



Caribbean Community
Climate Change Centre

Caribbean Community Climate Change Centre

Development of a Climate Risk Screening Tool

Pilot Program for Climate Resilience Regional Phase I

Draft Report

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Glossary

Users should familiarise themselves with the key and concepts relating to climate change adaptation outlined below. These form the foundation of the structure of the Guidelines.

| Term/concept | Definition |
|------------------------------|--|
| Adaptation options/ measures | <p>Actions reducing vulnerability to climate change and climate variability by preventing negative effects or by enhancing resilience to climate change. (ClimWatAdapt, 2012)</p> <p>In these Guidelines, the terms ‘adaptation options / measures’ and ‘resilience measures’ are used interchangeably</p> |
| Adaptive capacity | <p>The ability of a system to adjust to climate change, to moderate potential damages, to take advantage of opportunities, or to cope with the consequences that cannot be avoided or reduced.</p> |
| Climate adaptation | <p>Adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities. (IPCC, 2007a)</p> <p>The process, or outcome of a process, that leads to reduction in harm or risk of harm, or realisation of benefits, associated with climate variability and change. (Willows and Connell, 2003).</p> |
| Exposure | <p>The nature and degree to which a system is exposed to significant climatic variations. Exposure is determined by the type, magnitude, timing and speed of climate events and variation to which a system is exposed (e.g. changing onset of the rainy season or minimum winter temperatures, floods, storms, heat waves). (World Bank, 2009).</p> |
| Hazard | <p>A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. (UN/ISDR, 2004).</p> |
| Resilience | <p>The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. (UN/ISDR, 2004)</p> |
| Resilience measures | <p>Actions reducing vulnerability to climate change and climate variability by enhancing resilience.</p> <p>In these Guidelines, the terms ‘resilience measures’ and ‘adaptation options / measures are used interchangeably</p> |

| | |
|--------------------------|--|
| Risk | Risk is a combination of the chance or probability of an event occurring, and the impact or consequences associated with that event. (Willows and Connell, 2003). |
| Risk assessment | A methodology to determine the nature and extent of risk by analysing potential hazards, evaluating existing conditions of vulnerability that could pose a potential threat or harm to people, property, livelihoods and the environment on which they depend, assessing the likelihoods and severities of impacts, and assessing the significance of the risk [...]. (UN/ISDR, 2004 and Willows and Connell, 2003). |
| Robust adaptation | Measures that allow a system to perform satisfactorily and remain resilient under both current and future climate conditions. (Adapted from Willows and Connell, 2003). |
| Sensitivity | The degree to which a system is affected, either adversely or beneficially, by climate variability or change. The effect may be direct (e.g. a change in crop yield in response to a change in the mean, range or variability of temperature) or indirect (e.g. damages caused by an increase in the frequency of coastal flooding due to sea level rise). (IPCC, 2007a). |
| Vulnerability | The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. (UN/ISDR, 2004). |
| Vulnerability assessment | Identifies who and what is exposed and sensitive to change. (Adapted from Tompkins et al., 2005 in Levina and Tirpak, 2006). |

1. Introduction

The Caribbean Community Climate Change Centre (CCCCC) has received funding from the Inter-American Development Bank (IDB) under the IDB Caribbean Pilot Program for Climate Resilience Regional (Phase 1) project to develop a 'Climate Risk Screening Toolkit'.

John Firth was appointed by the CCCCC to undertake this project and a contract was agreed between the parties.

In preparing this report discussions were held with:

- Ms Patricia Mendoza, PPCR Regional Track Coordinator.
- Mr Hopeton Peterson from the Planning Institute of Jamaica (PIOJ) and Jamaica PPCR Focal Point.
- Ms Barbara Scott Director of the External Co-operation Management Division at the PIOJ.
- Dr Ulric Trotz, Dr Mark Bynoe, and Keith Nicholls from the CCCCC.

Existing travel commitments on the part of key PIOJ staff created significant challenges in arranging an in-country visit. A visit had to be cancelled at short notice due to Hurricane Sandy.

1.1. Relationship with other risk management initiatives

This report should be considered within the context of a growing interest in the development of decision making tools in the Caribbean and globally to assist in the integration of climate change into wider development planning objectives. For example:

- CCCCC is developing a climate risk management framework for the Caribbean (meeting one of the priority challenges identified in the Implementation Plan).
- CDEMA has just released a comprehensive 'Manual for Mainstreaming Climate Change Adaptation into the CDM Country Work Programme'. This provides a range of tools that have wider functionality beyond disaster risk management.

It should also be noted that experience on adaptation is still evolving. This report should be seen as providing an active, dynamic screening tool that may be updated in the future based on lessons learned from real-life projects.

2. Objectives and methodology

2.1. Project objective

The first phase of the PPCR national and regional track programs is being implemented and a key output is the development of national and regional level strategic plans for climate resilience. The development of a climate risk screening toolkit that will help to demonstrate the advantages of including assessments of climate risk adaptation measures in development planning is seen as an important feature of this process.

The project objective is defined in the terms of reference as follows:

- The objective of this consultancy is to design a climate risk screening toolkit that will ensure assessment of climate change risks to national level socioeconomic development and allow for the design and incorporation of effective adaptation measures.

2.2. Methodology development

In consultation with Dr Trotz and Dr Bynoe from the CCCCC, Ms Patricia Mendoza and Mr Hopeton Peterson it was agreed that the project should concentrate on developing a high-level screening tool primarily for the PIOJ that will assist either:

- in Vision 2030 planning, and/or
- in the assessment of development projects for climate impacts/risk, both in the PIOJ's capacity as a clearinghouse across government for long term development projects, and as the National Implementing Entity (NIE).

It was also agreed that:

- The focus for the tool would be on projects rather than strategies and policies.
- The project should focus on the roles and responsibilities of the PIOJ.

The logistical challenges in arranging in-country consultations and telephone/email discussions with key PIOJ staff placed significant limitations on the time available to develop the methodology and undertake the project.

The following actions have been undertaken:

- A desk-top review of published guidance on integrating climate variability and climate change resilience into NIE projects to identify expectations, recommended processes and entry points.
- Discussions with PIOJ on project decision making processes.
- Creation of a screening tool.
- Developed guidance on how to use the screening tool.

Experience tells us that new tools and processes work best when integrated into existing systems so that they are easy to work into the 'day job' and do not become onerous to apply. This is a key issue for the Caribbean and it reflects the recognition that tools and processes, if they are to be effective, have to be designed to work within organisations that have competing priorities, capacity challenges and limited resources. Developing tools that do not recognise this reality and therefore, cannot be implemented, serve no purpose.

Application of these guidelines should help to minimise climate change related loss to public, private and combined public/private investments, leading to more robust investment projects and, ultimately, more resilient economies. They should help decision makers improve the success of

projects and ensure their long-term sustainability and delivery of national development plans (e.g. Vision 2030 in Jamaica).

3. Climate screening tool

3.1. Aims and objectives

The primary objective of these guidelines is to provide a screening tool for the PIOJ that can be incorporated within their existing project appraisal processes to:

1. evaluate projects for their sensitivity to climate variability and climate change,
2. identify those projects for which additional analysis will be required, and
3. ensure that investment decisions will lead to the delivery of outputs that are resilient to climate variability and change.

These guidelines have been developed as part of the Caribbean Pilot Program for Climate Resilience Regional (Phase I). They are also consistent with the recommendations set out in the CARICOM Heads of Government approved 'Implementation Plan for the Regional Framework for Achieving Development Resilient to Climate Change'. They can be used by other Government departments and other relevant organisations involved in evaluating projects.

The guidelines provide information on the high-level steps that can be undertaken to identify if a project may be vulnerable to climate variability and/or climate change and then integrate climate resilience within a generic project appraisal process. The guidelines are intended to:

- Help manage the risks arising from climate variability and climate change.
- Complement and integrate within the PIOJ's Project Cycle Assessment and Management process which is set out in Box 1.
- Assist either in Vision 2030 planning, and/or in the assessment of development projects for climate impacts and risk, both in the PIOJ's capacity as a clearing-house across government for long term development projects, and in its role as the National Implementing Entity

3.2 Application of the screening tool

The screening tool is designed to capture those projects that are categorised as:

- 'Climate-influenced projects' – projects which may be affected by climate variability and climate change during the lifetime of the project if the impacts are ignored,
- 'Climate adaptation projects' – whose main aim is to reduce vulnerability to existing or future climate hazards, such as a flood management scheme.
- National level projects defined in the Vision 2030 National Development Plan (which may be vulnerable).

3.3 Using the screening tool

It should take a user no more than 10 minutes to complete the steps in the screening process to decide if additional analysis is required to assess the climate risks before continuing with the approval process.

The overall layout of the screening tool is set out in the flowchart in Figure 1. The various steps are described in the next section.

Box 1 PIOJ Project Cycle Assessment and Management

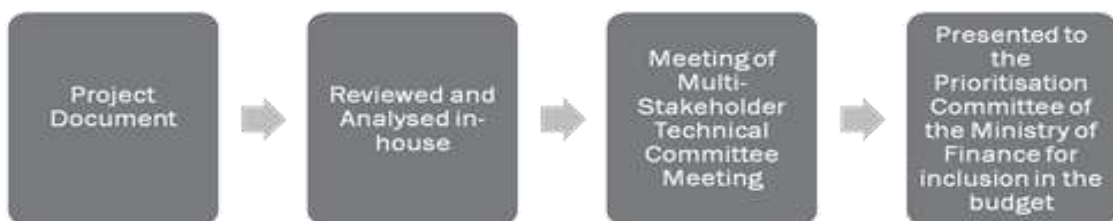
This appears to be a description of PIOJ's typical project management cycle. However, although it does not specifically include mention of climate change, the cycle's generic description was found in the context of a longer presentation about climate change in Jamaica and PIOJ's NIE accreditation process, suggesting there are points of relevance or comparison.

The process has the following steps:

1. *Identification: Project concepts submitted by Ministries, Departments and Agencies. PIOJ reviews project concepts to determine:*
 - a. *alignment with Government's strategic priorities.*
 - b. *technical strength and logic of proposal – extent to which project as conceptualised can address the problem identified.*
 - c. *costs/benefits – fiscal impact*

PIOJ engages in dialogue and discussion with sponsoring agency and other stakeholders to develop concept

2. *Preparation: PIOJ assists in elaborating project concept with sponsoring agency and International Development Partner. Some aspects of the Preparation may require technical assistance/consultancy support. Project Concept transformed into a project document.*
3. *Analysis.*



4. *Negotiation: Lead negotiations between the Government and Development Partners. Finalisation of Loan / Grant Agreements. Projects enter the Budget and Public Sector Investment Programme after approval by:*
 - a. *Government's Prioritisation Committee*
 - b. *Funding Agency*
5. *Implementation and Monitoring (External): Project review to address risk factors likely to constrain attainment of development objectives through:*
 - a. *Monthly, quarterly, annual & ad hoc review meetings.*
 - b. *Steering committee meetings.*
 - c. *Supervision meetings.*

Implementation status reviewed against logical framework or results framework, attended by development partners and Ministry of Finance and Planning.

6. *Implementation and Management (Internal): Project Units are established within the PIOJ. Financial Management for these projects is undertaken by Project Accountants. Projects are audited both internally and externally. Projects implemented by the PIOJ are subject to the same monitoring and oversight as projects implemented by other Government agencies.*
7. *Evaluation: PIOJ Staff participates in Evaluation Process with independent consultants. PIOJ staff also contribute to Project Completion Report and Implementation Report undertaken by development partners.*

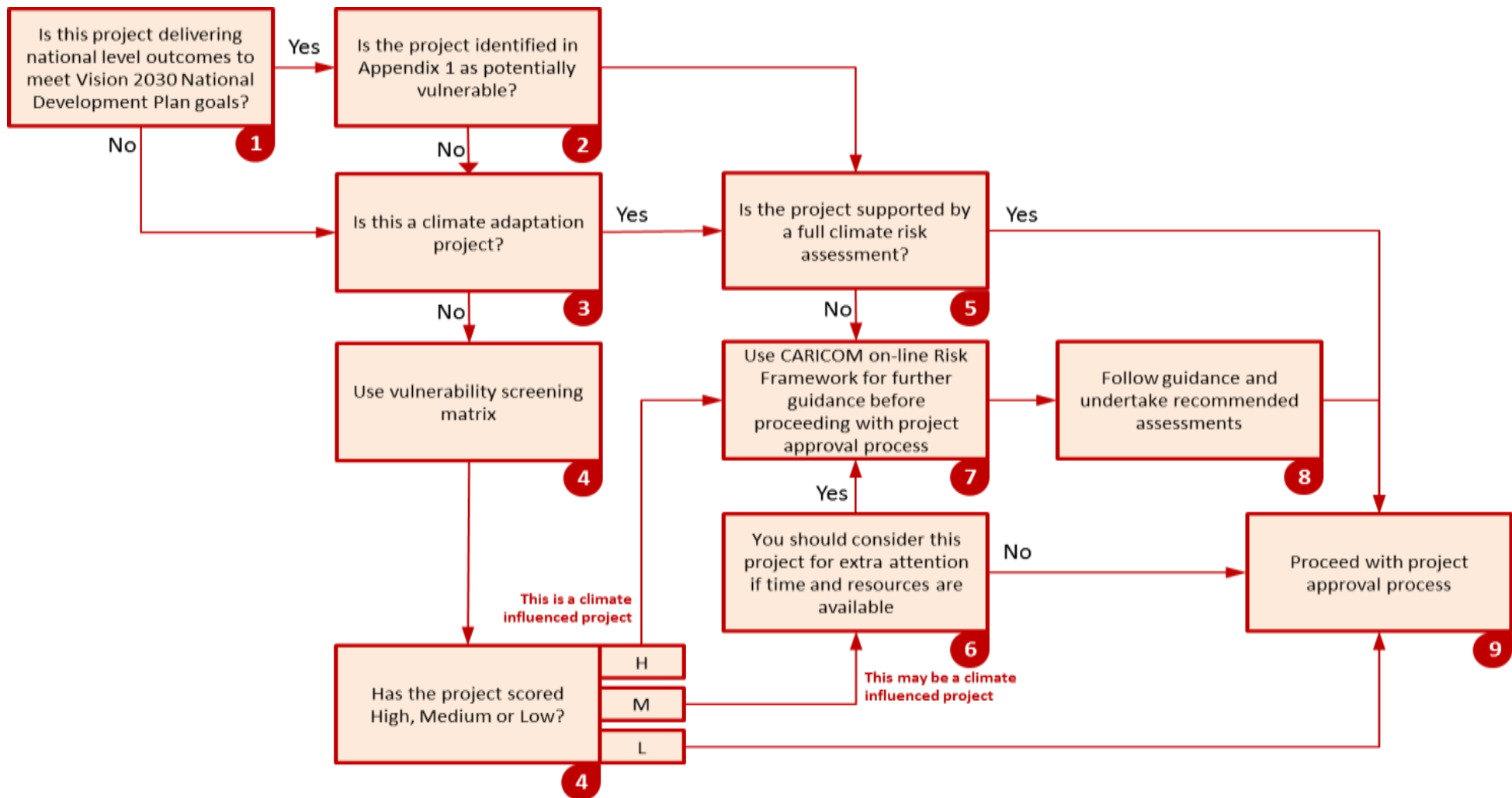


Figure 1: Screening tool

3.4 Screening tool steps

The user should follow the steps using the flowchart in Figure 1 for guidance.

1 Step 1

The relative importance of the project within the context of Jamaica's Vision 2030 National Development Plan should be assessed.

Why is this important?

Building a low carbon climate resilient economy is an integral element of any sustainable development agenda. Addressing climate change without addressing the existing underlying sustainable development and growth challenges faced by Jamaica will not deliver resilience. Conversely failure to consider the impacts of a changing climate and increasing climate variability in the appraisal, design, implementation and operation of National Development Plan strategies and actions may create situations in which they deliver less than the intended National Outcomes (see Figure 2). This issue was highlighted as a key issue in the CARICOM Regional Framework¹ and as one of the priority challenges in the Implementation Plan.

You need to ask:

Question? Is this project intended to deliver national level outcomes to meet one or more of the four goals identified in the Vision 2030 National Development Plan?

If the answer is no then you can proceed to **Step 3**.

If the answer is yes, a further question should be considered in **Step 2**.

2 Step 2

Question? Is it possible that changes in climate may have a significant effect on the delivery and future success of this project (which is intended to deliver national level outcomes), or on the user requirements?

Please refer to Appendix 1 where you will find tables copied from the National Development Plan for each of the four National Goals, setting out the key strategies and actions for years 1-3 for the fifteen National Outcomes². Those strategies and actions which may be at risk as a result of a changing climate are highlighted. If the strategy or action is one of those highlighted then it is recommended that the vulnerabilities, impacts and risks arising from a changing climate are integrated within the wider project design, appraisal implementation and operation process.

If the answer to the question is yes, then proceed to **Step 5** where you will be asked if there is an existing climate risk assessment to support the project.

¹ Strategic Element 1: Mainstream climate change adaptation strategies into the sustainable development agendas of the CARICOM Member States. - Climate change must be considered within the context of the existing social, economic and environmental challenges in the Caribbean.

² Pages 261-304 in the National Development Plan provide a series of tables for each of the four National Goals, setting out the key strategies and actions for years 1-3 under all of the fifteen National Outcomes.

If the answer is no (i.e. the project is not highlighted as a national level project in which changes in climate may have a significant effect), then it will still be necessary to undertake a vulnerability screen as set out in **Step 4**.

| 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 safe, 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 • Services • Tourism |
| | 13. Sustainable Management and Use of Environmental and Natural Resources |
| | 14. Hazard Risk Reduction and Adaptation to Climate Change |
| | 15. Sustainable Urban and Rural Development |
| | 4 Jamaica has a healthy natural environment |
| | |
| | |

National Outcomes and Strategies

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

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

Figure 2: The Jamaica Vision 2030 National Development Plan Goals and Outcomes

3 Step 3

Question? Is this a climate adaptation project?

Answer yes, if the project is designed to address vulnerabilities, impacts and risks arising from climate variability and/or climate change.

You should then proceed to **Step 5** where you will be asked if there is an existing climate risk assessment to support the project.

If the answer is no then proceed to **Step 4**.

4 Step 4

This rapid screening matrix allows decision-makers to assess in less than 2-3 minutes the potential vulnerability of the project to climate variability and climate change. The vulnerability screening matrix (see Figure 3) is designed to identify those projects where there is a high vulnerability and further assessment is required.

You will score the project based on your knowledge using the project documentation submitted by the project sponsor. You will not require any further information in order to do this.

The effects of climate variability and climate change can vary depending on a combination of factors. In this step you will be asked to score the project against three broad criteria:

1. Sector sensitivity
2. Location exposure
3. Lifetime

If the project scores as high vulnerability you should proceed to **Step 7**.

Go to **Step 6** for projects scoring as medium vulnerability.

If the project scores as low vulnerability you can proceed to **Step 9** and continue with the project approval process. No further consideration of the potential impact of climate variability and climate change is required.

Please answer the following questions

Sector sensitivity

Which sector does the planned activity relate to? (pick primary sector if your decision considers multiple sectors)

High: Tourism, Agriculture, Forestry, Fisheries, Water, Health.

Medium: Transport, Mining, Energy, Housing.

Low: ICT, Education, Finance, Banking, Insurance, Creative.

Location exposure

Which location does the planned activity relate to? (pick most highly exposed location)

High: Coastal zone, Marine, Beach, Floodplain, Wetlands

Medium: Coastal plain, Riverbank, Valleys, Urban, Rural, National.

Low: Highlands, Forests, Other.

Lifetime exposure

How long will the outputs last?

High: 20+ years.

Medium: 10-20 years.

Low: Less than 10 years.

| | High | Medium | Low |
|--------------------|------|--------|-----|
| Sector sensitivity | 3 | 2 | 1 |
| Location exposure | 3 | 2 | 1 |
| Lifetime exposure | 3 | 2 | 1 |

TOTAL SCORE = ____

What steps should be taken next?

| Your total score | Necessity of further action | |
|------------------|-----------------------------|---|
| 7 - 9 | High | High vulnerability: Climate variability and climate change make this planned activity highly vulnerable and extra attention is necessary. |
| 5 - 6 | Medium | Medium vulnerability: Climate variability and climate change are likely to threaten or diminish outcomes for this planned activity and should be considered for extra attention if time and resources are available. |
| 3 - 4 | Low | Low vulnerability: Climate variability and climate change are unlikely to significantly impact outcomes for this planned activity and do not need to be considered further at this time |

Figure 3: Vulnerability screening matrix

5

Step 5

You will have arrived at this step because either:

- the project has been identified in **Step 2** as a National Development Plan key strategy or action which may be at risk as a result of a changing climate, or
- it is a climate adaptation project (**Step 3**) designed to address vulnerabilities, impacts and risks arising from climate variability and/or climate change.

Ask yourself the following question:

Question? Is this project supported by a climate risk assessment or any other documentation providing an analysis of the impacts of climate variability and climate change on the project?

If the answer is yes, then proceed to **Step 9** and continue with the project approval process once you have confirmed that the supporting information clearly sets out how the project will be affected and the steps proposed to manage the impacts and risks.

If the answer is no, then this project requires further assessments before approval can be given. You should proceed to **Step 7** and follow the recommendations and guidance in the on-line Risk Framework.

6 Step 6

If you have arrived at this step it is because the project scored as Medium Vulnerability in the Vulnerability Screening Matrix. Climate variability and climate change are likely to threaten or diminish outcomes for this planned activity and should be considered for extra attention if time and resources are available.

This step is inviting you to consider the benefit of undertaking further assessments. If you decide that you do have sufficient time and resources available you are asked to proceed to **Step 7**.

If you decide not to undertake further assessments you will be directed to **Step 9** and continue with the project approval process.

7 Step 7

If you have arrived at this step it is because the project has been identified:

- as being highly vulnerable, or
- a climate adaptation project or a National Level project and there is no existing climate risk assessment to support the project.

In both cases the screening tool is recommending that further assessment is required before proceeding with the approval process.

Where can I get further guidance on the required assessments? How long will this take? How much will this cost? Do I need to appoint an external consultant?

An on-line Risk Framework is being developed (going live date April 2013) on the CCCCC website. This will provide guidance on the tools to use and match them against your time and financial constraints, technical capacity, and access to data and information. This Framework will provide the next level of support and advice. The Risk Framework will also:

- Identify the tools that are most appropriate for each stage in your project approval process.
- Provide access to data and information.
- Link to similar studies in Jamaica and to projects in other countries.
- Provide contacts with decision-makers in other countries who may be able to help you and share their experiences.
- Provide training support to help you use the tools recommended.

The Risk Framework will guide your choice of tools to undertake further assessments which you will undertake as part of **Step 8**.

8 Step 8

During this step you are asked to follow the guidance and recommendations given in **Step 7** and undertake the further assessments.

Once these have been completed you can then proceed to **Step 9** and continue with the project approval process.

9 Step 9

This is the final step in the process. Once you have arrived here you will have decided the project either:

- has a low (or possibly a medium vulnerability - **Step 6**) and does not require any further assessments, or
- has a high vulnerability requiring further assessments which have now been undertaken, or
- is a National Development Plan key strategy or action which may be at risk as a result of a changing climate, and for which there is a supporting risk assessment or further assessments have now been undertaken, or
- is a climate adaptation project and for which there is a supporting risk assessment or further assessments have now been undertaken.

In all cases you are now able to continue with the project approval process.

Annex 1: Vision 2030 National Development Plan Strategies and Actions

Please refer to

Step 2

Appendix 1 contains tables copied from the National Development Plan for each of the four National Goals, setting out the key strategies and actions for years 1-3 for the fifteen National Outcomes³. Those strategies and actions which may be at risk as a result of a changing climate are highlighted. If the strategy or action is one of those highlighted then it is recommended that the vulnerabilities, impacts and risks arising from a changing climate are integrated within the wider project design, appraisal implementation and operation process.

³ Pages 261-304 in the National Development Plan provide a series of tables for each of the four National Goals, setting out the key strategies and actions for years 1-3 under all of the fifteen National Outcomes.

CHAPTER 4:

KEY STRATEGIES AND ACTIONS UNDER THE NATIONAL OUTCOMES FOR YEARS 1-3 (2009-2012)

Vision 2030 Jamaica - National Development Plan establishes the roadmap by which Jamaica will progress to becoming a prosperous country within the next two decades. The National Goals, Outcomes and Strategies provide the long-term planning framework aligned to the full range of economic, social, environmental and governance sectors around which the Plan is crafted. What then is the first milestone? As we embark on this long and challenging journey it is necessary that we frame the priority strategies and actions for the first three years. This chapter presents these key or priority strategies and actions under each of the 15 National Outcomes.

Selection of the Key Strategies for Years 1-3

The methodology used for the selection of the three-year strategies and actions is broadly based on the Results Based Management (RBM) framework. This framework allows us to identify our goals, the intermediate results that will lead to their realization and the most effective strategies for achieving these results. It involves the identification of short- to medium-term priorities and estimates the degree of relevance of the activities to the issues being addressed (Appendix 2 provides a fuller discussion on the RBM methodology). In keeping with this framework, the priority strategies and actions for the first three years were informed by a series of



Photograph contributed by J71



Photograph by Howard Moo-Young



Photograph contributed by E. Emanuel

meetings with the various ministries and agencies, and guided by the following:

- (1) A select list of criteria:
- external opportunities and threats;
 - quick wins;
 - binding constraints;
 - long-run transformative potential;
 - existing programmes and plans as expressed in the corporate and strategic plans of ministries, departments and agencies;
 - Government priorities, including the decisions articulated at the National Planning Summit.

(2) The Threshold 21 (T21) Jamaica model, where appropriate, to assist in determining the long-run transformative potential of the various strategies.

The key sector strategies and actions for the three-year period are listed in the

matrix that follows, which relates them to the appropriate national strategies. It also identifies the main entities responsible for their implementation. The sector strategies and actions are drawn from the 31 sector plans developed by the task forces and provide the basis for linking the sector strategies and actions with the first 3-year Medium Term Socio-Economic Policy Framework (MTF) for the period 2009-2012. The MTF focuses on six priority National Outcomes of Vision 2030 Jamaica based on the issues that are currently having the most negative impact on the nation, and those which, when addressed, will have the highest positive impact on its development in both the medium and long term.

The matrix showing the key strategies and actions for years 1 – 3 under all fifteen National Outcomes follows:



Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #1: A Healthy and Stable Population

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|---|--|--|
| I-1 Maintain a stable population | Strengthen policies, systems and programmes for mortality reduction and improvement in health status | Support healthy lifestyle Implement programmes to reduce maternal mortality Implement programmes to reduce infant mortality | MOHE MOHE MOHE |
| | Develop and strengthen systems and mechanisms to measure international migration flows for monitoring demographic characteristics | Develop an accurate record of migration flows | PIOJ, STATIN, Passport Immigration and Citizenship Agency (PICA) |
| I-2 Strengthen disease surveillance, mitigation, risk reduction and the responsiveness of the health system | Prioritize national epidemiological issues | Control and/or eliminate communicable diseases such as Malaria Strengthen the current national response to HIV/AIDS by scaling up prevention services and access to treatment for persons living with HIV | MOHE, MFPS |
| I-3 Strengthen the Health Promotion Approach | Strengthen the policy framework and reorient the health system to support the healthy lifestyle approach | Introduce and implement Tobacco Control Legislation | MOHE |
| | Empower communities to support the healthy lifestyle approach | Build healthy zones in communities | MOHE NGOs CBOs |
| | | Introduce Emergency Crisis and Outreach Teams at the Parish level and acute services at each Regional Hospital | MOHE Employers through umbrella organizations |
| | | Strengthen community based approach to mental health | MOHE CBOs, FBOs |
| Build strong alliances with key stakeholders to support the healthy lifestyle approach: <ul style="list-style-type: none"> o Implement the Building Code and ensure the introduction of green spaces and recreational facilities o Encourage physical activities o Ensure that a healthy environment is encouraged (e.g. a smoke-free environment) o Support adequate nutrition at school and home o Ensure support for mental health | Strengthen the Workplace Wellness Programme | MOHE FBOs OPM | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #1: A Healthy and Stable Population (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|--|--|----------------------|
| | Develop personal skills of individuals to make informed choices | Build capacity and communications skills to deliver information on reproductive and other health issues to service providers, parents and caregivers | MOHE |
| I-4 Strengthen and emphasize the primary health care approach | Deepen and expand the shift to primary health care and reduce reliance on long-stay hospital care | Upgrade primary health care facilities | MOHE |
| | | Introduce a policy enabling support to primary health care including such areas as mental health, oral health and the provision of emergency contraceptive pills in health centres | MOHE NFPB |
| | | Rationalize the service time in health centres | MOHE |
| | | Expand and improve integration of family planning, maternal and child health, sexual and reproductive health and HIV/AIDS into primary health care | MOHE, NFPB |
| | Ensure the effectiveness of the care pathway | Ensure that the care pathway is defined | MOHE |
| I-5 Provide and maintain an adequate health infrastructure to ensure efficient and cost effective service delivery | Promote the use and application of information in planning management and health care delivery | Develop the National Health Information System | MOHE, CITO |
| | | Strengthen research knowledge and management capability and introduce a continuing programme of research and knowledge management | MOHE |
| I-6 Establish and implement a sustainable mechanism for supporting human resources | Review the required competencies for the health workforce and establish a Human Resource Strategic Plan to ensure a sustainable supply of skills and competencies for the sector | Review the competencies and skills in the health sector | MOHE |
| I-8 Support national food security | Design food policy from a nutrition/health perspective and support the production of safe foods | Reinforce the national infant feeding policy | MOHE |
| | | Design a public information campaign | MOHE MA |
| I-10 Introduce a programme for sustainable financing of health care | Establish a sustainable financing mechanism for the public health system | Establish a mechanism for investigating various financing options and making recommendations | MOHE MFPS |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #2: World-Class Education and Training

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|---|--|----------------------|
| 2-1 Ensure that all children 0-8 years old have access to adequate early childhood education and development programmes | Establish an environment for all children 0-8 years old to access high quality and developmentally appropriate programmes | Create a safe learner centred and well maintained Early Childhood Centre | MOE ECC |
| | | Develop programmes for inspection and certification of children 0-8 | MOE ECC |
| | | Implement screening as early intervention for children (0-8yrs) | MOE ECC |
| | | Establish health and safety standards as well as improve child health care practices | MOE ECC |
| | | Ensure that institutions meet the health and safety standards | MOE ECC |
| | | Ensure each school has at least I-Level IV practitioner | MOE ECC |
| | | Develop a public education and awareness strategy | MOE ECC |
| | Strengthen school/home relationships and parental involvement in early childhood education | Develop and distribute a parent involvement handbook | MOE ECC |
| | | Develop a parental education and support strategy (0-3yrs-Health) and (4-6 yrs-ECLs) | MOE ECC |
| | | Establish the National Parenting Support Commission | MOE ECC |
| | | Disseminate specific information to parents about the most effective ways to support their children's development and learning | MOE ECC |
| | | Provide parents with feedback on the effect of their involvement in their children's success | MOE ECC |
| | | Encourage parent participation in child-centered activities that nurture social and emotional development | MOE ECC |
| | | Conduct on-going assessment of the needs of parents and the school in order to strengthen the capacity of the PTA to be more responsive to the needs of the parents and the teachers | MOE ECC |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #2: World-Class Education and Training (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES |
|--|--|--|---|
| | Put mechanisms in place to address the psychosocial needs of children | Implement early diagnosis and effective screening for at risk children and for high risk households through public education campaigns | MOE ECC |
| | | Develop and implement a nutrition policy for infant (0-3 yrs) and young children (4-6 yrs) | MOE MOHE |
| | | Improve the technical skills of early childhood practitioners | MOE Teacher training institutions |
| | | Develop a national policy for screening and intervention in schools | MOE ECC |
| | | Develop screening and intervention for high-risk households | MOE ECC |
| | | Ensure effective curriculum delivery | MOE ECC |
| | | Develop a human resource strategy for the sector –train teachers for the sector | MOE ECC |
| 2-4 Accelerate the process of creating and implementing a standards-driven and outcomes-based education system | Establish frameworks for improving the quality stock of teachers (professional development opportunities, access to pre-service teacher education, opportunities to use emerging forms of assessment and technologies) | Create a national inspection agency, a national curriculum assessment agency and a national teaching council | MOE |
| | | Enforce mechanisms for all teachers to have professional training as well as an undergraduate degree in the area of specialization | MOE |
| | | Maintain a comprehensive registration and licensing scheme | MOE |
| | | Build a cadre of educational innovators who work in a special forum to generate ideas and suggestions regarding teaching | MOE Teacher training institutions |
| | | Modernize curriculum and assessment | MOE Curriculum and Assessment Agency |
| | | Support the national literacy strategy | MOE JLL |
| | | Develop performance management and accountability mechanisms | MOE |
| | | Establish monitoring and quality assurance measures (e.g. monitoring and evaluation services at each Regional Education Authority) | MOE |
| | | Increase the use of technology as a tool for enhancing teaching and learning | Maintain ICT training and certification programmes for the secondary school community |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #2: World-Class Education and Training (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES |
|---|---|---|--|
| 2-5 Develop and establish financing and management mechanisms for schools | Create a mechanism that will establish a dedicated pool of funds for education | Develop partnerships with the International Development Partners (IDP) for the speedy implementation of the SWAP approach to Financing of Education | MOE |
| | | Establish the National Education Trust | MOE OPM Cabinet Office |
| 2-6 Ensure a physical environment in all schools that is safe and conducive to learning at all levels of the school system | Ensure that all school plants meet international standards | Improve facilities to create a better learning environment, using modern teaching approaches and technologies | MOE |
| | | Create more spaces through expansion and rationalization of schools | MOE IDPs Private Sector Partnership |
| 2-8 Expand mechanisms to provide access to education and training for all including unattached youth | Increase the use of technology-driven training programmes | Equip institutions with the technology to facilitate learning for all and the training of teachers/facilitators | HEART Trust/NTA, MIND |
| | Provide incentives for public and private sector companies and community-based organizations to create learning opportunities | Provide tax incentives for participating organizations | |
| 2-9 Promote a culture of learning among the general populace | Increase public education programmes emphasizing lifelong learning | Increase learner participation, engagement and achievement | MIND JFL |
| | | Conduct a public education campaign emphasizing lifelong learning | HEART Trust/NTA, JFL, JIS |
| 2-10 Establish National Qualification Framework | Establish the policy framework to enable seamless articulation among providers for the creation of a National Qualification Framework | Conduct broad stakeholder consultations | HEART Trust/NTA, Academic institutions, Private Sector Accreditation Boards |
| | | Develop partnerships and agreements among stakeholders | |
| 2-11 Strengthen the mechanisms to align training with demands of the labour market | Facilitate collaboration between HRD in firms and training institutions | Develop, review, and upgrade learning products and services in response to Government and business priorities and needs | MIND |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #3: Effective Social Protection

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|---|--|--|
| 3-2 Expand opportunities for the poor to engage in sustainable livelihoods | Give high priority to rural development projects | Introduce technological innovations to small farmers at low cost to them | MLSS, MOA |
| | | Implement agricultural land redistribution for small acreage farmers | MLSS, MOA |
| | Design and implement programmes that support poor households to seek and retain employment | Strengthen/Develop "Steps to Work" programme for poor households | MLSS, MOE, HEART Trust/NTA |
| | | Increase access to credit and business support services | MLSS, Private Sector (Mainly financial institutions) |
| 3-3 Create and sustain an effective, efficient, transparent and objective system for delivering social assistance services and programmes | Develop and strengthen the database of vulnerable groups, and welfare beneficiaries | Identify vulnerable groups and specific needs | MLSS, MOHE, Department of Local Government |
| | | Develop a national register of persons benefiting from social welfare | MLSS, MOHE, Department of Local Government |
| | Increase awareness of the availability and eligibility criteria of social assistance programmes | Improve the effectiveness of PATH | MLSS, MOHE, Department of Local Government |
| | | Undertake public education and awareness building campaigns through various mass media channels | MLSS |
| 3-4 Promote greater participation in, and viability of social insurance and pension schemes | Expand coverage of occupational pension schemes | Implement intensive ongoing public education programme on NIS, including among youth in schools and colleges | MFPS, MLSS, National Council for Senior Citizens |
| | | Expand the registration drive for NIS especially for targeted groups in the formal and informal sectors | MLSS, MFPS, National Council for Senior Citizens |
| | Promote personal responsibility and planning for retirement | Promote development of employer independent schemes | MLSS, FSC, Private Sector Companies, Media, Trade Unions |
| 3-5 Promote family responsibility and community participation for the protection of vulnerable groups | Strengthen the family capacity to care for their vulnerable members | Develop family policy programmes to ensure the assumption of responsibilities and the protection of rights | MLSS, MOHE, MOE MICYS |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #3: Effective Social Protection (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|---|---|----------------------|
| 3-6 Create an enabling environment for persons with disabilities | Strengthen capacity of service providers to adequately interact with PWDs by improving their knowledge, attitude and practice (KAP) | Mandate compulsory training on disabilities for all human service personnel in the public sector to engage appropriately with persons with disability | MLSS, OPM, MFPS MIND |
| | | Create a registry of persons with disabilities | JCPD |
| | | Include an orientation programme on disability in the curricula at all levels of the education and training system | MLSS, MOE, JCPD |
| | | Promote public awareness on the rights of PWD | MLSS, JCPD, Media |
| | Develop physical infrastructure in the public and private spheres to ensure accessibility for PWDs | Implement the National Building Code | OPM |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #4: Authentic and Transformational Culture

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES |
|---|--|--|--|
| 4-1 Promote core/ transformational values | Implement a sustained national programme to promote core values | Hold National/Target/Interest Focus Groups (consultations) to determine how core values should be communicated/inculcated with core values to be discussed and defined in a Jamaican context | National Transformation Programme (NTP) - Fresh Start Jamaica |
| | | Establish a permanent institutional framework for identifying, promoting and reviewing national values and attitudes | NTP - Fresh Start Jamaica OPM SDC |
| | | Equip families to embody their roles and responsibilities as members of the society | MIYCS MOE CBOs NGOs FBOs |
| 4-2 Promote the family as the central unit of human development | Build parenting capacity (including responsible sexual behaviour, values, family participation, parental involvement in cultural/school activities, protection of vulnerable groups) | Develop parenting education programme materials: <ul style="list-style-type: none"> child/adolescent growth and development parenting skills appropriate to stages of growth | ECC CDA MOE NGOs Parenting Commission |
| | | Strengthen the Child Development Agency to facilitate more effective implementation of the provisions of the Child Care and Protection Act | ECC CDA MOE NGOs Parenting Commission |
| | | Support and introduce initiatives targeting men to enhance their parenting capabilities through employment and other economic opportunities | Parenting Commission Fathers Inc FBOs NTP-Fresh Start Jamaica |
| 4-3 Preserve, develop and promote Jamaica's cultural heritage | Strengthen the process to identify, monitor, maintain and promote protected heritage sites | Develop and implement sustainability plans for major heritage sites | JNHT |
| | Strengthen and institutionalize documentation of cultural heritage (tangible and intangible) | Develop a national cultural information system and heritage information system | MICYs JLS JNHT |
| | Provide wider access to Jamaican cultural expression locally and internationally | Strengthen and expand the National Festival of the Arts | JCDC |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #4: Authentic and Transformational Culture (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES |
|---|---|---|------------------------------|
| | Widen access to repositories (libraries, museums and archives) of culture and heritage | Develop a Reggae Museum and Museum of the Jamaican People | MICYS |
| 4-4 Integrate Jamaica's Nation Brand into developmental processes | Undertake comprehensive National Branding for Jamaica | Develop and implement a National Branding Strategy including: <ul style="list-style-type: none"> • Undertake comprehensive brand audits • Define and develop the role of the cultural and creative industries in Nation Brand • Define essence of Jamaica's Nation Brand | MICYS, TGCC/JTI |
| | Promote and use intellectual property as a tool for economic development to convey values, images and the reputation of Jamaica, including designs, music, trade marks, copyright, collective marks, geographical indications and certification marks | Strengthen use of geographical indications (GIs) including identification of Jamaican GIs, establishment of GI Registry and registration of Jamaican GIs | JIPO JTI JBS |
| 4-5 Strengthen the role of sport in all aspects of national development | Increase physical education and sports programmes in schools | Increase provision of recreational facilities in schools including secured spaces | MICYS, MOE |
| | Design/upgrade community facilities for multi-use recreational and competitive sport | Expedite development of sporting infrastructure in communities | Insport, SDF |
| | Increase organized sport activities in communities | Build local capacity to manage sport activities | SDC |
| | Adopt international best practices for training of sports personnel including certification | Expand training programmes and seminars for coaches, sports officers and certified sport managers | Insport, G.C. Foster College |
| | Ensure national sporting infrastructure to meet the long-term development of sport | Develop long-term national plan for sport infrastructure island-wide | MICYS, IPL |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #5: Greater Security and Safety

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES |
|--|---|---|--|
| 5-1 Strengthen the capacity of communities to participate in creating a safe and secure society | Improve the implementation of targeted community interventions | Develop a national crime prevention and community safe strategy | MNS JCF |
| | | Develop a governance structure for social interventions aimed at community safety and security | MNS, JCF |
| | | Build mechanisms for the continuity and sustainability of intervention programmes | MNS JCF |
| | Establish/strengthen community groups/councils | Support the establishment of a community management apparatus for each community island wide | MNS JCF CBOs, NGOs FBOs |
| | | Develop awareness campaigns aimed at deterring involvement in illicit or coercive governance arrangements | MNS JCF CBOs, NGOs, FBOs |
| | Improve community conformity to legal requirements | Enhance the capacity of regulatory and enforcement bodies to monitor public order issues | MNS Regulatory bodies |
| | | Institutionalize the involvement of the MNS in community planning | MNS CBOs, FBOs, NGOs |
| | Implement holistic programmes focussing on prevention and suppression of youth involvement in crime | Develop a comprehensive youth offender strategy | MNS, JCF DCS CDA MICYS |
| | | Implement programmes for the prevention of child and youth involvement in crime | MNS JCF MIYC MOE HEART Trust/NTA |
| | | Work collaboratively with the MOE to formalise and improve safety and security in schools | MNS MOE JCF |
| 5-2 Reform and modernize the law enforcement system | Devise and implement an effective management framework aligned to a modern model of policing | Promote an intelligence driven culture in law enforcement | MNS JCF ISCF |
| | | Complete implementation of the recommendations of the 2006 JDF Strategic Review | MNS JDF |
| | | Undertake leadership training programmes for senior level staff on an ongoing basis | MNS JCF |
| | | Conduct a comprehensive rank and compensation review for relevant law enforcement bodies | MNS JCF |
| | | Separate decision making and management structures within agencies | MNS JCF JDF DCS |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #5: Greater Security and Safety (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES |
|--|---|---|---|
| | Support the reform of the Justice System | Collaborate with the system for speedy, effective and fair prosecutions, trials and case disposals | MNS DCS Ministry of Justice |
| | Create a comprehensive human resources development system to ensure professionalism within law enforcement agencies | Establish executive-level, civilian human resource departments for all law enforcement agencies | MNS Law enforcement agencies (e.g. JCF, DCS, PICA) |
| | | Update the recruit selection procedures of respective agencies to keep in line with global best practices and ethos | MNS Law enforcement agencies |
| | | Revamp training programmes of respective agencies to reflect global best practices and ethos | MNS Law enforcement agencies |
| | | Define clear paths for career development and succession planning | MNS Law enforcement agencies |
| | Develop a holistic approach to the welfare of law enforcement officers | Develop and implement a health and safety Policy for all law enforcement agencies where none is present | MNS MLSS MOHE Law enforcement agencies |
| | | Establish an Occupational Health and Safety unit within major law enforcement agencies | MNS MLSS MOHE Law enforcement agencies |
| | Modernize the approach to policing activities | Adopt and implement the recommendations of the 2008 JCF strategic review | MNS Law enforcement agencies |
| 5-3 Improve the security of the border and territorial waters | Strengthen security mechanisms at ports of entry | Install metal detectors, X-ray machines at all official ports of entry | MNS Customs Department PICA PAJ AAJ |
| | | Implement a tracking system for all cargo through a localized hub | Customs Department PAJ AAJ |
| | Improve institutional capacity to monitor marine and aerial domains | Improve and install equipment capable of identifying aircraft and vessels within Jamaica | MNS JDF JCF |
| | | Increase the number of JDF and Marine Police outstations around our coastline | MNS JDF JCF |
| | Advance the regulatory framework for non-citizens | Amend the legislation to facilitate biometric requirements for visas | MNS OPM PICA |
| | | Establish a formal system for the management of refugees, asylum seekers and migrants | MNS JDF JCF |
| | | Strengthen the institutional capacity for policing tourist areas | MNS JCF |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #5: Greater Security and Safety (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES |
|--|---|---|---|
| 5-4 Strengthen the anti-crime capability of law enforcement agencies | Increase access to policing services | Rationalise the placement of police services to ensure adequate coverage | MNS JCF |
| | | Enhance the capacity of police to provide victim support at the scene of the crime | MNS JCF |
| | Adequately equip law enforcement agencies to deliver a timely response (JCF, Customs Department, JDF, PICA, DCS) | Acquire suitable weaponry and transportation to complement standard and tactical response activities | MNS JCF JDF |
| | | Strengthen the enforcement of maintenance policies for the physical resources of law enforcement agencies | MNS Law enforcement agencies |
| 5-6 Strengthen the management, rehabilitation and reintegration of clients of correctional services | Expand the framework for rehabilitation of custodial and non custodial clients | Introduce new programmes for the rehabilitation of offenders in accordance with global practices (e.g. the Beijing Rules for Juveniles and the UN standard for adult custodial clients) | MNS DCS |
| | | Develop an accreditation strategy for all rehabilitation programmes with an educational component | MNS DCS |
| | Strengthen the institutional capacity of the DCS and its partners | Improve the physical and technological capacities of the DCS to house and monitor both custodial and non custodial clients | MNS DCS |
| | Provide suitable alternatives to incarceration for offenders who are mentally ill where appropriate | Collaborate with the Ministry of Health and Environment in developing modern protocols for the care of mentally ill clients | MNS DCS MOHE |
| | Establish a comprehensive system for the rehabilitation of deportees through partnership between State and non-state actors | Develop an action plan to reduce re-offending centred around employment and training | MNS DCS Private Sector organizations |
| | | Establish appropriate processes and accommodations for the reception of deported persons | MNS DCS PICA JCF Private Sector organizations |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #6: Effective Governance

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES |
|--|---|--|--|
| 6-1 Strengthen the process of citizen participation in governance | Strengthen the capacity of local organizations/bodies (PDCs, DACs, CDCs) to facilitate citizen participation in decision-making processes | Facilitate and strengthen local governance structures including Parish Development Committees (PDCs), Development Area Committees (DACs) and Community Development Committees (CDCs) | SDC Department of Local Government Local Authorities |
| | Create frameworks to ensure that public information is accurate and accessible to all to enable citizens' participation | Develop a framework for Community Development Planning and integrate with national planning processes | SDC PIOJ Department of Local Government Local Authorities NEPA |
| | | Expand and develop a community-based research and information system | SDC |
| | Identify and improve channels for creating, sharing and accessing information and providing feedback | Facilitate community broadcasting with focus on radio | Broadcasting Commission |
| 6-2 Reform the justice system | Present a high standard of justice to promote transparent administration of the law | Transform the Ministry of Justice into a policy focussed Ministry | Cabinet Office Ministry of Justice |
| | | Modernize Office of the Director of Public Prosecutions' (DPP) | Ministry of Justice DPP |
| | | Implement the case management system; Justice Enforcement Management System (JEMS) to be replicated across all courts; | Ministry of Justice DPP Courts |
| | | Develop a policy on Restorative Justice | Ministry of Justice Ministry of National Security |
| | | Develop mechanism to clear backlog of cases in justice system in three years | Courts, Ministry of Justice |
| | | Establish a Court Management Services entity to facilitate more efficient operations of the Court system | Ministry of Justice |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #6: Effective Governance (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|---|---|--|
| 6-5 Strengthen public institutions to deliver efficient and effective public goods and services | Create mechanisms for efficient and effective delivery of public services | Create new Executive Agencies (Fisheries Division and Forestry Department) | Cabinet Office |
| | | Implement the Managing for Results Programme | Cabinet Office |
| | | Implement the Priority Training Strategy to support the implementation of the Medium Term Action Plan (MTAP) | Cabinet Office MIND, MFPS |
| | | Target strategic high impact and/or potential self-financing public agencies for modernization | Cabinet Office MFPS |
| | Build capacity of public sector entities to effectively implement stated mandates | Modernize Ministries of Education and National Security to become Policy Ministries. For the MOE this would also involve the creation of new regional authorities and more autonomy for schools | Cabinet Office |
| | Effectively infuse participatory processes in Government business, national policy framework, investment processes | Rationalize public sector agencies to eliminate duplication | Cabinet Office |
| | | Strengthen the policy capacity of GOJ | Cabinet Office |
| | Strengthen capacity for the drafting and promulgation of legislation, including building capacity of the Office of the Parliamentary Counsel | Strengthen and modernize the Office of the Parliamentary Counsel | Office of the Parliamentary Counsel Ministry of Justice |
| | Harmonize ICT infrastructure and systems across the public sector | Implement GovNet, the Jamaica Government-wide ICT network | MMT, CITO |
| | Proliferate and promote the delivery of first-class, easily accessible and secure e-Government services | Implement standards for GOJ websites through a pilot project in 3 ministries | MMT, CITO |
| Develop the E-Government Services Strategic Plan | | MMT, CITO | |
| Strengthen the capacity of local organizations/bodies | Intensify implementation of Local Government Reform – under the following – 2007 – 2011: <ul style="list-style-type: none"> ➢ Capacity Building at the Local Level ➢ Policy Strengthening of Local Authorities ➢ Financial Management in local authorities ➢ Amendments/Overhaul of Legal Framework | Local Government Department (OPM) | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #7: A Stable Macroeconomy

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|---|--|----------------------|
| 7-1 Ensure fiscal and debt sustainability | Reduce the fiscal deficit towards a balanced budget | Align planning and budgeting functions across the public sector | MFPS |
| | | Develop multi-year budgets for the public sector | MFPS |
| | | Implement accrual accounting on a phased basis in the public sector | MFPS |
| | | Collaborate with the Cabinet Office to strengthen and coordinate the Project Prioritization Mechanism | MFPS |
| | | Within the objective of fiscal sustainability, give due consideration to growth facilitating capital expenditure | MFPS |
| | | Reduce the level of non-core general services relative to growth enhancing expenditure | MFPS |
| | Reduce public debt stock in the medium term | Seek Cabinet's approval and initiate procedures for adoption of a Fiscal Responsibility Framework | MFPS |
| | | Accelerate implementation of comprehensive Debt Management Strategy | MFPS |
| | Manage the composition of the public debt in terms of tenor, variable and fixed interest rates, and currency denomination to minimize servicing costs, taking account of risk | Increase relative use of low-cost multilateral financing | MFPS |
| | | Strengthen treasury management of the public debt | MFPS |
| | Reduce the budgetary cost of Public Bodies (PBs) and Public Sector Entities | Conduct a comprehensive review of the public sector to determine the optimal size and costs of the public service | MFPS |
| | | Undertake divestment of all non-core GOJ assets and mergers of PBs for greater efficiency and to reduce risk exposure of GOJ | MFPS |
| | | Amend all relevant legislation where necessary to increase compliance of MDAs and PBs | MFPS |
| | | Rationalize the public service and introduce performance based evaluations to increase efficiency and reduce expenditure | MFPS |
| | | Strengthen budgetary management control mechanisms | MFPS |
| | | Strengthen and monitor procurement planning processes in line with strategic objectives | MFPS |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #7: A Stable Macroeconomy (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|--|--|---|
| 7-2 Develop efficient and equitable tax system | Implement fundamental tax reform to increase efficiency, simplicity and equity of the tax system | Review the tax system with a view to spur growth, enhance voluntary compliance and increase revenue inflows | MFPS |
| | | Conduct assessment of the tax revenue structure | MFPS |
| | | Develop a road map and Blueprint for Tax Reform with a view to achieving national consensus on tax policy through stakeholder consultation | MFPS |
| | | Undertake tax revenue impact (TRI) estimates to develop new tax policy for implementation | MFPS |
| | Improve and rationalize tax administration and payment processes | Simplify tax procedures and number of payments | MFPS |
| | | Develop and implement amnesty and voluntary tax compliance to raise revenues | MFPS |
| | | Amend relevant tax laws to include alternate investment schemes and to improve the viability of long term saving instruments | MFPS |
| | Improve tax compliance in the informal sector by shifting burden of taxation to consumption | Increase the relative use of indirect taxes, accompanied by offsetting measures to maintain progressivity of tax system | MFPS |
| | Carry out reform of incentives system to the productive sectors | Undertake an independent incentives study | MFPS |
| | 7-3 Maintain financial system stability | Strengthen the legislative and regulatory framework for the financial system | Enhance the legislative framework for the pensions industry |
| Strengthen the regulatory and oversight architecture for the payments and settlement systems | | | MFPS, BOJ |
| Strengthen anti-corruption measures to counter financial crimes and revenue leakages | | | MFPS, BOJ, FSC |
| Promote adoption of international standards and best practices including Basel Accords and IOSCO standards | | | MFPS, BOJ |
| Strengthen the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes | | Rationalize and strengthen collaboration between financial regulatory agencies | MFPS, BOJ, FSC |
| | | Rationalize the institutional structure for supervisory oversight | MFPS, BOJ, FSC |
| | | Strengthen the capacity of the Ministry of Finance to investigate and counter financial crimes including money laundering | MFPS |
| | | Enhance partnerships with local and overseas agencies in identification and investigation of financial crimes | MFPS, BOJ, FSC |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #7: A Stable Macroeconomy (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---------------------------------|--|--|----------------------|
| 7-4 Maintain price stability | Evaluate effectiveness of the monetary policy framework over time and modify based on evolution of the monetary transmission mechanism | Review issue of the independence of the central bank | MFPS, BOJ |
| | Control operating targets to influence money supply and exchange rates in line with monetary policy targets | Upgrade the IT platform of the foreign exchange trading system to facilitate real time information | BOJ |
| | Align domestic inflation with that of Jamaica's major trading partners consistent with desired macroeconomic outcomes | Implement a communication strategy to address inflation expectations | BOJ |
| | | Implement flexible measures to maintain a competitive real effective exchange rate (REER) | BOJ |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #8: An Enabling Business Environment

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES | |
|--|--|--|---|------|
| 8-1 Ensure a facilitating policy, regulatory and institutional framework for business development | Improve and streamline bureaucratic processes for business establishment and operation | Review and identify key impediments to doing business in Jamaica for lobbying | TGCC/JTI | |
| | | Advocate to influence the policy decisions and design instruments relevant to creating a competitive business environment | TGCC/JTI | |
| | | Implement the recommendations of the Legislation, Regulations and Process Improvement Project (Legs & Regs) | OPM, TGCC/JTI JCC | |
| | | Implement the Jamaica Competitiveness Enhancement Programme | MFPS, OPM, PIOJ | |
| | | Rationalize National Planning Summit Legislation Programme and expedite processing of priority legislation | OPM, CO, MOJ OPC | |
| | | Develop a unique national ID number for every Jamaican | MIIC, CITO | |
| | Improve processes related to land ownership, titling and transfer | Develop updated island-wide cadastral maps to facilitate planning | NLA | |
| | | Declare the entire country a Land Administration and Management Programme (LAMP) project area under the Special Provisions Act (SPA) | Cabinet, CO, OPM NLA | |
| | | Commission the Global Positioning System (GPS)/ Virtual Reference Station (VRS) Network | OPM, NLA, LICJ | |
| | | Strengthen legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights | Revise current IP Laws - Patent, Copyright Trade Marks & GI Regulations | JIPO |
| | | | Fully automate Trade Marks and Patent Registration systems | JIPO |
| | Develop Geographical Indications Project | | MIIC, JIPO | |
| | Improve customs and clearance processes for imports and exports | Ensure full implementation of the Export Paperless Licensing System | Trade Board | |
| 8-2 Increase access to capital | Develop and implement measures for expansion of the domestic capital market | Institute credit bureau to facilitate and fast track access to capital | MFPS, Jamaica Bankers Association | |
| | | Implement fixed-income securities depository | MFPS, BOJ, Jamaica Central Securities Depository | |
| | | Implement real time gross settlement system | MFPS, BOJ, JBA | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #8: An Enabling Business Environment (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES | |
|--|---|--|--|-------------|
| 8-3 Use trade and foreign relations to create an enabling external environment for economic growth | Promote Jamaica's economic, social and environmental interests within the multilateral system | Conclude Maritime Delimitation of Jamaica's Exclusive Economic Zone (EEZ) | MFAFT | |
| | Implement the Economic Partnership Agreement (EPA) between the EU and CARIFORUM including legislation, standards, and development support | Develop EPA Implementation Road Map | MFAFT CARIFORUM | |
| | | Undertake implementation of negotiated commitments in trade and tariff regimes | MFAFT CARIFORUM | |
| | | Undertake implementation of negotiated commitments in services and investment | MFAFT CARIFORUM | |
| | | Establish institutional framework for implementation including designation of National Coordinators, contact points and arbitrators | MFAFT CARIFORUM | |
| | Maintain and develop strategic coalitions and alliances at the WTO including the Group of 33, Small and Vulnerable Economies Group and African, Caribbean and Pacific (ACP) countries | Represent interests of Jamaica and Small Vulnerable Economies (SVEs) in conclusion of the Doha Development Round of the World Trade Organization (WTO) | MFAFT | |
| | | Ensure that Jamaica's defensive and offensive interests are adequately safeguarded in the Doha Development Round | MFAFT | |
| | Undertake periodic review and refinement of trade policy | Review the existing Trade Policy and develop a new Trade policy | MFAFT | |
| | Strengthen strategic bilateral foreign and trade relations | Develop a new bilateral free trade agreement with Canada | MFAFT | |
| | | Participate in development of post-CBI agreement between CARICOM and the USA | MFAFT | |
| | | Strengthen diplomatic relations with key regional and hemispheric neighbours including Haiti and Brazil | MFAFT | |
| | | Expand overseas representation in key countries including Russia, Spain and the Gulf States | MFAFT | |
| | | Develop bilateral CARICOM agreements with regional countries, including the Dominican Republic | MFAFT | |
| | | Ensure successful creation, implementation and effective use of the Caribbean Single Market and Economy (CSME) | Continue implementation of the Caribbean Single Market (CSM) and commence implementation of the Caribbean Single Economy (CSE) | MFAFT, MFPS |
| | | | Develop CARICOM External Trade Agenda | MFAFT |
| Strengthen the involvement of the Jamaican Diaspora in national development | Establish and develop the Jamaican Diaspora Foundation | MFAFT | | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #8: An Enabling Business Environment (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|--|--|--|
| 8-4 Strengthen investment promotion and trade facilitation | Market and promote Jamaica as a premier destination for investment | Implement the Jamaica Investment Attraction Programme – Phase II | JTI |
| | | Coordinate inter-ministry and -agency activities in negotiation of Investment Treaties and Double Taxation Treaties | MFAFT, JTI |
| | Strengthen the capacity of investment and trade institutions | Increase the number and capacity of overseas missions including collaboration with other agencies involved in promotion of Jamaica | MFAFT, JTI, JTB |
| | | Increase JTI's overseas representation | JTI |
| | | Strengthen effectiveness of JTAT | MFAFT |
| 8-5 Develop an efficient labour market | Promote work experience programmes at the secondary and post-secondary levels | Strengthen the internship system for secondary and post-secondary students | MLSS, MOE, HEART Trust/NTA, Private Sector |
| | | Implement the Special Youth Employment and Training Project | MLSS, MOE, HEART Trust/NTA, Private Sector |
| | Promote industry involvement in the output of the education and training systems | Expand the number of firms participating in internship programmes | MLSS, JEF, JCTU MOE |
| | Broaden the geographical and occupational scope of the Government Employment Services (GES) | Establish additional facilities in all parishes to facilitate the GES | MLSS |
| | Enforce regulation of the employment services industry to ensure its effectiveness and to minimize the exploitation of job seekers | Ensure regular publication of licensed employment agencies (overseas and local) | MLSS |
| | Develop and promote flexible labour market arrangements, policies and legislation | Implement National Plan of Action on Flexibility in Working Time | MLSS, JCTU, JEF |
| | Strengthen and improve access to the Labour Market Information System (LMIS) | Improve the effectiveness of the Electronic Labour Exchange (ELE) | MLSS |
| 8-6 Improve the labour environment to enhance labour productivity and worker satisfaction | Improve industrial relations mechanisms | Amend the LRIDA to allow access for non-unionized employees to the dispute resolution mechanism | MLSS, JCTU, JEF |
| | Develop and implement a national programme of productivity management | Expand the "Be Productive and Prosper" Campaign to the secondary and post-secondary education levels | JPC, MOE, HEART Trust/NTA |
| | | Facilitate the implementation of productivity-based compensation systems | MLSS, JEF, JCTU, JPC Private Sector |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #8: An Enabling Business Environment (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|--|--|---------------------------|
| 8-7 Develop the capabilities of micro, small and medium-sized enterprises (MSMEs) | Increase and strengthen acquisition, analysis and application of data and information on MSMEs and the informal sector | Develop the MSME Policy Framework | MIIC, JTI |
| | Promote and develop entrepreneurship | Carry out public education and training programmes on entrepreneurship | JTI, HEART Trust/NTA |
| | Increase awareness and information on business opportunities and programmes for MSMEs | Develop new business opportunities for SMEs | MIIC, JTI |
| | Expand credit facilities for MSMEs | Increase loan disbursement through network of Community Development Funds (CDFs) | MIIC |
| | | Expand DBJ Micro, Small and Medium Enterprises Line of Credit | DBJ, MIIC |
| | | Develop mutual guarantee fund | DBJ, JTI, MIIC |
| | | Develop and apply models for Angel Fund based on international best practice | TGCC/JTI |
| | Provide training and capacity development for MSMEs | Establish business incubators for micro-enterprises | MIIC, JTI JBDC, NCTVET |
| Provide certified training programmes for MSMEs | | MIIC, JBDC NCTVET | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #9: Strong Economic Infrastructure

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|---|--|--|
| 9-1 Expand and rationalize land transport infrastructure and services | Strengthen the institutional capacities and capabilities of the roads authorities to develop and maintain the road network | Create a single Road Authority Strengthen capacity to regulate, license and monitor land transportation | MTW MTW, TA |
| | Produce and implement a formal hazard mitigation strategy and a disaster management contingency plan for road transport | Undertake flood damage mitigation measures | MTW, NWA |
| | Improve and rationalize the road transport infrastructure | Implement the Road Sector Master Plan (Maintenance) | MTW, NWA |
| | | Implement National Road Services Improvement Programme | MTW, NWA |
| | | Undertake island-wide drainage plan | MTW, NWA |
| | Ensure the completion of the island-wide highway network | Complete Sandy Bay to Williamsfield and Spanish Town to Ocho Rios Legs of Highway 2000 | MTW, NROCC |
| | | Implement South & Eastern Coastal Highways | MTW, NWA |
| | Improve flow of traffic in urban centres | Institute appropriate traffic management measures to reduce traffic congestion in critical areas | MTW, NWA, ITA |
| | | Establish a Portmore Hub to rationalize service in Portmore and its environs | MTW, JUTC |
| | Develop driver feedback/intelligent roads Plan and develop modern railway linkages along key routes | Implement the Intelligent Transportation System | NWA, MTW |
| Undertake studies to determine the economic, social and environmental feasibility of the railway system | | MTW, JRC | |
| Ensure that road networks are developed within guidelines of national environmental agencies | | Ensure road development is in compliance with Government statutory regulations | MTW, RMF |
| 9-2 Develop a modernized public transport system | Develop and implement a long-term plan for the public transport system including for schools, taking into consideration integrated, multimodal options for bus, rail, taxi, ferry and air transport | Develop long-term plan for public transport system including for schools | MTW, TA, JUTC MBM, JRC, MAJ CAA, Island Traffic Authority Road Safety Unit |
| | | Develop rural township transportation model | MTW |
| | Develop and expand public bus system to meet sustainable transport needs | Implement new routes in the Montego Bay Metropolitan Transport Region and environs | Montego Bay Metro |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #9: Strong Economic Infrastructure (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|---|---|--|
| 9-3 Expand domestic and international air transport infrastructure and services | Promote growth of domestic air services including scheduled, unscheduled, airwork and general aviation in Jamaica | Encourage development of competitive, efficient and affordable general aviation ground support services | MTW, AAJ Private Sector |
| | Facilitate the increase and upgrading of domestic aerodromes and air strips in the country | Develop and promote models for privatization of existing aerodromes | MTW, AAJ Private Sector |
| | | Undertake feasibility and planning studies for the relocation of Tinson Pen aerodrome, including consideration of establishment of a new domestic aerodrome at Caymanas | MTW, AAJ |
| | | Upgrade facilities at Boscobel and Negril aerodromes | MTW, AAJ |
| | Ensure strategic alliances for airport development and operation | Reserve suitable land areas for airport and aerodrome expansion and future development | MTW, AAJ NEPA, Local Authorities |
| | Establish policy and business framework to facilitate expansion of international air service | Sign liberalized Air Services Agreements (Open-skies) for cargo and passengers with as many States where feasible | MTW, AAJ |
| | Resolve long-term future of Air Jamaica | Undertake privatization of Air Jamaica based on revised business model | MFPS, MTW |
| | Develop new international airport at Vernamfield integrated into proposed multimodal transportation system | Complete feasibility studies and business plans for phased development of Vernamfield | MTW, AAJ |
| | | Establish public-private partnership for project development | MTW, AAJ Private Sector |
| | 9-4 Expand and diversify maritime infrastructure and services | Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers | Finalize KCT Phase 5 Expansion Programme |
| Expand Ocho Rios Cruise Ship Facility | | | MTW, PAJ |
| Expand Montego Bay Cruise Ship Facility | | | MTW, PAJ |
| Conduct comprehensive port study including existing commercial ports, sufferance wharves, marinas and fishing facilities | | | MTW, PAJ |
| Exploit opportunities to become crewing nation due to worldwide shortage of ship's officers | | Implement new curriculum (to Class I level) and increase enrolment for maritime professional training | CMI |
| Facilitate growth of ship registry | | Expand Regional Office and Deputy Registrar network worldwide | MAJ |
| Nurture ancillary and supporting services to develop a maritime centre | | Develop policy for Jamaica as an international shipping centre | MTW, MAJ |
| | | Implement Port Community System and Trade Facilitation System | PAJ, SAJ |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #9: Strong Economic Infrastructure (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|---|--|--|
| 9-5 Develop Jamaica as a regional logistics hub with multimodal transport linkages | Develop national mechanism and framework to spearhead development of logistics hub | Develop an approved land use plan for integrated logistics hub on the South Coast for Clarendon, St. Catherine and KSAC | MTW, OPM MOA, MIIC NEPA, MMT, ME UDC, MWH, LAs |
| | | Coordinate and rationalize plans for logistics facilities at Port of Kingston, Vernamfield and Caymanas | MW, OP, MOA MIIC, NEPA, MMT ME UDC, MWH LAs |
| | | Plan development of proposed private sector establishment of new major port & commercial/industrial complex at Port Esquivel | MTW, NWA UDC, PCJ, PAJ Private Sector |
| | Develop safe and efficient multimodal transport and communication linkages for logistics hub | Complete Feasibility Study of linkage requirements for Vernamfield to Highway 2000 | NROCC |
| 9-6 Expand the broadband network island-wide | Promote multiple modes of information delivery systems and networks including new wireless and wired technologies | Facilitate development of wireless communications | SMA |
| | | Ensure efficient allocation of spectrum to promote the introduction of new technologies and services | SMA, MMT |
| | | Prepare transition to digital broadcasting network | MMT, BCJ, SMA MICYS |
| | Encourage public and private sector partnerships to establish Internet connectivity in publicly accessible spaces | Expand the deployment of Community Access Points (CAPs) within publicly accessible spaces | MMT, CITO |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome 7: Strong Economic Infrastructure (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|--|---|--|
| 9-7 Ensure adequate and safe water supply and sanitation services | Implement IWRM in an established institutional framework anchored in the Dublin and other related principles and informed by regional and national research findings | Upgrade, promulgate and implement the National Water Resources Master Plan | WRA, MWH, NIC, NWC, RWSL |
| | | Develop Soapberry Sewage Treatment Plant | MWH, NWC |
| | | Upgrade infrastructure for water and sewage in the Corporate Area | MWH, NWC, NWA |
| | | Implement the following water and sewage upgrading projects Great River and Lucrea Water Supply Project KMA Water Supply Rehabilitation Project Kellits/Crofts Gate Water Supply Project Santa Cruz Well Site Development | MWH, NWC, WRA |
| | Ensure that Millennium Development Goals for safe and adequate water and sanitation are met and surpassed | Establish a roadmap for achieving the targets of the MDGs to ensure vulnerable and poor communities receive adequate services through appropriate means such as social water | PIOJ, MWH, WRA |
| | Provide sufficient water for achieving food security | Identify and upgrade water supply systems to support implementation of NIDP projects to increase agricultural production | NIC, MOA, WRA |
| | Use participatory approaches to design, manage, maintain and protect watershed areas, catchments and networks and promote effective programmes for water conservation and prevention of contamination | Establish a process for the inclusion and consultation with all stakeholders in preparation of policies and plans for water resources management within watershed areas including the establishment of management committees | NEPA, WRA, MWH, Forestry Department |
| | | Improve education and training to ensure effective community participation in sustainable water management | NEPA, MIND, MWH, Local, Regional and International bodies, CBOs and NGOs |
| | Ensure water and sanitation are costed and financed to promote equity, efficiency and sustainability | Mobilize finance from national and international sources | MFPS, MWH, NWC, PIOJ |
| | | Introduce acceptable water and sanitation pricing and cost recovery mechanisms | MWH |
| Implement appropriate compliance measures | Improve billing and collection procedures and legislate disconnection policies | OUR, NWC | |
| | Raise public awareness through public education, behavioural change and other appropriate measures to recognize that this is indispensable for the efficiency of services and the continued capacity for re-investment | NWC, WRA, MWH | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #9: Strong Economic Infrastructure (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---------------------|---|--|----------------------|
| | Introduce mechanisms towards equitable water allocation and to encourage recycling of industrial effluent and domestic wastewater | Implement demand management and water conservation measures | NWC, WRA |
| | | Identify water pollution sources and review existing wastewater technologies and infrastructure and recommend strategies for improvement | NWC, MWH |
| | | Develop national guidelines on best practice approaches to managing industrial effluent and domestic wastewater | NWC, MWH |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #10: Energy Security and Efficiency

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES | |
|---|--|---|--|--------------|
| 10-1 Diversify the energy supply | Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector | Finalize and promulgate the new Energy Policy | ME | |
| | | Develop and promulgate the new Electricity Policy and Act | ME | |
| | | Develop policy and expand carbon trading | ME, PCJ, Forestry Department | |
| | Align foreign policy with energy policy to ensure energy security | Align energy policy with foreign policy, for example through participation in PetroCaribe work groups | ME, MFAFT, PCJ | |
| | Develop and implement programmes to achieve set obligatory and non-obligatory targets for percentage of renewables in the energy mix | Implement renewable energy projects of the Centre of Excellence for Renewable Energy: <ul style="list-style-type: none"> • Hydropower • Wind • Solar • Biomass • Waste-to-Energy | Encourage application of solar energy technology | PCJ, CERE |
| | | | Fully implement National Energy Fund | ME |
| | | | Develop energy diversification priorities in a timely way based on cost, efficiency, environmental considerations and appropriate technologies | ME, PCJ, OUR |
| | Accelerate comprehensive oil and gas exploration programme | Conclude studies on relative cost benefit analysis of coal and natural gas as main fuel diversification options | Undertake expansion of the Petrojam refinery and petcoke 100MW cogeneration plant | Petrojam |
| Begin programme of acceleration to conclude whether Jamaica has commercial quantities of oil and/or gas | | | PCJ | |
| 10-2 Promote energy efficiency and conservation | Ensure an appropriate integrated policy, legislative, regulatory and institutional framework for the energy sector | Finalize and promulgate the Energy Efficiency and Conservation Policy | ME | |
| | Develop and implement programmes to influence market behaviour toward and to promote efficient use of energy | Promote demand-side energy management including implementation of energy efficiency projects in the public sector, particularly in water distribution | ME, PCJ, OPM Cabinet Office NWC | |
| | Update, apply and enforce building codes to support efficient use of energy | Promulgate the energy-efficient Building Code | ME, NEPA, Local Authorities, Cabinet Office | |
| | Establish a framework for timely development, decision-making and implementation of the least economic cost expansion plan (LCEP) for generation, transmission and distribution of electricity | Commence phase out of inefficient JPSCo generating plant and replacement with cost-efficient plant using main fuel options | OUR, JPSCo, IPPs | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #10: Energy Security and Efficiency (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---------------------|--|---|---|
| | Review quality standards for energy supplies | Implement national standards for petroleum industry | ME, PCJ |
| | Encourage greater energy efficiency and lower energy costs in the bauxite and alumina industry | Coordinate energy planning for bauxite and alumina industry with expansion of public electricity supply | ME, PCJ, JBI, JPSCo Bauxite Companies |
| | | Develop regime for co-generation projects and apply regulations | ME, PCJ, OUR |
| | | Provide shared infrastructure for fuel supply | ME, PCJ, JBI, JPSCo Bauxite Companies PAJ |
| | Encourage greater energy efficiency in the transport sector | Promote greater vehicle fuel efficiency | MTW, ME |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #11: A Technology-Enabled Society

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|---|--|---|
| 11-1 Integrate science and technology into all areas of development | Entrench a dynamic national and local decision-making process based on reliable scientific and other relevant information | Implement a national public education programme on Science and Technology (S & T) | NCST |
| | Review and define roles of R&D institutions to gain maximum output of STI investments | Rationalize S & T institutions in the public sector | NCST |
| | Develop a viable and robust STI policy, which is aligned with other policies (including biotechnology, energy, agriculture, environment, industrial, science education, health, mining and ICT) | Finalize and promulgate the National S & T Policy | OPM, NCST |
| | Create an effective policy and legislative framework to support and advance STI including strengthening the Intellectual Property Rights (IPR) System | Infuse S & T into national policies | SRC |
| | | Finalize and promulgate the National Biotechnology Policy | OPM, NCST |
| | Pass a modern Patent Act | MIIC, JIPO | |
| | | Align STI investments to solve national problems in industry, environment and society | Strengthen provision of S & T solutions to increase productivity and improve the quality of goods and services in the productive sector |
| | Establish Science and Technology Fund from the earnings from the Bauxite Levy | OPM, NCST | |
| | | MMT, JBI | |
| | Commercialize research and innovation | Develop new products and services to satisfy the needs and demands of the productive sectors | SRC |
| 11-2 Establish a dynamic and responsive national innovation system | Make available and accessible geospatial data, products and services to all users, to facilitate planning, sustainable use, management and development of the island's resources | Implement the National Spatial Data Infrastructure Strategic Plan | OPM, LICJ |
| | Integrate ICT in the administration of justice and law enforcement | Establish fully digital courtrooms | Ministry of Justice, CITO |
| | Promote greater use of Free and Open Source Software (FOSS) | Promote deployment of FOSS in the public and private sectors through pilot projects | CITO |
| | Align investment in STI infrastructure with national development goals | Develop and implement data gathering and information knowledge system for S & T | NCST |
| Create knowledge parks and centres of excellence to facilitate R&D and innovation, with emphasis on indigenous technology | Develop incubators for ICT research and innovations | MMT, MIIC | |
| | CITO | | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #12: Internationally Competitive Industry Structures

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|---|--|---|
| 12-1 Develop company sophistication and productivity | Develop world-class capacity in measurement and promotion of productivity | Target sectors with low productivity and/or low quality and identify industry-specific needs | MIIC, JPC |
| | Develop and promote high-quality standards for globally competitive products and services | Provide GMP/HACCP consultancy to targeted companies | SRC, JBS |
| | Identify and strengthen export capacity in targeted areas | Develop and implement the National Export Strategy | MIIC, JTI |
| 12-2 Develop economic linkages and clusters | Build horizontal and vertical clusters and networks within the main productive sectors and industries | Implement the Cluster & Linkages Strategy | JTI |
| 12-4 Enhance framework for competition among enterprises | Strengthen policy, legislative and institutional framework for fair market competition | Finalize amendment to the Fair Competition Act | FTC |
| | | Promote competition in media industry and markets | Broadcasting Commission |
| | | Increase competition advocacy | FTC |
| | | Participate in discussions concerning regional and international competition policy | FTC |
| 12-5 Promote eco-efficiency and the green economy | Develop the capacity of local companies in process, materials and energy efficiencies | Adopt Cleaner Production Mechanism (CPM) through promotion of incentives (carbon credits) and capital financing available | MOE, MIIC, SRC PCJ MFPS, OPM Met Office |
| | | Promote best practices in design of new facilities and retro-fitting of existing facilities to maximize process, materials and energy efficiency | MOE, MIIC, SRC PCJ JMA |
| | Encourage adoption of environmental management systems by productive enterprises | Assist companies to undertake environmental audits and access advise on implementing environmental improvements | JBS NEPA Private Sector JMA |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #12: Internationally Competitive Industry Structures (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|--|---|--|
| MAIN GOODS AND SERVICES-PRODUCING SECTORS AND INDUSTRIES | | | |
| Agriculture | Strengthen agricultural marketing structures | Improve the system of dissemination of marketing information to stakeholders | MOA |
| | | Design and conduct marketing research studies | MOA |
| | | Carry out overseas marketing programmes | MOA |
| | Improve and rationalize road network including farm roads network | Improve agricultural feeder roads | MOA, NVA, Parish Councils |
| | Strengthen agricultural research institutions | Rehabilitate Government agricultural research stations | MOA |
| | | Establish a Centre of Excellence for Advanced Technology in Agriculture (CEATA) at the Bodles Research Station to drive research and training in agriculture | MOA |
| | Strengthen efforts to reduce praedial larceny | Establish National Advisory Committee on Praedial Larceny | MOA, MNS |
| | Develop a diversified range of agricultural production including higher value-added production | Intensify programmes to increase levels of production and productivity: <ul style="list-style-type: none"> • Develop a sustainable fruit tree crop industry by establishing commercial orchards and agro-processing • Develop the greenhouse industry along the supply chain from production through post-harvest, value-added and marketing • Increase small farmers production and productivity by using improved farm machinery and introducing appropriate tools and implements • Develop appropriate small ruminant breeding and production systems and disseminate improved genetic stock • Promote conservation and sustainable use of Jamaica's cattle breeds • Promote conservation of select root crop, vegetable and fruit tree germplasm • Develop a sustainable beekeeping sub-sector • Launch and maintain Virtual Reference Network System | MOA, Producer Associations Private Sector |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #12: Internationally Competitive Industry Structures (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES | |
|---------------------|--|--|---|-----------|
| | Implement development plans for key agricultural sub-sectors | Implement European Union Banana Support Programme | MOA, RADA | |
| | | Implement new Forestry Strategic Plan | MOA, Forestry Department | |
| | | Implement the Country Adaptation Strategy for the Sugar Industry | MOA, Sugar Transformation Unit | |
| | Promote national food security | Strengthen coordination of agencies involved in food safety through establishment of a food safety coordinating committee | | MOA, MOHE |
| | | Implement key food security projects including: •Agricultural Greenhouse Clusters •Cassava Expansion Project •Dairy Resuscitation Programme •Small Ruminant Expansion Programme •Fisheries Development Programme •Urban Backyard and School Garden Programmes •Expansion of Yam and Sweet Potato Production | | MOA |
| | | Reorganize and restructure the Ministry of Agriculture's entities and Divisions | | MOA |
| | | Increase the number and capacity of extension officers for the sector | | MOA, RADA |
| | Strengthen the capacity of Government to play a supporting role in development of the agricultural sector | Administer and implement a reorganized, effective and efficient Plant Quarantine and Veterinary Services Division | | MOA |
| | | Manage and promote renewable factory space | | MIIC, FCJ |
| | | Undertake feasibility and planning studies for the development of Caymanas Economic Free Zone | | MIIC |
| Manufacturing | Expand collaboration in regional and international marketing | Provide relevant export development services to existing and potential exporters | MIIC, JTI | |
| | Improve quality and relevance of training and accreditation at educational and training institutions by strengthening linkages to the manufacturing sector | Strengthen linkages and develop regular schedule of dialogue between manufacturing sector associations, Government and relevant faculties at universities | MMT, MOE, UWI UTech, HEART Trust/NTA, Universities, MIIC [JA, JEA, SBA] | |
| | Establish a centre of excellence for manufacturers | Develop plan for establishment of centre of excellence based on global best practices | JMA | |
| | Strengthen relevant industry associations including the JMA, JEA and SBA | Develop strategic partnerships & collaborative relationships in keeping with JTI's Stakeholder Strategy | MIIC, JTI JMA, JEA, SBA | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #12: Internationally Competitive Industry Structures (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|----------------------|---|---|---|
| | Identify and create awareness and facilitate opportunities for linkages between the manufacturing sector and purchasers in linkage sectors and industries | Develop marketing strategy for Things Jamaican suppliers | MIIC, JBDC |
| | Use creative aspects of Brand Jamaica in marketing Jamaican manufactured products | Promote Jamaica in targeted sectors and markets via e-Bay type vending sites | MIIC, JIPO, JTI, BSJ JMA, JEA |
| | Increase exposure of manufacturers to relevant and innovative production technologies | Facilitate the procurement of appropriate equipment and machinery through affordable financing and incentives | DBJ, EXIM, JTI, MIIC MFPS |
| | Improve customer service within the sector | Carry out consumer education programme | MIIC |
| Mining and Quarrying | Ensure appropriate policy and regulatory framework for long-term development of the minerals industry | Complete and promulgate the National Minerals Policy, including provisions for development of non-metallic minerals sub-sector | MMT, MPDD |
| | Develop cost-efficient energy solutions for metallic and non-metallic minerals sub-sectors | Coordinate conversion of energy sources at bauxite / alumina plants with national decisions on diversification of fuel supply between coal and natural gas and underlying economics in energy markets | ME, MMT, PCJ, JBI JPSCO, Private Sector |
| | Implement sequential land-use planning for lands with valuable mineral deposits | Integrate rehabilitation plans with regional land use plans | MMT, NEPA, Parish Councils |
| | Improve monitoring of rehabilitation of mined-out mineral bearing lands | Establish Restoration Committee for quarrying operations | MMT, MGD |
| | Strengthen enforcement of mineral licenses and regulations | Strengthen institutional capacity of regulatory agencies | MMT, MGD, JBI NEPA, NWA |
| | Promote development of diversified value-added non-metallic minerals products | Develop and promote quality assurance standards for non-metallic minerals enterprises | MMT, BSJ |
| | Establish a national entity to lead the development of the non-metallic minerals sub-sector, particularly limestone | Establish National Minerals Institute and Jamaica Limestone Institute (JLI) | MMT |
| | Encourage partnership with communities which includes sharing of value created by mining | Deepen collaborative mechanisms with mining and quarrying stakeholders including establishment of community-based monitoring committees, especially in sensitive areas | MMT, MGD, JBI |
| | Ensure access to and development of port facilities for shipping of non-metallic minerals | Require multi-use access to new port facilities for non-metallic minerals | MTW, PAJ |
| | Increase use of appropriate research and technology in minerals industry operations | Strengthen research and development capacities of mining institutions and enterprises | MMT, MGD, JBI |
| | | Intensify research to address declining trihydrate-to- | JBI |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #12: Internationally Competitive Industry Structures (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---------------------|---|---|----------------------|
| | Integrate development of mineral resources with overall land use planning and zoning | Prepare updated geological maps of entire island including location of mineral resources | MGD |
| Construction | Coordinate and align the construction policy with other policies that affect the sector | Revise and finalize Construction Industry Policy | MTW |
| | Establish special security measures for construction projects in crime-prone areas | Establish dedicated security teams for major construction projects in crime-prone areas | MTW MNS |
| | Expand and accelerate certification and accreditation programmes relevant to the sector | Liaise with HEART Trust / NTA to develop occupational standards for construction workers | MTW |
| | Establish a licensing system and an improved registration and classification system for contractors, professionals and operatives in the sector | Establish system of licensing/registration for major categories of professionals in construction sector (with requirements for periodic renewal, requirement for practice, professional development, absence of malpractice/breaches) | MTW CIC |
| | Undertake demonstration projects that embody best practices in construction | Apply best practices to selected flagship public sector construction projects | MTW |
| | Disseminate timely and accessible information on public sector projects | Establish central website that provides comprehensive information on all public sector construction projects from planning stage with schedule for tendering for construction and professional services | JIS, MOF, OPM MTW |
| | Foster capacity and opportunities for local construction enterprises and professionals to undertake major construction projects in Jamaica | Extend provisions of the Modernization of Industry Programme to include the construction sector | MTW, CIC |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #12: Internationally Competitive Industry Structures (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1- 3 | RESPONSIBLE AGENCIES |
|---|---|--|---------------------------------------|
| Creative Industries | Develop the policy, legal and institutional framework to facilitate and encourage the development of the creative industries | Develop and promulgate the Cultural Industries Policy | MICYS |
| | | Establish the Entertainment and Cultural Industries Council (ECIC) and the Cultural Industries Enhancement Fund | MICYS |
| | | Establish funding mechanisms to support development of local and public broadcasting content | Broadcasting Commission |
| | | Develop and promulgate new Media Policy | MICYS |
| | | Develop a strategy for engaging the widest possible audience in Jamaica and the Diaspora via radio, internet and new media | PBCJ, JIS |
| | Expand and improve the infrastructure for the creative industries and performing arts | Develop capacity and focus on contents standards reform and monitoring | Broadcasting Commission |
| | | Upgrade the physical structure of the Ranny Williams/Louise Bennett Entertainment Centres for programme enhancement | MICYS, JCDC |
| | | Rehabilitate the Ward Theatre | MICYS, JCDC Private Sector |
| | Increase opportunities and financing for products and services in the creative industries | Undertake studies for establishment of National Centre for the Performing Arts | MICYS |
| | | Implement Major Events Development and Attractions Programme | MICYS, JTI |
| Sport | Develop MSMEs geared at meeting the needs of the 'Business of Sport' | Identify and develop sources of financing that are appropriate for each category of products and services in the creative industries | MICYS, MIIC, JTI PIOJ, Private Sector |
| | | Build institutional and human capacity of sport-related MSMEs | MIIC, MICYS |
| | Develop financial support systems to create and sustain elite athletes | Solicit funding from private sector sponsors to support participation of elite athletes in international competitions | MICYS |
| | Develop supporting facilities and services to facilitate the holistic development of the professional athlete | Apply sport psychology in training of local teams and athletes | Insport |
| Establish strong research capabilities in sport | Develop curriculum in tertiary-level institutions aimed at developing research capabilities at the institution and student levels | UWI, GCF, MICO UTech, teachers colleges, community colleges, HEART/VTDI | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #12: Internationally Competitive Industry Structures (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---------------------|---|---|---|
| | Develop a sport museum as a resource centre and attraction for local and foreign visitors | Create plan for development of sport museum, including venue, funding and management | MICYS, MFPS, MOT |
| | | Compile list of available Jamaican sport memorabilia and undertake collection | MICYS |
| | Promote Jamaica as a sports tourism destination | Develop and market sport training and rehabilitation/wellness facilities to international markets | MOT, MICYS, SDF |
| ICT | Create an appropriate policy and regulatory environment conducive to investments in ICT and network development | Develop and promulgate new Telecommunications Policy and Act | MMT, OPM |
| | Expand ICT-focused business parks for major service providers | Develop and execute campaign to attract major ICT corporations to Jamaica | JTI |
| | | Undertake feasibility/planning studies for establishment of ICT complexes in proximity to population centres, including ICT Park in Portmore | MIIC |
| | Develop investment and support framework for development of ICT industry | Develop National e-Readiness Status | CITO |
| | | Implement National ICT Strategy and Action Plan | MMT, CITO |
| | Encourage innovative use and application of ICT by Jamaican private enterprise and Government | Establish a national IT Governance training and development program for senior executives | MIND, MMT Cabinet Office, HEART Trust/NTA |
| | Encourage the increased use of e-commerce operations | Encourage businesses to establish e-commerce websites including through the provision of templates | MMT, MIIC, CITO |
| | Encourage Government to become an exemplar user of ICT applications | Develop a Government wide operational ICT policy | MMT, CITO |
| Services | Develop off shore banking | Complete feasibility and planning studies and legislative framework to establish Jamaica as an International Financial Centre | MFPS, JTI, BOJ Private Sector |
| | Establish fully-automated financial trading system | Encourage and coordinate private sector investment in implementation of a fully-automated financial trading system | MFPS, JTI, BOJ, JBA Private Sector |
| | Expand use of the full range of modes of delivery of export services | Provide relevant export development services to existing and potential exporters | MIIC, JTI |
| | | Establish National Coalition of Service Industries (NCSI) and implement the Strategic Plan for the Promotion of Professional Service Exports in Jamaica | MIIC, JTI, Private Sector Associations |
| | Diversify the range of financial institutions and products | Develop a venture capital market | MFPS, BOJ, JBA Private Sector |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #12: Internationally Competitive Industry Structures (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|--|--|---|
| Tourism | Develop new tourism market segments | Develop niche markets including: <ul style="list-style-type: none"> • Special events and promotions • Sports tourism • Yachting and marine tourism • Health and wellness • Culinary, cultural and heritage • Jamaicans at home and in the Diaspora | JTB |
| | | Develop Montego Bay Convention Centre | MOT |
| | Develop diversified geographic source markets | Increase marketing programmes to the UK, Continental Europe, Far East, Latin America and the Caribbean | JTB, MOT, Trade associations, Major industry players JAMVAC |
| | | Develop emerging tourist markets (BRIC countries) | JTB |
| | Increase per cent of disembarking cruise passengers and average spend per passenger | Enhance ambience of port facilities and expand marquee attractions offering of duty free items | PAJ, TPDCo, MOT TEF |
| | Promote efficiency of bureaucracy regarding approvals and facilitation of investments, and operation of the industry | Fully establish cruise and marine division in JTB | JTB |
| | | Stimulate sustainable growth and development of tourism sector through use of Tourism Enhancement Fund (TEF) | MOT, TEF, TPDCo |
| | Develop a variety of accommodations | Develop new mega-resorts: <ul style="list-style-type: none"> • Celebration Jamaica • Harmony Cove | MOT, TPDCo, JHTA Private/public partnerships (PPPs) |
| | | Develop bed and breakfast accommodations | Private sector TPDCo, JTB, JTI |
| | Ensure the continued development of existing categories of accommodations | Implement comprehensive resort upgrading programme | MOT, TPDCo, TEF Parish Councils |
| | | Support sustainable small hotel sub-sector | MOT, JHTA, TPDCo |
| | Establish a supporting environment for the development of various types of attractions | Strengthen Heritage and Community Development Unit of TPDCo | TPDCo |
| | Develop and implement flagship heritage, cultural, historical and nature-based attractions projects | Secure designation of selected priority sites as World Heritage Sites | JNHT, MICYS, MOT |
| | Transform the concept, physical ambience and shopping experience of the craft industry | Support upgrading of craft markets and development of artisan villages | TPDCo, TEF, JBDC UDC |
| Establish a Craft Institute to provide craft skills training and product quality certification | | TPDCo, HEART Trust/NTA, JBDC UDC | |
| Ensure that all aspects of the tourism industry meet required standards and customer service | Expand Team Jamaica programme | TPDCo, MOT | |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #12: Internationally Competitive Industry Structures (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1- 3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---------------------|---|---|---|
| | Develop a dynamic and flexible demand-driven education and training system for tourism | Establish Hospitality School | MOT, TPDCo tertiary institutions, HEART Trust/NTA |
| | Ensure that environmental management systems are implemented by tourism entities | Assist tourism ventures to undertake environmental audits and access advice on implementing environmental improvements | MOT, NEPA TPDCo, JBS |
| | Ensure that the activities of the tourism industry support biodiversity conservation objectives | Implement programmes for awareness of biodiversity conservation | NEPA, IOJ, ENGOs MOT |
| | Promote capabilities of tour operators to develop new geographic markets and market segments | Enhance partnerships with the travel trade through JAMVAC | Travel Agents JAMVAC |
| | Improve partnerships between destination and cruise lines | Encourage engagement of cruise lines in development of main ports and resort areas | PAJ, JTB, MOT |
| | Integrate airlift requirements for tourism into transport policy, planning and implementation | Support establishment of suitable air service agreements between Jamaica and specific South American and European countries | MTW, JTB, MFAFT |
| | Ensure that the implementation of the national security strategy addresses the concerns of the tourism industry | Develop and implement multi-pronged approach to address the issue of harassment in resort areas | MOT, MNS, TPDCo Local Authorities PDCs |
| | Develop and apply multi-hazard mitigation measures for tourism | Encourage development of hazard mitigation plans for tourism entities | ODPEM, TPDCo Trade associations |
| | Strengthen use of knowledge to increase value of the industry | Support development of Tourism Satellite Accounts | STATIN, PIOJ, MFPS MOT |
| | Expand and promote entrepreneurial and employment opportunities for communities | Develop and promote community-based tourism projects through provision of micro-credit and technical assistance (e.g. Small Enterprises Assistance Programme) | TPDCo, TEF, JTB, EFJ JPAT, JSIF, Other NGOs, Private financial institutions |
| | | Develop policies pertaining to Community-based Tourism | MOT, TPDCo CBOs, Private Sector |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #15: Sustainable Management and Use of Environmental and Natural Resources

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|---|---|----------------------|
| 13-1 Integrate environmental issues into economic and social decision-making policies and processes | Create frameworks that will enable the integrated management and sustainable use of Jamaica's natural resources (e.g. guidelines for resource use, phased mining etc.) | Promulgate the Environmental Stewardship Policy | MOHE, OPM, NEPA |
| | | Establish a national land use plan | MOHE, OPM, NLA |
| 13-2 Develop and implement mechanisms for biodiversity and ecosystem management | Adopt an ecosystems management approach which takes into account: access to biological resources for benefit sharing by our population at large sustainable use of biological resources safe transfer, handling and use of living modified organisms implementation of forestry management initiatives establishment of terrestrial and marine protected areas research to enhance scientific understanding of ecosystems, including their economic contributions to national development | Finalize and promulgate the Protected Areas System Master Plan | MOHE, OPM, NEPA |
| | | Develop and promulgate bio-safety regulations | MOHE, OPM |
| | | Develop a comprehensive framework to reverse loss of ecosystems and biological resources through restoration initiatives and protection from invasive species | MOHE, OPM, NEPA |
| | | Finalize and promulgate draft environmental policies: 1. Environmental Management Systems Policy 2. Orchid Policy 3. Dolphin Policy 4. Beach Policy 5. Watersheds Policy | MOHE, OPM, NEPA |
| | | Establish a governance structure to support the clean-up of Kingston Harbour | MOHE, OPM, NEPA |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources (Cont'd)

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|--|--|--|----------------------|
| 13-3 Develop efficient and effective governance structures for environmental management | Establish institutional mechanisms to foster coordination and collaboration among resource management agencies of resource protection issues | Strengthen partnerships with the NGO community both locally and internationally, the private sector and key public sector entities | MOHE, OPM, NEPA |
| | Create a dynamic and responsive regulatory environment including review and strengthening of relevant environmental legislation | Create mechanisms to improve the capacity and effectiveness of environmental enforcement (for example, increasing fines under various pieces of legislation, increasing frequency of monitoring) | NEPA |
| | | Create a new governance structure to support existing protected areas – for example, Ocho Rios, Negril and Montego Bay Marine Parks, Canoe Valley, and Palisadoes/Port Royal Protected Areas | NEPA |
| 13-4 Manage all Forms of Waste Effectively | Create an appropriate institutional framework for the integrated management of all types of waste, including the development of a comprehensive waste management policy and associated standards and regulations | Develop a national programme for the environmentally sound management of used and end-of-life mobile phones | MOHE, OPM |
| | | Develop a National Programme to address the management of used lead acid batteries (ULAB). | MOHE, OPM, NEPA |
| | | Institute a globally harmonized system (GHS) for the classification and labelling of toxic products and chemicals. | MOHE, OPM, NEPA |
| | | Identify and develop infrastructure for storage of hazardous waste (e.g. e-waste, cell phone waste and chemicals currently stored at the island's ports) | MOHE, OPM, NEPA |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

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

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|---|--|---|
| 14-1 Improve resilience against all forms of hazards | Create and strengthen national platforms and establish the foundation for hazard risk reduction by engaging in multi-stakeholder dialogue | Undertake hazard risk management for coastal communities | ODPEM, NEPA |
| | | Undertake comprehensive mapping of the flood plains throughout the island | WRA |
| | | Strengthen Democracy and Governance in Communities related to Disaster Response (including gender issues) | ODPEM, SDC |
| | | Undertake Storm Surge Hazard Mapping for Coastal Communities | ODPEM, SDC, JSIF |
| 14-3 Develop measures to adapt to climate change | Create mechanisms to fully consider the impacts of climate change and 'climate proof' all national policies and plans | Create mechanisms to infuse climate change considerations into planning and legislative frameworks | MOHE, OPM, ODPEM, Met Office |
| | | Establish a National Climate Change Committee | MOHE, OPM, MET Office ²⁴⁸ |
| | | Develop a Climate Change Communications Strategy | MOHE, OPM, MET Office, National Environmental Education Committee |
| | Adopt best practices for climate change adaptation | Develop sector-specific action plans to assist with the mitigation and adaptation of climate change in all sectors | MOHE, Met Service, OPM, ODPEM, NEPA |
| Develop public awareness programmes on climate change | | MOHE, NEPA, Met Service, NGOs, OPM | |
| 14-4 Develop mechanisms to influence the global rate of climate change | Lobby at the international level for high greenhouse gas-producing countries to become more energy and resource efficient | Prepare 2 nd National Communication to the UNCCC | MOHE, Met Service, OPM |

Table 50: Key Strategies and Actions under the National Outcomes for Years 1 – 3 (2009-2012)

National Outcome #15 Sustainable Urban and Rural Development

| NATIONAL STRATEGIES | PRIORITY SECTOR STRATEGIES FOR YEARS 1-3 | KEY ACTIONS FOR YEARS 1-3 | RESPONSIBLE AGENCIES |
|---|---|--|--|
| 15-1 Create a comprehensive and efficient planning system | Rationalize the roles and responsibilities of agencies and entities involved in planning | Intensify Local Government Reform | Department of Local Government (OPM) |
| | | Streamline the development approvals process | Cabinet Office OPM NEPA MOHE |
| | | Develop environment and planning legislation | OPM MOHE NEPA |
| | Develop and adopt mechanisms for better integration of spatial models and tools for decision-making | Streamline applications processing and reduce the processing time of planning applications | NEPA, Cabinet Office |
| 15-2 Create an appropriate framework for sustainability planning | Ensure that development decisions are guided by a spatial planning framework (national physical plan) | Prepare a National Spatial Strategy | OPM, NEPA, PIOJ Cabinet Office |
| | Accelerate development of strategic regional centres to ensure that they play a key role in balancing development | Create new sustainable development plans for – St. James, Hanover, Westmoreland, St. Elizabeth, St. Thomas, Clarendon, Kingston & St. Andrew | OPM, NEPA |
| | Review existing land use patterns, zoning regulations, building codes and standards in the context of housing and urban development needs and formulate forward-looking land use and development policies for efficient and optimum utilization of land | Promulgate the Building Code Establish cadastral maps to facilitate planning | Cabinet Office OPM, MOHE NLA, NEPA |
| 15-5 Ensure safe, sanitary and affordable shelter for all | Integrate national housing and urban development planning to enable access to adequate shelter and services to all | Develop and implement the National Housing Policy | MWH |
| | | Implement a 3-year housing plan to 2011 | NHT |
| | | Provide adequate shelter for the elderly | MWH, NHT MLSS |
| | | Provide adequate shelter for persons with disabilities | MWH, NHT |