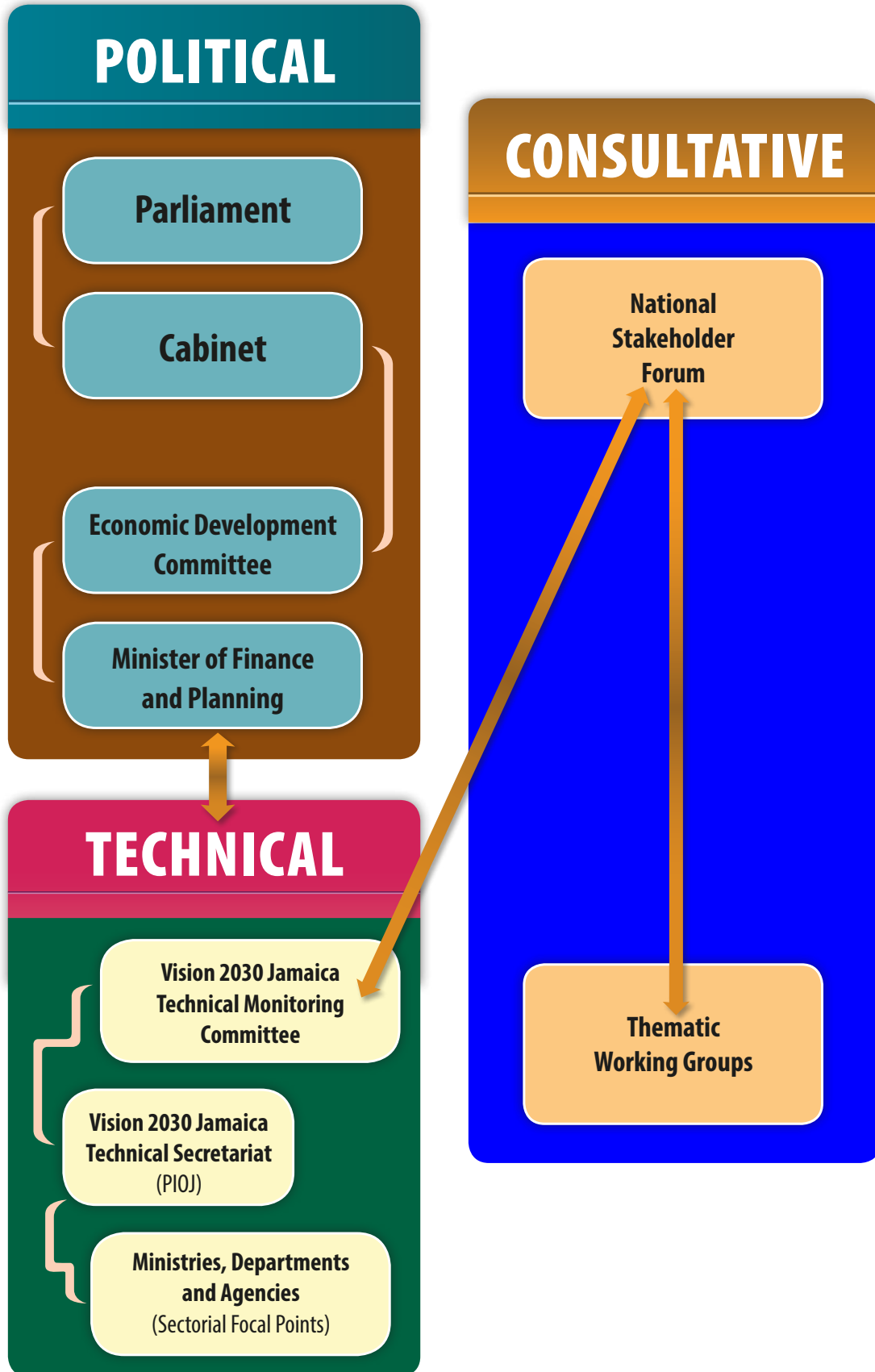
6. Thematic Working Groups
7. Vision 2030 Jamaica Technical Secretariat

Table 54: MTF 2012-2015 - Institutional Framework

Body	Key Roles and Responsibilities	Reporting/Meetings
Parliament	<ul style="list-style-type: none"> ▪ Will receive the key output of the M&E system, the Vision 2030 Jamaica Annual Progress Report ▪ Relevant parliamentary committees will review and discuss policy recommendations proposed ▪ Ensure that the interests and priorities of Jamaicans under Vision 2030 Jamaica and the MTF are protected 	
Cabinet	<ul style="list-style-type: none"> ▪ Provides approval of the MTF ▪ Ensure that the budget is being used to provide resources for the prioritized activities in the MTF 	Sends relevant reports to Parliament
Economic Development Committee (Committee of Cabinet)	<ul style="list-style-type: none"> ▪ Deliberate on the recommendations made by the monitoring and evaluation regime and subsequently inform Cabinet and Parliament on progress and emerging policy implications ▪ Ensure that implementation issues highlighted in reports submitted by the <i>Vision 2030 Jamaica</i> Technical Monitoring Committee are discussed and recommendations made to address them 	Reports to Cabinet A minimum of two meetings annually of this committee should focus on the achievement of results and progress of MTF 2012-2015
National Stakeholder Forum (Annual)	<p>Annual event which will:</p> <ul style="list-style-type: none"> ▪ Report on the attainment of key performance indicators under <i>Vision 2030 Jamaica</i>. ▪ Report on the progress of critical programmes and projects and flag issues/roadblocks which could delay implementation initiatives. ▪ Provide feedback on progress reports and make proposals for resolving the strategic issues/problems relating to the implementation, coordination and monitoring of <i>Vision 2030 Jamaica</i>. ▪ Strengthen partnerships and commitment towards the achievement of the national goals and outcomes of <i>Vision 2030 Jamaica</i>. 	This annual event will take place in September or October following the completion of the Annual Progress Report on <i>Vision 2030 Jamaica</i> and before the Annual Budget Call
Vision 2030 Jamaica Technical Monitoring Committee (TMC)	<ul style="list-style-type: none"> ▪ Provides oversight for technical coordination and monitoring of <i>Vision 2030 Jamaica</i> and MTF ▪ Provides evidence-based policy recommendations to Cabinet/Parliament via monitoring and evaluation reports ▪ Ensures preparation and timely submission of Annual Progress Report to Development Council, Cabinet and Parliament ▪ Ensures the comprehensive review/evaluation of the MTF and guide the preparation of the successor MTFs 	Sends reports to Development Council, Cabinet and Parliament Minimum of two meetings per year
Thematic Working Groups	<ul style="list-style-type: none"> ▪ Provide input into new and existing sectoral policies and strategies relating to thematic areas ▪ Review progress of implementation of MTF and provide feedback on performance relative to sectoral targets and act as a forum for strategic assessment and analysis of key results areas of the Plan ▪ Facilitate effective partnerships towards the achievement of <i>Vision 2030 Jamaica</i> goals and outcomes 	Chaired by Permanent Secretaries or senior Government Officials Reports to <i>Vision 2030 Jamaica</i> Technical Monitoring Committee Minimum of four meetings per year

Body	Key Roles and Responsibilities	Reporting/Meetings
<p>Vision 2030 Jamaica Technical Secretariat Reports to <i>Vision 2030 Jamaica</i> Technical Monitoring Committee</p>	<ul style="list-style-type: none"> ▪ Conduct ongoing and systematic monitoring and reporting on <i>Vision 2030 Jamaica</i> outcomes and priority areas through ongoing collaboration with MDAs ▪ Coordinate the participation of key stakeholders (private sector, NGOs, IDPs, Academia, FBOS) in the monitoring and evaluation processes ▪ Analyze and interpret social, economic and environmental data and information and consolidate into various outputs (including progress reports) ▪ Collaborate with MDAs to identify shifts in policies and programmes to maintain alignment with <i>Vision 2030 Jamaica</i> and MTF ▪ Coordinate the preparation of successive MTFs ▪ Provide impetus for the operation of TMC and TWGS 	<p>Reports to <i>Vision 2030 Jamaica</i> Technical Monitoring Committee Ongoing liaison with all parts of the M&E system</p>
<p>Ministries, Departments and Agencies (MDAs)</p>	<ul style="list-style-type: none"> ▪ Implement strategies, actions and programmes of the NDP through alignment of strategic and operational plans and budgets with the MTF and Sector Plans ▪ Collaborate with Technical Secretariat on the refinement of performance indicators and targets ▪ Provide timely data/information on the selected indicators and strategic actions required on the sector/ thematic area ▪ Collaborate with the Technical Secretariat in the preparation of annual reports as well as successive MTFs ▪ Support the effective functioning of TWGs and regularly participate in meetings 	<p>Sectoral Focal Points liaises with <i>Vision 2030 Jamaica</i> Technical Secretariat</p>

Figure 9: Institutional Framework for Monitoring and Evaluation of MTF 2012–2015



6.2.2 MTF 2012-2015 Indicators and Targets

A total of some 46 indicators from both national and international data sources will be used to track progress of the implementation of MTF 2012-2015 against targets, mainly on an annual basis. Many of the data time series for these indicators are already provided by STATIN and other MDAs. The data time series are also stored on the JAMSTATS database, and an online interface is being developed for a National Dashboard of Indicators for *Vision 2030 Jamaica*.

However, there are several gaps in the indicator framework which should be addressed. These include the need for systematic and regular production of data particularly in the social, governance and environmental sectors. Where there are gaps in the data, it is expected that the *Vision 2030 Jamaica* Technical Secretariat will work with stakeholders to resolve these in a timely manner. The coordinating mechanism and partners will review these indicators and will update them as needed on an annual basis, as part of the Annual Review process.

The monitoring system will build on existing frameworks and through a comprehensive reporting system will ensure that the indicators are regularly tracked.

JAMSTATS is the comprehensive national database being used to monitor the long term plan - *Vision 2030 Jamaica*. The database reports on approximately 60 indicators in sectors including demography, economy, education, environment, gender equity, health, information and communication, governance and national security.

Efforts will be made to strengthen the existing data collection mechanisms within MDAs so that quality data on various measurable development indicators is generated and used for programme assessment and improvement as well as for monitoring progress.

6.2.3 Performance Reporting

Reporting on the MTF 2012-2015 will have a beneficial effect on domestic accountability systems and on monitoring, in that it stimulates demand for information on performance. A credible request for information from government decision makers, from donors, from civil society and from the public on *Vision 2030 Jamaica* is in itself a strong incentive for results orientation, transparency and accountability. This is strongly required if we are to avoid going the route of past plans.

In 2010, four Quarterly Progress Reports on implementation of the Medium Term Socio-Economic Policy Framework (2009-2012) were prepared. A draft 2-Year Progress Report on *Vision 2030 Jamaica* for FY 2009/2010 and FY 2010/2011 was also prepared in 2011. This was circulated to stakeholders and placed on the *Vision 2030 Jamaica* website. Quarterly reporting on the National Dashboard of Indicators has been taking place since August 2010.

“Producing timely results is an important requirement, since they should be used in analysis and decision-making processes. If information is late in becoming available, it is no longer relevant and becomes obsolete. This makes it necessary, therefore, to have rigorous procedures, to ensure that time limits are observed, and to guarantee both the quality and the timeliness of the corresponding information.”²⁶

The timely preparation and submission of progress reports and other monitoring and evaluation outputs therefore form an integral part of the monitoring process.

²⁶ World Bank and Inter-American Development Bank, June 2010, Challenges in Monitoring and Evaluation: An Opportunity to Institutionalize M&E Systems

Main Outputs of the M&E System

Annual Reports: Annual reports on the status of implementation of the MTF 2012-2015 will be prepared by the *Vision 2030 Jamaica* Technical Secretariat. Periodic and annual reviews will be conducted at the national and sector levels in order to more effectively address obstacles and accelerate progress.

National Dashboard of Indicators: This reports comprehensively on key indicators of national well-being under eight main reporting areas—Health Status, Education Status, Labour Force Quality, Security Status, Justice Status, Economic Growth, Employment and Environmental Stewardship Status. This is a key component of the PIOJ Quarterly Press Briefings which report on the performance of the economy at the macro and sectoral levels. Specifically this helps to focus attention on how the country is advancing towards its national development goals as framed under *Vision 2030 Jamaica*.

National Stakeholder Forum: This is a high-level strategic consultative mechanism among the Government, private sector, international community, civil society organizations and academia, for which the Technical Secretariat, with inputs from the Technical Monitoring Committee, is responsible for planning and executing on an annual basis.

Reporting Arrangements

The reporting process for MTF 2012-2015 will be aligned to the wider M&E framework in the public sector, including the proposed GOJ Whole of Government Business Plan which is linked to tracking outputs and outcomes at the level of MDAs, and which in turn is aligned to *Vision 2030 Jamaica*. On an annual basis, MDAs are required to report on their performance based on the requirements of this framework. The *Vision 2030 Jamaica* monitoring system will therefore utilize the outputs of this framework to support its reporting. Through the TWGs, efforts will be also made to enhance performance reporting by non-state actors (including NGOs and IDPs) on key priority projects and programmes.

6.2.4 MTF 2012-2015 Communication Programme

An important element of the monitoring system is a feedback mechanism into the policy review process. Providing information on the progress towards achieving outcomes and targets will help to impact decision-making and mobilize and sustain public participation. The communication and information dissemination strategies of MTF 2012-2015 will ensure that the outputs of the system are tailored to different stakeholders and utilize a variety of media to stimulate public debate and enhance accountability.

The Communication Programme will be purposive, persuasive, goal-directed, audience-oriented and interventionist by nature. Such an approach will facilitate stakeholder participation through consultation and collaboration as well as ensure the incorporation of components of horizontal communication and capacity building among all stakeholders. Ultimately, this will increase the sustainability of their participation and ensure genuine ownership of the process towards achievement of *Vision 2030 Jamaica* over the short-, medium- and long-term.

During the period, the communication strategies will be designed with the broad objectives of:

- informing and educating stakeholders about the key components of MTF 2012-2015;
- engaging stakeholders in the MTF implementation, monitoring and progress reporting processes;
- establishing conducive environments for stimulating conversations on the key elements of implementation, monitoring and progress reporting;
- inducing positive change/buy-in/participation among stakeholders into the process
- managing expectations around the pace and progress of implementation of priority actions

Specifically, these strategies will focus on communicating the:

- Context (country and global) within which the Framework is designed
- Challenges and opportunities for implementation
- Strategic Medium Term Socio-Economic Priorities for 2012 – 2015 (National and Sectoral)
- The institutional arrangement for implementation, monitoring and evaluation and the importance of the Thematic Working Groups (TWGs)
- Annual progress: 2012-2013; 2013-2014; 2014-2015
- Summative Report and Review - Achievements over 2012-2015 period

These will be communicated via various channels including:

- Interpersonal/face-to-face consultations and presentations;
- National Forum for progress reporting
- Quarterly Press Briefings (Dashboard of Indicators)
- Mass media
- Website: <http://www.vision2030.gov.jm/>
- Facebook: <http://www.facebook.com/Vision2030Ja>
- YouTube

6.2.5 Evaluations

It is envisaged that evaluations will be done at four levels:

1. Internal evaluation through the production of the Annual Progress Reports and other forms of implementation reports. This will require enhanced alignment and linkages with the PMEU processes
2. Use of existing/on-going evaluation mechanisms such as IDP Country Reviews, MOFP MTEP, PSTU, MTAP, PFT, Private Sector Economic Policy Framework, Government Scorecard, IDP Retreats and other qualitative assessments
3. Comprehensive national review via National Stakeholder Forum
4. Independent evaluation of the MTF 2012-2015

6.2.6 Capacity Strengthening

Effective monitoring and evaluation of MTF 2012-2015 entails capacity to generate and effectively use high-quality and timely data to track progress and capacity for participatory monitoring and evaluation involving the public sector, communities, civil society and the public.

During implementation of MTF 2009-2012, capacity strengthening activities included: the delivery of two one-week training courses in Results-Based Management (RBM) for public sector officials; and the hosting of two study tours to Jamaica (from the Trinidad and Tobago Vision 2020 Office and the Institute of Applied Economic Research (IPEA), Brazil), to share lessons learned in implementing and monitoring national strategic plans.

While positive steps have been taken with the development of an M&E framework, important and significant capacity gaps still exist for M&E at all levels and among the key actors. Building and strengthening technical and institutional capacity for the effective implementation, monitoring and evaluation of MTF 2012-2015 require substantial resources, partnership and long-term commitment.

During this period, capacity strengthening initiatives will include:

- Advanced training in RBM and Development Evaluation
- Training in the use of the Jamstats Electronic Dashboard of Indicators
- Support for the implementation of a Community of Practice in Development Evaluation

6.3 Conclusion

The purpose of *Vision 2030 Jamaica* and the MTF is to transform the Jamaican economy and society by exploiting higher forms of capital, achieving higher value added production, and changing the mindset and culture of the society to one favourable to innovation.

Undergirded by the guiding principles of *Vision 2030 Jamaica*, which put people at the centre of Jamaica's development, MTF 2012-2015 will give priority attention to elements that are essential to delivering a world-class quality of life for all Jamaicans, and reflect the key pillars of change needed to achieve Jamaica's development goals.

National ownership of the Medium Term Socio-Economic Policy Framework (MTF) 2012-2015 is critical. National ownership will contribute significantly to ensuring the continuity and stability of *Vision 2030 Jamaica* beyond vested interests or political administrations. Strengthening processes and relationships to promote national ownership and shared vision as mechanisms to achieve sustainable prosperity will be the hallmark of the Medium Term Socio-Economic Policy Framework (MTF) 2012-2015.

7 Appendices
















7.1 Appendix 1: Vision 2030 Jamaica -

National Development Plan (NDP): Indicator Matrix for MTF 2012-2015

TRAFFIC LIGHTS:			
Green	●	- Met or exceeded target (2012)	
Yellow	●	- Improved over baseline but did not meet target (2012)	
Red	●	- Equal to or worse than baseline	
	●	- Not applicable	
Based on results to 2011			

Vision 2030 Jamaica - National Development Plan (NDP): Indicator Matrix										
							PROPOSED TARGETS			DASH BOARD
Indicator	Unit	2007	2008	2009	2010	2011	2012	2015	2030	
Goal 1: Jamaicans are Empowered to Achieve their Fullest Potential										
Outcome 1: A Healthy and Stable Population										
Human Development Index	Index	0.717	0.724	0.724	0.726	0.727	0.745	0.754	0.8	●
Life expectancy at birth	Years	72.4		72.7	72.7	72.7	72.8	73.4	76.4	●
Population growth rate	Rate	0.5	0.4	0.2	0.2	0.3	0.45	0.35	0	●
Outcome 2: World-Class Education and Training										
Adult literacy rate (estimated)	Per cent	86	86.4	86.8	91.7	91.7	89.7	91.6	98.3	●
Gross enrolment rate at tertiary level	Per cent	31.5	29.5	30.8	32.8	33.1		35	50	●
Percentage of labour force that is certified	Per cent	18.52	19.6	20.1	21.2	23.2	25	30	90	●
Outcome 3: Effective Social Protection										
Percentage of children in consumption quintile 1 receiving PATH benefits	Per cent	65.8	69	68.2	72			80.00		●
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	Per cent	75	70.1	66.5	67.1			80.00		●
Poverty headcount ratio	Per cent	9.9	12.3	16.5	17.6		12.1	10.5	10	●
Outcome 4: Authentic and Transformational Culture										
Use of Cultural Resources Index	Index		1.7	1.6		1.6	2.1	2.5	4.7	●
Goal 2: The Jamaican Society is Safe, Cohesive and Just										
Outcome 5: Security and Safety										
Major Crime rate	Per 100,000 population	272.18	373.21	437.79	409.56	403.36	216	182	43	●
Murder rate	Per 100,000 population	58.82	59.84	62.40	52.90	41.86	50	35	10	●
Outcome 6: Effective Governance										
Case clearance rate	Per cent	93.78	89.55	80.06	94.03	82.73		95	100	●

Vision 2030 Jamaica - National Development Plan (NDP): Indicator Matrix										
							PROPOSED TARGETS			DASH BOARD
Indicator	Unit	2007	2008	2009	2010	2011	2012	2015	2030	
Control of Corruption Index	Index	-0.49	-0.49	-0.43	-0.38	-0.38	-0.24	0.13	1.96	
Government Effectiveness Index	Index	0.29	0.28	0.19	0.18	0.2	0.18	0.45	1.78	
Regulatory Quality Index	Index	0.31	0.33	0.27	0.28	0.33	0.33	0.53	1.55	
Rule of Law Index	Index	-0.45	-0.4	-0.48	-0.5	-0.43	-0.3	0.04	1.75	
Voice and Accountability Index	Index	0.6	0.54	0.55	0.42	0.45	0.78	0.88	1.37	
Goal 3: Jamaica's Economy is Prosperous										
Outcome 7: A Stable Macroeconomy										
Annual inflation rate	Per cent	16.8	16.8	10.2	11.7	6	10	10	10	
Debt to GDP ratio (Fiscal Year)	Per cent	109.16	117.25	129.7	131.63	128.02	100	132	75	
Fiscal balance as a percentage of GDP (Fiscal Year)	Per cent	-4.61	-7.33	-10.87	-6.18	-6.39	0	0.5	0	
Nominal GDP per capita	US\$	4779.90	5120.68	4522.54	4966.81	5430.99	5354	6629	23567	
Real GDP annual growth rate (base 2007)	Per cent	1.43	-0.81	-3.48	-1.51	1.27	3	1.7	5	
Outcome 8: An Enabling Business Environment										
Ease of Doing Business Ranking	Rank	50	62	67	79	85	58	53	34	
Unemployment rate	Per cent	9.8	10.6	11.4	12.4	12.6	10	7.5	4	
Labour Market Efficiency Index		4.42	4.34	4.33	4.23	4.22	4.50	4.60	4.75	
Outcome 9: Strong Economic Infrastructure										
Connectivity and Technology Infrastructure Index	Index	3.7	3.8	5.15	4.75		4.35	4.9	7.5	
Infrastructure Index	Index	3.54	3.54	3.84	3.91	3.74	3.69	3.84	4.59	
Outcome 10: Energy Security and Safety										
Energy intensity index	BTU per US\$	21969.21	21748.7	21152.8	20165.1		14000	12700	6000	
Percentage of renewables in energy mix	Per cent	4.8	5.6	6	9	10	11	12.5	20	
Outcome 11: A Technology Enabled Society										
E-readiness Index	Index	5.05	5.17	5.33	5.21		5.5	6	8	

Vision 2030 Jamaica - National Development Plan (NDP): Indicator Matrix										
							PROPOSED TARGETS			DASH BOARD
Indicator	Unit	2007	2008	2009	2010	2011	2012	2015	2030	
Resident patent filing	per million population	2.2	5.6	5.9	4.8	7.4	12	18	53	
Outcome 12: Internationally Competitive Industry Structures										
Agriculture production index	Index	100	93.7	106.2	106.6	117.6	124.6	132.2	176.4	
Growth rate of services (Financing and Insurance and Real Estate and Business Services)	Per cent	4.12	1.74	0.55	-2.70	-0.46	2.25	2.25	4.02	
Percentage change in export earnings from the bauxite industry	Per cent	14.65	4.05	-65.88	14.27	36.31	4			
Percentage change in export earnings of Manufactures (value not volume) (rolling 3-year average)	Per cent	33.61	37.04	3.27	-6.65	-8.78	10	13	14	
Percentage change in labour productivity of Construction and Installation sector	Per cent		5.11	3.13	1.36	2.25	3.00	3.00	3.00	
Growth rate of Recreational, Cultural and Sporting Activities	Per cent	1.59	2.55	0.56	-1.36	-0.20	3.00	5.00	5.00	
Percentage change in foreign exchange earnings from tourism	Per cent	2.11	3.43	-2.54	3.94	0.56	3.98	3.98	4.1	
Percentage share of global GDP based on PPP	Per cent	0.036	0.035	0.034	0.032		0.035	0.037	0.047	
Travel and Tourism Competitiveness Index	Rank	48	57	60		65	54	48	35	
Goal 4: Jamaica has a Healthy Natural Environment										
Outcome 13: Sustainable Management and Use of Environmental and Natural Resources										
Environmental Performance Index	Index		79.1		58.8		80.1	82.2	85	
Outcome 14: Hazard Risk Reduction and Adaptation to Climate Change										
Hazard damage as a percentage of GDP	Per cent	3.4	2		1.9	0.1	2.5	1.5	1	
Outcome 15: Sustainable Urban and Rural Development										
Housing Quality Index	Index	68.1	71.4	70.9	71.5		71.34	73.77	86	
Proportion of households with access to secure tenure	Per cent	80.5	81.8	80.5	80.9		82	85	95	
Poverty in rural areas	Per cent	15.3	17	22.5	23.2		16.8	14.5	12	

7.2 Appendix 2: Revision of Indicators and Targets for MTF 2012-2015

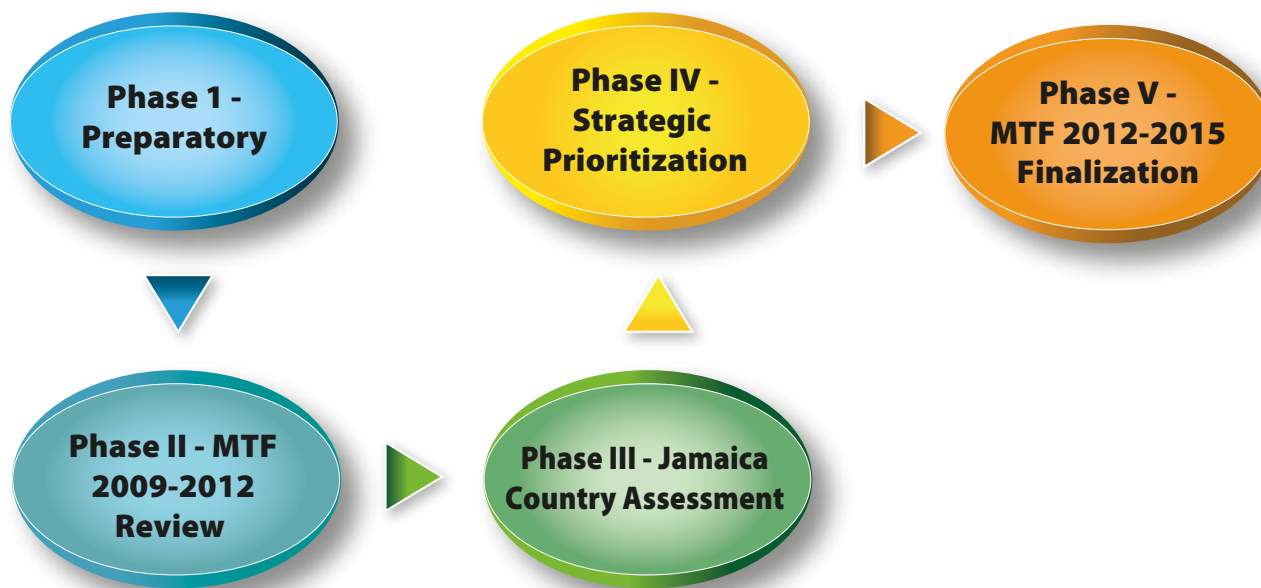
Indicator/Target	Revisions
National Goal 1: Jamaicans are Empowered to Achieve Their Fullest Potential	
Human Development Index	The Human Development Report 2010 introduced a new methodology for calculation of the Human Development Index (HDI). ²⁶ The values for the HDI indicator for Jamaica were revised for 1980, 1985, 1990, 1995, 2000 and 2005-2011, based on the new methodology.
Healthy life expectancy index	Healthy life expectancy data have not been available for Jamaica on a consistent basis that would allow for monitoring over the period 2008-2011. Consequently the indicator is not included in the MTF 2012-2015.
Adult literacy rate	Adult literacy data for 2006-2009 based on UNESCO estimates; figure for 2010 and 2011 based on Literacy Module of the JSLC 2010; target for 2015 revised upward to be equal to the figure for 2010 and 2011.
Grade 4 literacy rates – total, male, female	This indicator has been introduced to measure the performance on the Grade 4 Literacy Test. The rates are the percentage of children (total and disaggregated by sex) in the educable cohort (i.e. students who do not require special needs education interventions) sitting the test who achieve mastery.
% of students sitting CSEC exams passing 5 or more subjects including English Language and/or Mathematics	This indicator has been introduced to measure the performance on the CSEC examinations. It measures the percentage of students sitting the CSEC exams who pass 5 or more subjects (i.e. achieve grades of 1-3) including English Language and/or Mathematics.
Gross enrolment rate at tertiary level	Replaces % of population with tertiary level certification (24+ year olds) as an indicator, based on better data availability.
Percentage of labour force that is certified	The targets for this indicator have been provisionally reduced to 25 per cent in 2012 and 30 per cent in 2015, based on forecasting of the statistical trends over the period 1995-2011.
% of eligible population benefiting from social assistance programmes (including PATH)	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
% of eligible population contributing to the National Insurance Scheme (NIS) (18-59 years)	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
Percentage of children in consumption quintile 1 receiving PATH benefits	Replaces % of eligible population benefiting from social assistance programmes (including PATH), based on better data availability and relevance. Provisional target for 2015 equals best performance over 2006-2010.
Percentage of PATH beneficiaries in consumption quintiles 1 and 2	Replaces % of eligible population benefiting from social assistance programmes (including PATH), based on better data availability and relevance. Provisional target for 2015 equals best performance over 2006-2010.
Incidence of public order infractions per capita	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
% of Single parent households (calculated as % of all households with children)	This indicator is not included in the MTF 2012-2015, based on unresolved methodological issues in its calculation from available data sources.
National Goal 2: The Jamaican Society is Secure, Cohesive and Just	
Crime rate per 100,000 population	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
Murder rate per 100,000 population	Provisional target for 2015 revised downward based on straight-line projection between value achieved in 2011 and target for 2030.

²⁶Human Development Report 2010.

Indicator/Target	Revisions
Regulatory Quality Index	This indicator has been introduced from the Worldwide Governance Indicators (World Bank). The methodology for calculating targets is the same as for the other Worldwide Governance Indicators included in the MTF 2012-2015. The target for 2012 is to regain our best past score (2008 and 2011). The target for 2030 is to achieve the average score achieved by the top 15 HDI countries in the baseline year (2007). The target for 2015 is set by apportioning the 2030 target over the 18 year period between 2012 and 2030.
Female to male wage ratio at managerial level	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
Case clearance rate	This indicator has been introduced to measure the performance of the justice sector. Case clearance rate is calculated as the number of cases disposed of annually in Resident Magistrates' Courts as a per cent of the number of cases filed (excluding traffic cases). The provisional targets for case clearance rate are set at levels that will reduce the backlog of cases over time.
National Goal 3: Jamaica's Economy is Prosperous	
Real GDP annual growth rate (base year 2007)	The data values for this indicator have been revised based on the change of the base year from 2003 to 2007. The targets for 2012 and 2015 have been revised to be consistent with the targets for the GOJ medium-term economic programme.
Ease of Doing Business Ranking	The data values for this indicator have been revised based on the revised values published for each year for Jamaica in the annual Doing Business Reports.
% of total renewable fresh water resources that is produced	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
Fuel reserve Barrels/1000 population	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
# of scientific publications/million population	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability for Jamaica.
Agricultural production index	The data values and targets for this indicator have been revised based on the change of the base year from 2003 to 2007.
% Change in Export Earnings of Manufactures (value)	The data values for this indicator have been revised based on updated data. The data are reported in the MTF 2012-2015 as a rolling 3-year average, rather than as an average over a fixed period as stated in the <i>Vision 2030 Jamaica – National Development Plan</i> (2009).
Percentage change in export earnings from the bauxite/alumina industry	No target for this indicator has been set beyond 2012, based on the market uncertainty in this industry.
Average % change in value added outputs of non-metallic minerals (lime, cement, whiting)	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
Unit labour productivity (ULP) index - Construction	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
Contribution of copyright industry to GDP	This indicator is not included in the MTF 2012-2015, based on lack of adequate data availability.
Growth rate of Recreational, Cultural and Sporting Activities	This indicator has been introduced to measure the economic contribution of cultural and creative industries, including sport. Based on the Jamaica Industrial Classification 2005 (Division 92), Recreational, Cultural and Sporting Activities include Motion Picture, Radio, Television and other Entertainment Activities, News Agency Activities, Library, Archives, Museums and other Cultural Activities, Sporting and other Recreational Activities. The provisional targets for 2012, 2015 and 2030 are set at the overall growth rates for the Jamaican economy targeted in the <i>Vision 2030 Jamaica – National Development Plan</i> (2009).

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

7.3 Appendix 3: Process for Preparation of MTF 2012-2015



Phase I – Preparatory: This preparatory phase involved the establishment of a coordination mechanism – the MTF 2012-2015 Preparation Committee - to oversee the preparation process. The Committee, comprising senior technical staff from the PIOJ, met as required to achieve the objectives.

Committee members also met with select key stakeholders to sensitize them about the plans for MTF preparation and to garner support.

The conduct of an Environmental Scanning Workshop was also an important feature of phase I. This environmental scan, which highlighted the key trends at the international and national levels and which were relevant to the development of Jamaica over the medium term, identified a total of twelve (12) main trends. These trends were identified under the following six headings: Demographic; Economic; Governance; Environmental; Social; and Technological. See *Vision 2030 Jamaica* website at www.vision2030.gov.jm for a summary of this environmental scan report.

Phase II – External Review of MTF 2009 – 2012: The objective of the phase was to assess the performance of the previous *Medium Term Socio-Economic Policy Framework 2009-2012* as a prioritization and planning mechanism for achievement of the national vision, goals and outcomes, as articulated in the *Vision 2030 Jamaica–National Development Plan*. The main output during this phase was the MTF 2009-2012 Review Report which was not completed.

Phase III – Jamaica Country Assessment: The *Vision 2030 Jamaica* Country Assessment and National Prioritization Workshop for the preparation of MTF 2012 – 2015 was held on April 11-12, 2012. The Country Assessment served as an overview and analysis of the development situation in the country highlighting the issues and challenges that the country faces within current political, social, environmental and economic spheres. The assessment provided justification and relevance, ensuring that the new medium-term priorities are aligned with the most urgent needs and initiatives in the country. The main output during this phase was the Jamaica Country Assessment Report.

Phase IV – Strategic Prioritization: This phase involved a series of intense consultations at the national and sector levels with critical stakeholders. The objective of the strategic prioritization process was to agree on a set of national and sectoral priorities (linked to the key development issues and challenges identified during

the previous phases) to be addressed over the 3-year period. Priority strategies and actions to support the achievement of the expected results articulated in a set of results matrices, were the main outputs delivered. During this stage a total of 14 sector planning workshops were held (see below).

Phase V – Finalization of MTF 2012-2013 to 2014-2015: Utilizing the outputs from the previous phases, a draft MTF 2012-2015 was prepared for internal and external review by stakeholders, including a review workshop held in Kingston in February 2013. Based on the feedback from stakeholders, the drafting team of the MTF Planning Committee prepared the final MTF 2012-2015, along with the required document for Cabinet submission.

Preparation of MTF 2012-2015 - Sector Planning Workshops 2012

NAME OF SECTOR WORKSHOP	DATE	VENUE
1. Services	Friday, June 22	Knutsford Court Hotel
2. Enabling Business Environment	Friday, June 29	Don Mills Training Room, Planning Institute of Jamaica
3. Energy , Mining, Science, Technology and Innovation (Combined)	Wednesday, July 4	The Courtleigh Hotel & Suites
4. Education	Wednesday, July 4	Don Mills Training Room, Planning Institute of Jamaica
5. Climate Change and Hazard Risk Reduction	Friday, July 6	Knutsford Court Hotel
6. Manufacturing	Friday, July 6	Don Mills Training Room, Planning Institute of Jamaica
7. Environment and Planning	Wednesday, July 11	Knutsford Court Hotel
8. Social Protection	Wednesday, July 11	Don Mills Training Room, Planning Institute of Jamaica
9. Agriculture	Friday, July 20	Knutsford Court Hotel
10. Tourism	Wednesday, July 25	Knutsford Court Hotel
11. Health	Friday, July 27	Don Mills Training Room, Planning Institute of Jamaica
12. Health	Tuesday, July 31	Wyndham Hotel
13. Governance	Wednesday, October 3	Terra Nova Hotel
14. Youth and Culture	Thursday, October 11	Wyndham Hotel

7.4 Appendix 4: Jamaica's Progress towards the MDGs (2009 Report)

MD Goals/Targets	Progress Dec.2007	Explanation	Comment
Goal 1: Eradicate poverty & hunger 1a. Halve, between 1990 & 2015, the proportion of people below the poverty line	Achieved	Reduced by two-thirds	<ul style="list-style-type: none"> ✓ Causal factors include reduction in inflation, growth of informal sector, increase in real wages and probably include remittances ✓ Vulnerable to exogenous shocks ✓ Likely to be unsustainable under global recession
1b. Halve, between 1990 & 2015, the proportion of people who suffer from hunger	Achieved	Proportion of underweight children <5years reduced by three-quarters. Proportion of food poor reduced by two-thirds.	
Goal 2: Achieve universal primary education 2a. Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	Achieved	Net enrolment over 90%. Gross enrolment almost 100%	Problem not access but quality of education, under-performance of boys & attendance problems connected with poverty. Quality of access for students with special needs or students in exceptional circumstances
Goal 3: Promote gender equality and empower women 3a. Eliminate gender disparity in primary & secondary education, preferably by 2005, & to all levels of education no later than 2015	Lagging	No gender disparity at primary level. Gender disparity begins at Grade 6 in the primary completion rate and peaks at Grade 9 of secondary levels as boys dropout. Males under-represented at tertiary level by 2:1. Low representation of women in Parliament (13%)	Problems include under-performance of boys Unemployment rate among women (over twice that of men), Cultural barriers affecting female participation in governance.
Goal 4: Reduce child mortality 4a. Reduce by two-thirds, between 1990 & 2015, the under-five mortality rate	Far behind	Under-five mortality rate only reduced by 14% up to 2005. Infant mortality rate reduced by almost one-third.	Immunisation rates high. At Jamaica's comparatively low mortality levels major resources needed to reach target. 70% of infant deaths occur in Prenatal period. There are unresolved data management problems in this area.
Goal 5: Improve maternal health 5a. Reduce by three-quarters, between 1990 & 2015, the maternal mortality rate	Far behind	Unresolved data management problems also exist in this area. Data available indicate 20% reduction over 14 years Close to universal access to ante-natal care.	Deaths from direct causes halved over 10yrs, but 83% increase in deaths from in direct causes e.g., HIV/AIDS, NCDs, unsafe abortions. 47% shortage in midwife cadre, lost to migration.

MD Goals/Targets	Progress Dec.2007	Explanation	Comment
5b. Achieve by 2015, universal access to reproductive health	On track	Only 10% unmet need for family planning.	Reproductive issue among young girls is forced sex.
Goal 6: Combat HIV/AIDS, malaria and other diseases			
6a. Have halted by 2015 & begun to reverse the spread of HIV/AIDS	On track	1 st decline in AIDS deaths in 2005 and in AIDS cases in 2006.	Major reason for decline was access to anti-retroviral treatment through Global Fund.
6b. Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it	On track	Access to retroviral drugs jumped from <5% in 2000 to 60% in 2008.	
6c. Have halted by 2015 & begun to reverse the incidence of malaria and other major diseases	On track	Local malaria outbreaks since 2006 swiftly contained no deaths. TB incidence/deaths declining.	Malaria had been eliminated for many years but there were 186 imported cases in 2006, followed by local transmission in 2007. Poor sanitation in urban inner-city is now cited for more recent local outbreaks in Kingston.
Goal 7: Ensure environmental sustainability			
7a. Integrate principles of sustainable development into country policies and programmes and reverse the losses of environmental resources.	Lagging	Policy coherence and long-term sustainable development planning has been lacking.	National Development Plan is an important step towards policy coherence /long-term integrated sustainable development.
7b. Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss	Lagging	Achieved elimination of ozone depleting substances; inadequate progress in protected areas; slippage in reduction of CO ₂ emissions.	Reliance on high use and inefficient production of oil-based energy a major problem. Identified as a priority policy focus. Environmental data collection mechanisms a challenge.
7c. Halve by 2015 the proportion of people without sustainable access to safe drinking water and basic sanitation	On track	92% have access to safe drinking water, while 98.9% have access to basic sanitation.	Access to water has improved but challenge is sanitation issues e.g., management of solid waste and poor hygiene.
7d. By 2020 have achieved a significant improvement in the lives of at least 100 million slum dwellers	Slipping back	UN data suggests slippage. Insufficient data collected nationally.	Urban population has grown from 35% in 1991 to current 52%. Poor infrastructure a major problem. 1 000 housing units recently completed in public inner-city housing programme with social interventions. Social Investment Fund has new inner-city Infrastructure projects.

Source: PIOJ in collaboration with Ministry of Foreign Affairs & Foreign Trade

7.5 Appendix 5: Comprehensive List of Issues and Challenges Identified for the Medium Term

Development Issues/Challenges	Symptoms/Consequences
GOAL 1: Jamaicans Are Empowered to Achieve Their Fullest Potential	
1.1 Migration	<ul style="list-style-type: none"> • Brain drain • Contribution to Diaspora • Remittance flows
1.2 Unhealthy and risky lifestyles	<ul style="list-style-type: none"> • Non-communicable diseases (NCDs) • Sexually Transmitted Diseases (STDs)
1.3 HIV/AIDS	<ul style="list-style-type: none"> • Decline in new infections and deaths • Persistent prevalence in key groups • Possible end of funding support from Global Fund
1.4 Inadequate health care facilities	<ul style="list-style-type: none"> • Shortages of supplies, equipment and trained staff • Overcrowding particularly at secondary and tertiary facilities • High infant and maternal mortality
1.5 Inadequate early childhood development	<ul style="list-style-type: none"> • Shortage of trained teachers • Inadequate numbers of certified institutions
1.6 Inadequate education system	<ul style="list-style-type: none"> • Inadequate access to system • Anti-social behaviour and insecure school plants • Inadequate teacher quality • Low levels of performance particularly at the primary and secondary levels • Inadequate alignment with demands of the economy
1.7 Rising levels of poverty	<ul style="list-style-type: none"> • Increased prevalence of poverty in last 2 years • Highest levels in rural areas and among women, children and the elderly
1.8 Inadequate social protection system	<ul style="list-style-type: none"> • Need to improve PATH • Limited scale of Steps to Work Programme • Low percentage of population participation in pension plans • Inadequate provision for persons with disabilities
1.9 Low social capital	<ul style="list-style-type: none"> • Need for positive core values • Low levels of trust between individuals and of institutions
1.10 Weakened family and parenting structures	<ul style="list-style-type: none"> • High level of single headed households • Inadequate participation in parenting by fathers
1.11 Inadequate cultural and sport development	<ul style="list-style-type: none"> • Aspects of cultural heritage at risk of being lost • Inadequate sports infrastructure and trained technical personnel
1.12 Inadequate youth development	<ul style="list-style-type: none"> • Unattached and at-risk youth • Limited youth participation in governance • High level of youth involvement in crime
GOAL 2: The Jamaican Society is Secure, Cohesive and Just	
1.1 High levels of crime and violence	<ul style="list-style-type: none"> • High levels of major crimes and murders • Insecurity and unease of citizens • Marginalization of communities • High cost of crime • Barrier to competitiveness and investment

Development Issues/Challenges	Symptoms/Consequences
1.2 Lack of respect for human rights	<ul style="list-style-type: none"> • High levels of shootings and abuse of citizens by police • Trafficking in persons • Violence against women and children
1.3 Gaps in gender equity	<ul style="list-style-type: none"> • Under-representation of women in parliament and business leadership • Underperformance of males in the education system
1.4 Inadequate mechanisms for transparency and accountability	<ul style="list-style-type: none"> • Incidences and perception of corruption • Barrier to competitiveness and investment
1.5 Inefficient justice system	<ul style="list-style-type: none"> • Delays in disposing of cases • Inadequate technology and court infrastructure
1.6 Inefficient public sector	<ul style="list-style-type: none"> • Weak management and administrative systems • Delays in drafting and passage of legislation • Inadequate customer service
GOAL 3: Jamaica's Economy is Prosperous	
1.1 Macroeconomic vulnerability	<ul style="list-style-type: none"> • Persistent fiscal deficits • High public debt • Loss-making public enterprises • Small open economy
1.2 Inefficient tax system	<ul style="list-style-type: none"> • Complex and distortionary system of tax incentives • Narrow tax base • Low levels of tax compliance • Complicated process of tax payment
1.3 Low economic growth rates	<ul style="list-style-type: none"> • Persistent underperformance of economy • Limited resources for public investment • Limited improvement in per capita wealth
1.4 High unemployment	<ul style="list-style-type: none"> • Particularly high unemployment among youth and women • Contributes to poverty and at-risk youth
1.5 Uncompetitive business environment	<ul style="list-style-type: none"> • Delays in obtaining approvals and licences • Difficulties in acquisition, titling and transfer of land • Delays in import and export procedures • Inadequate use of trade policy and investment promotion • Inadequate support for MSMEs
1.6 Low labour productivity	<ul style="list-style-type: none"> • Reduced economic competitiveness • Contributes to low economic growth and low wage growth
1.7 Poor road transport infrastructure	<ul style="list-style-type: none"> • Inadequately maintained road surfaces • Difficulties in transport of goods by road • Increased costs of vehicle maintenance • Reduced road safety
1.8 Maritime transport and logistics	<ul style="list-style-type: none"> • Underutilized port capacity • Lack of modernized maritime legislation • Delays in developing logistics facilities
1.9 Inadequate water and sanitation system	<ul style="list-style-type: none"> • High levels of system losses • Inadequate water distribution infrastructure • Limited sewerage systems in rural areas

Development Issues/Challenges	Symptoms/Consequences
1.10 Lack of energy security and efficiency	<ul style="list-style-type: none"> • Dependence on imported petroleum • Inefficient use of energy • High cost of energy • Low levels of renewable energy
1.11 Low levels of science, technology and innovation	<ul style="list-style-type: none"> • Low levels of investment in research and development • Gaps in framework for protection of intellectual property • Inadequate science and technology education
1.12 Internationally competitive industries	<ul style="list-style-type: none"> • Relatively low company sophistication and productivity • Limited inter-sectoral linkages • Limited application of “green” technology
i. Agriculture	Sector-Specific Issues
ii. Manufacture	Sector-Specific Issues
iii. Mining and Quarrying	Sector-Specific Issues
iv. Construction	Sector-Specific Issues
v. Cultural and Creative Industries including Sport	Sector-Specific Issues
vi. ICT	Sector-Specific Issues
vii. Financial, Business and Distribution Services	Sector-Specific Issues
viii. Tourism	Sector-Specific Issues
GOAL 4: Jamaica Has a Healthy Natural Environment	
1.1 Threats to natural environment	<ul style="list-style-type: none"> • Loss of biodiversity • Degradation of key ecosystems • Inadequate policy, legal, institutional and enforcement framework for environmental management
1.2 Inadequate waste management	<ul style="list-style-type: none"> • Lack of comprehensive waste management policy • Inadequate infrastructure for disposal of solid and liquid waste • Lack of system for handling hazardous waste
1.3 Vulnerability to hazards	<ul style="list-style-type: none"> • Limited data on hazard mapping and risk assessment • Inadequate resilience of infrastructure and human settlements • Weaknesses in disaster preparedness and response
1.4 Threat of climate change	<ul style="list-style-type: none"> • Threats from rising sea levels, increased severity of floods and droughts, and extreme weather events • Inadequate awareness of and adaptation to climate change
1.5 Inadequate land use planning	<ul style="list-style-type: none"> • Fragmented and inefficient planning system • Lengthy development approvals process
1.6 Inadequate provision of housing / shelter	<ul style="list-style-type: none"> • Inadequate access to affordable housing • High levels of informal settlements (“squatting”)

7.6 Appendix 6: References

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