

# THE JAMAICA LABOUR PARTY **MANIFESTO** 2011



Building on Our Achievements  
...A **BETTER** Way Forward

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# THE JAMAICA LABOUR PARTY MANIFESTO 2011 BUILDING ON OUR ACHIEVEMENTS....A BETTER WAY FORWARD

## TABLE OF CONTENTS

MESSAGE FROM THE LEADER .....	3
 <b>GOVERNANCE &amp; ANTI-CORRUPTION – Building Better Frameworks</b>	
Major Achievements.....	8
Work in Progress.....	10
The Way Forward.....	12
 <b>ECONOMIC POLICY – From Stability to Growth</b>	
Major Achievements.....	13
The Way Forward.....	16
 <b>INDUSTRY DEVELOPMENT – The Path to Job Creation</b>	
A Productive, customized Investment Strategy.....	19
A Foreign Policy to Support Our National Goals.....	27
Launching a New Agricultural Revolution.....	29
Unleashing Talent through the Creative Industries.....	33
Development of Jamaica as a Shipping Centre-Connecting to the World.....	34
Strengthening the Manufacturing Sector.....	35
Conquering New Frontiers in Tourism.....	35
Telecommunications as a Driver for Economic Growth.....	37
Maximising Value from Resource Mining.....	40
 <b>TRANSPORT &amp;WORKS – Modern and Multi Modal</b>	
JDIP Major Achievements.....	41
Other Major Achievements.....	43
Work In Progress.....	44
 <b>ENERGY - A Focus on Reducing the Cost of Energy</b>	
Major Achievements.....	44
The Way Forward.....	45
 <b>EDUCATION &amp; SKILLS TRAINING – Building A Learning Society</b>	
Major Achievements.....	47
The Way Forward .....	55
 <b>YOUTH..Our Responsibility Today and Our Hope for Tomorrow</b>	
Major Achievements.....	62
The Way Forward.....	64

<b>CRIME MANAGEMENT, HUMAN RIGHTS &amp; JUSTICE – The Path to Peace</b>	
<b>CRIME</b>	
Major Achievements.....	66
The Way Forward.....	71
<b>JUSTICE</b>	
Major Achievements.....	73
The Way Forward.....	76
<b>HUMAN RIGHTS</b>	
Major Achievements.....	80
The Way Forward.....	81
<b>ARTS, CULTURE &amp; HERITAGE – Celebrating and Strengthening Our Heart and Soul</b>	
Major Achievements.....	83
The Way Forward.....	85
<b>SPORTS- On Top of our Game &amp; Getting Better</b>	
Major Achievements.....	88
The Way Forward.....	91
<b>LOCAL GOVERNMENT - Empowering Parish Councils</b>	
Major Achievements.....	93
The Way Forward.....	95
<b>WATER – Providing More Access and Improving Reliability</b>	
Major Achievements.....	97
The Way Forward .....	99
<b>HOUSING – Urban and Rural Improvements</b>	
Major Achievements.....	101
The Way Forward.....	102
<b>THE ENVIRONMENT – The Path to Sustainable Development</b>	
Major Achievements.....	104
The Way Forward.....	105
<b>HEALTH – Meeting the Needs of our People</b>	
Major Achievements.....	106
The Way Forward.....	108
<b>GENDER EQUALITY – Empowerment and Balance</b>	
Major Achievements.....	111
The Way Forward.....	111

<b>CHILD WELFARE – Nurture and Protection</b>	
Major Achievements.....	115
The Way Forward.....	118
<b>LABOUR, SOCIAL DEVELOPMENT &amp; COMMUNITY RENEWAL</b>	
<b>LABOUR</b>	
Major Achievements.....	120
The Way Forward.....	122
<b>THE POOR</b>	
Major Achievements.....	123
The Way Forward.....	124
<b>The ELDERLY</b>	
Major Achievements.....	126
The Way Forward.....	128
<b>PERSONS WITH DISABILITIES</b>	
Major Achievements.....	128
The Way Forward.....	129
<b>HOMELESS PERSONS</b>	
Major Achievements.....	130
The Way Forward.....	130
<b>COMMUNITY RENEWAL</b>	
Major Achievements.....	131
The Way Forward.....	131

## **MESSAGE FROM THE LEADER OF THE JAMAICA LABOUR PARTY**

My fellow Jamaicans, we are on the cusp of celebrating our 50th anniversary as an independent nation.

As we do so, we must recognize that while we have not yet achieved our full potential and our struggle continues, there is much which we can celebrate.

Shortly after the JLP took over the reins of government, the country joined the world in experiencing the worst global recession since the turn of the century. Countries much wealthier than Jamaica crumbled into deep and fractious social and fiscal unrest, experiencing massive job cuts in the public and private sectors. We feel for our Jamaican brothers and sisters who have lost their jobs both here and abroad, and whose families have been affected by the global crisis through loss of remittances.

We give God thanks, however, that social stability has been maintained and that so far we have been able to constrain the severity of job losses experienced elsewhere. We are also comforted that we are on the path to job creation and pledge to build on the groundwork we have laid towards establishing a framework for entrepreneurship and business to thrive and create robust employment. As an administration, we are also committed to strengthening our relationships with our unions and our public sector workers as together we build a better Jamaica.

Our ingenious and talented people, our rich and inviting culture, the rich resources of our land are recognized globally and, as a result, Jamaica enjoys a level of name recognition worldwide that few countries share. Over the past four (4) years, however, Jamaica has again demonstrated to the world a new aspect of our ingenuity and resilience. The road has been rough, but we as a Government took some tough decisions to balance the daily needs of our people with the need for long term correction of our economic conditions. Jamaica is now reaping the early signs of success.

### **OVER THE LAST FOUR YEARS OUR PLEDGES HAVE STOOD STRONG:**

#### ***OUR PEOPLE***

- We remained committed to our promises to remove hospital user fees for all Jamaicans, and tuition fees up to the secondary school level for all Jamaican children.
- We remained committed to protecting the poorest and most vulnerable, doubling the PATH benefits available, and adding more than 100,000 people to this social safety net.
- We remained committed to strengthening early childhood development policies and programmes, implementing new strategies as well as the multi-sector five (5) year National Strategic Plan which now serves as a model to the developing world.



- We remained committed to our university students, recapitalizing and restructuring the Students' Loan Bureau to allow more students easier access to more loans, lower interest rates and lower insurance costs, and with more time to pay.
- We remained committed to empowering young people with literacy, numeracy and employable skills through the Career Advancement Programme (CAP) which now has over 12,000 young people enrolled in 78 institutions, as well as entrepreneurship programmes through the National Centre for Youth Development (NYCD) and other agencies.

### ***WATER HOUSING & HEALTH***

- We remained committed to improving Jamaicans' access to potable water, bringing water to about 88,000 rural residents and improving the supply to residents of Kingston, St. Andrew and St. Catherine.
- We remained committed to addressing informal settlements and have started eight (8) formalization projects, all with consultation, training and direct involvement of the residents to ensure they are at the centre of the outcomes.
- We remained committed to improving health facilities and upgraded sixty three (63) health centres across all fourteen (14) parishes, as well as the facilities at eight (8) hospitals in seven (7) parishes.

### ***AGRICULTURE***

- We remained committed to our promise of an agricultural revolution, empowering our farmers with better practices, better support, land titling assistance and more access to funding.
- We increased productivity, introduced farmers' markets and restored pride to eating local produce.

### ***TOURISM***

- We were one of only five (5) countries in the world to increase visitor arrivals during the current global recession, we opened new attractions and have passed laws to bring new investments to Jamaica to employ even more people in the sector.

### ***CRIME***

- We reduced by double digit percentages, the murder and serious crime rates which had for decades spiraled out of control, by implementing a mix of new laws and new strategies, and by identifying and promoting good leadership and good policing within the constabulary.
- We tackled the monster of political association with criminal gangs during one of the most challenging periods in our nation's political history, and we used this unprecedented crisis to provide the impetus and opportunity for change in our country's governance. – and the struggle must continue.

### ***GOVERNANCE***

- We remained committed to constituency development funding to ensure that all communities, regardless of political representation, would be provided with Parliament approved funding to meet their developmental needs.
- We remained committed to transparency, creating a Public Appropriations and Administration Committee in Parliament, chaired by an Opposition member, and appointing Opposition members to chair other important Standing Committees of Parliament.
- We strengthened our commitment to the fight against corruption, creating the Independent Commission of Investigations, removing corrupt police personnel from the Force, and passing and tabling bills to change our defamation laws and implement groundbreaking Whistleblower legislation, and a Special Prosecutor bill.

### ***ECONOMY***

- We sold entities that had been losing billions of dollars of tax payers' money for years, and we brought in millions of dollars worth of foreign investments.
- We implemented the Jamaica Debt Exchange, now known as the world's most successful debt swap. It saved, and continues to save the country, billions of dollars per year in interest charges and has given us more time to address debt payments.
- We engineered the lowest interest rates in thirty (30) years, a stable dollar, and single digit inflation rates, all macro-economic indicators of a foundation for the economic growth which our country so badly needs.

**We have started to turn the corner.** We have achieved three (3) consecutive quarters of growth, created 28,200 new jobs and secured investments which promise to bring thousands more over the next 2 – 3 years. We have much more to do. We can only achieve a better Jamaica by working together in harmony, recognizing that although our country is an island, it does not stand alone:

**We must and we will** now grow the economy by facilitating job-creating investments in a transparent, predictable and efficient business environment.

**We must and we will** empower our youth, reverse the under-performance of our boys in education, and empower our women and girls to take advantage of new opportunities in growth sectors.

**We must and we will** support growth in awareness and understanding of our rich history and share our vibrant culture by supporting our cultural organisations, by developing our creative industries and commercializing our athletic prowess.

**We must and we will** work to even further reduce crime in our country, increase access to Justice, and improve our human rights record.

**We must and we will** continue to protect the vulnerable in our society – the poor, elderly, disabled and homeless.

**We must and we will** restore trust in the political system by continuing the reform process we started — public openness, transparency and accountability in government must be emphasized, and personal and political responsibility must be demanded.

**We must and we will** remove tribalism and the garrison culture from our politics and allow all our people to truly embrace their democratic freedoms.

**We must and we will** improve the efficiency of the public service using technology, reengineering business processes and applying creative thinking to the rationalization of government systems.

**We must and we will** change our tax system to make it more equitable so that government can better meet our people's needs.

**We must and we will** change our public sector pension schemes to make them more adequate and affordable.

This document sets out our priorities, some carried forward from our 2007 Manifesto, and others added further to our experience in government and changes in the global economy. We invite you to give us your comments and suggestions through our website at [jamaicalabourparty.com](http://jamaicalabourparty.com). Although elections are too close for us to incorporate your views directly into this document, we would welcome the chance to consider them during our next term of office.

The Jamaica Labour Party and I need your support to help us continue to build a Better Jamaica. We believe that together we can truly make Jamaica the best place to live, work, do business and raise families. We have better plans, a better team and a better performance record. We offer you a Better Way Forward. Let us build Jamaica together.

May God continue to bless Jamaica Land We Love.

**ANDREW M. HOLNESS**



## **GOVERNANCE & ANTI-CORRUPTION**

### **– Building a Better Foundation**

The Jamaica Labour Party is committed to transforming our society by 2030 and believes fundamentally that this can only be achieved if there is an enabling environment where the rights of the citizens are guaranteed. In a democratic society, the responsibility of the government is to ensure that the framework of good governance is firmly established and maintained. Otherwise, people will lose trust in the institutions of the State and disengage themselves from society.

Indeed, for too long the Jamaican people have come to expect as acceptable standards of governance, poor performance from their leaders. They have been victims of institutionalized injustice, abuse of power and rampant corruption. In fact, perception indicators have revealed that a vast number of Jamaicans view the political sphere as corrupt. Corruption is widely acknowledged as one of the greatest obstacles to sustainable development. In Jamaica, as in many other countries, corruption has a disproportionate impact on poor communities, impedes economic growth, undermines the rule of law and tears down the fabric of the society.

Consequently, the Jamaica Labour Party has over the last 4 years committed itself to establishing a new framework for good governance and has initiated mechanisms to secure the interest of the citizens, while simultaneously raising the bar of people's expectations of performance from their leaders.

The Jamaica Labour Party intends to continue to promote measures to ensure adherence to the highest standards of ethical behavior, efficient management of state resources, accountability, transparency through access to information, respect for the rule of law and the participation and integration of citizens in the political process. We commit to realizing the development of Jamaica, where our citizens are empowered, society is secure and just and corruption is eliminated.

The Jamaica Labour Party recognizes that despite all that has been done, there is yet more to be achieved. Critical in this process is building on the framework we have already laid which (a) protects the rights of every citizen; (b) prevents the concentration and abuse of power; (c) imposes strict accountability on those exercising authority; (d) ensures an efficient and easily accessible justice system; (e) maintains effective law enforcement; and (e) provides an efficient system of government impervious to corruption.

### **MAJOR ACHIEVEMENTS**

The Jamaica Labour Party has made significant strides in improving the framework for good governance and the effectiveness of the people's representatives, while ensuring transparency and accountability. Our achievements to date include, *inter alia*, the following:

#### **Charter of Fundamental Rights and Freedoms**

The Charter was passed by the House of Representatives on Tuesday, March 22, 2011 and by the Senate on Friday, April 1, 2011. The Governor General assented on April 7, 2011. The Charter recognizes and aims to protect the fundamental rights and freedoms of citizens of Jamaica. These

include the right to life, liberty and security of the person; the right to freedom of thought, conscience, belief and observance of political doctrines; freedom of expression; the right to seek, receive, distribute or disseminate information, opinions and ideas through any medium, and the right to publicly funded tuition in a public educational institution at the pre-primary and primary levels.

### **Protected Disclosure Act (2010)**

The Act (Whistle Blower Legislation) was passed in the Senate on December 10, 2010 and in the House of Representative on February 1, 2011. The Act received the Governor General's Assent on March 8, 2011 and is to be Gazetted. The Whistle Blower Legislation seeks to encourage and facilitate the disclosure of information on improper conduct, while protecting the informant.

### **Independent Commission of Investigations (INDECOM)**

INDECOM came into effect on August 16, 2010 and is mandated to investigate abuses by members of the security forces and other state agents. INDECOM operates from 3 locations: Kingston, Mandeville and Montego Bay.

### **Amendment to the Coroner's Act**

Amendments were made to the Act in 2009. The Special Coroner was recruited and assumed duties on February 1, 2011. The Sutton Street RM (Civil) Court has been refurbished for use as the office of the Special Coroner. The Special Coroner has commenced activities with a schedule of 233 inquests to be carried out across the island.

### **Transforming Bureaucracy**

A comprehensive review of the existing structure and operation of government bureaucracy was undertaken and the recommendations, identified as the Master Rationalisation Plan, were laid in Parliament in May 2011. The Public Sector Transformation Unit in the Cabinet Office has been charged with overseeing the process to prepare government entities for implementation through inter-disciplinary transformation teams.

**Constituency Development Fund (CDF)** was established in February 2008. The CDF empowers Members of Parliament to respond to the needs and priorities articulated by their constituents, thereby achieving improved governance at the local level. MPs are required to prepare five-year development plans for their constituencies, with achievable targets and relevant clear indicators. They must be designed within the context of national policies and programmes. Members of Parliament were allocated funds for physical infrastructure; human and social development; economic enablement and disaster mitigation.

### **Formulation of a National Development Plan**

After extensive research and consultation, the Planning Institute of Jamaica (PIOJ) completed the formulation of the country's first long-term national development plan, **Vision 2030 Jamaica**. Grounded on the vision "*Jamaica, the place of choice to live, work, raise families, and do business*", the plan is a blueprint to enable Jamaica to achieve developed country status by 2030. The PIOJ has already started work to guide its development policy and programme implementation over the next 20 years.

### **Physical Development Plan**

The comprehensive Vision 2030 incorporates strategies for Jamaica's physical development, including strategies for urban and rural development, land utilization, infrastructure planning and investment, transportation and civic amenities.

### **WORK IN PROGRESS**

There are a number of initiatives which the Jamaica Labour Party has started and intends to carry out over the next 5 years. These are as follows:

#### **Impeachment of Public Officials - Enacting provisions for the impeachment of Public Officials for misconduct, corruption, abuse of office or betrayal of public trust.**

The Bill to make provisions for the impeachment of public officials has been tabled in Parliament for debate.

#### **Prosecutorial Functions -Judicial review of the decisions of the Director of Public Prosecutions.**

This provision has been approved for issue of drafting instructions.

#### **Local Government- Giving constitutional recognition and protection to the local government system**

The bill has been drafted and will be tabled in Parliament when completed.

#### **Fixed Election Period- Establishing a fixed election period subject to variation only in specified circumstances.**

A draft Bill was commenced but not completed due to a review of its constitutional treatment.

#### **Term Limits- Imposing a two-term limit on anyone holding the office of Prime Minister.**

Constitutional Amendment (No. 2) 2010: The bill to impose a nine (9) year limit on anyone holding the office of Prime Minister was tabled in the House of Representatives on December 10, 2010. The debate commenced, but was not concluded. The Opposition has stated that it does not support the Bill.

#### **Special Prosecutor to Combat Corruption- Establishing a Special Prosecutor to investigate and prosecute persons involved in corruption.**

The Corruption Prevention (Special Prosecutor) Bill, which will establish the Office of the Special Prosecutor was passed by the Senate on January 14, 2011. It is under review in the House of Representatives.

#### **Enforcing Procedures for Awarding Government Contracts- Imposing criminal sanctions for violation of the rules governing the award of contracts and making provision that contracts issued without the proper procedures and authorization are rendered null and void and unenforceable.**

The procurement rules for the award of government contracts have been reviewed extensively and rigorously revised. The next step is to provide for the imposition of criminal sanctions for certain violations that involve conduct intended to undermine or corrupt the process and for the denial of contracts to persons deemed not to be “fit and proper”. Drafting instructions are being prepared for this.

**Reform of Libel and Slander Laws- Modernizing the laws relating to libel and slander so that those engaged in corruption can be more easily exposed and brought to justice.**

In an effort to promote transparency and accountability, the Administration established a committee chaired by Mr. Justice Hugh Small which made recommendations for changes to the laws relating to libel and slander. A Joint Select Committee considered these recommendations and submitted a report which has been evaluated and adopted by both Houses of the Parliament. A bill has been drafted and is now tabled in the House.

When approved, civil society and the media will be empowered in their oversight responsibilities, as the libel and slander laws will no longer be a shield for wrongdoers.

**Strengthening the Role of Parliament- Providing that all sessional and special select committees of Parliament be chaired by a member of the Opposition to ensure more diligent oversight of government’s activities, as is the case with the Public Accounts Committee.**

In addition to the Public Accounts Committee, the Opposition chairs the new Public Accounts and Appropriations Committee, the Internal and External Affairs Committee, the Economy & Production Committee, the Human Resources and Social Development Committee, and the Infrastructure and Physical Development Committee.

**Financing of political parties - Enacting, in consultation with the Electoral Commission, legislation to regulate the financial operations of political parties.**

Parliament has already given its approval to the recommendations of the Electoral Commission for legislation to be enacted to require the registration of political parties and the regulation of political party financing. The Bill to give effect to these recommendations will shortly be presented to Parliament.

**Public Access to Information**

- The Jamaica Labour Party has accepted the recommendations of the Committee established to review the Official Secrets Act, and will repeal the law and replace it with a more modern and balanced Act.
- The Jamaica Labour Party is also committed to amending the Access to Information Act in accordance with the recommendations of the Joint Select Committee which completed its review in 2011, with a view to granting public access to official documents held by public authorities, subject to exemptions in cases in which the right to such information is outweighed by the need to protect from disclosure governmental, commercial or personal information of a sensitive nature, in the public interest.

## **THE WAY FORWARD**

We have on the agenda the following items to be executed with the aim of improving governance:

### **Public Sector Efficiency**

The Jamaica Labour Party believes that efficiency in the public sector should result in lower costs to tax payers, increased productivity, better customer service experiences and better service to the public overall. It should also lead to the reduction of corruption.

- The JLP will introduce new business processes including automation to reduce bureaucracy, increase record keeping and accountability.
- The roll out of the National Identification card will enable a host of services to be accessed by the people simply.
- The implementation of an integrated database of citizens under the National Identification System which will reduce the need to register for each benefit and/or obligation – e.g. payment of property taxes or receiving PATH benefits. This will, among other things, simplify the government’s processes and eliminate costs incurred from paper purchases and other administrative tasks.
- The use of GOVNET to improve the sharing of information and to rationalize government spending in respect of communications services.
- The JLP must also lead by example in the introduction of energy saving technologies and managing consumption through engaging the corps of public sector workers in the mammoth task effort of reducing the Government’s energy bill

### **Appointment to Sensitive Posts**

Make it mandatory that the appointment to sensitive posts that are critical to the delivery of good governance be approved by a two-thirds (2/3) majority in each House of Parliament thereby requiring consensus between the government and the Opposition. The posts identified to date include:

- Chief Justice
- President of the Court of Appeal
- Director of Public Prosecutions
- Public Defender
- Contractor General
- Judicial Services Commission members
- Police Services Commission members
- Public Services Commission members

- Governor of the Bank of Jamaica

In addition, we will require that appointments to ambassadorial posts and statutory boards be subject to scrutiny and approval by Parliament.

### **Greater Representation for Civil Society**

Increasing the membership of the Senate to include three (3) independent representatives, chosen by the Governor General on consultation with the Prime Minister, Leader of Opposition and the President of the Senate.

### **Strengthening Corruption Prevention Authorities**

Strengthening the framework for corruption prevention and prosecution of corruption through the creation of the Office of a Special Prosecutor, whose role will buttress those now held by the Corruption Prevention Commission and the Parliamentary Integrity Commission. This will enable more effective identification and prosecution of corruption.

### **Accountability and Transparency:**

- Making provision for reports from the Auditor General, Contractor General, Public Defender, Political Ombudsman, Corruption Prevention Commission and Integrity Commission to be debated within 30 days of submission to Parliament.
- Reviewing and strengthening, as appropriate, the applicable sanctions for breaches of the law which relate to public service and governance- namely, the prescribed sanctions for breaches of the Corruption Prevention Act, Financial Administration and Audit Act, the Public Bodies Management & Accountability Act, Contractor General Act and the Procurement Rules and Guidelines.
- The development of a framework to govern Public/Private Partnerships. The government is committed to such partnerships as being fundamental to economic growth and development. Accordingly, Legal, Regulatory and Policy frameworks will have to be established along with the definition of supporting administrative processes. This will be necessary to render predictable and transparent, the way in which these projects are undertaken and managed. The framework will seek to ensure quality of service and value for money, balanced risk management on both sides and definitive targets regarding reporting, timelines, expenditure and savings. The Development Bank of Jamaica has been charged with leading the process.

### **Structure of Cabinet**

Establishing in the Constitution the core ministries of government with a limit as to the number of additional ministries that can be created.

This policy position is under active review and consideration. Its implementation will, however, be dependent on further implementation of public sector rationalization as only when that process is further progressed, can we most optimally determine what the core ministries should be. Past work



of the Orane Committee and others in relation to this matter will be reviewed in the context of the principles set out in the segment on Public Sector Efficiency above.

## **ECONOMIC POLICY – From Stability to Growth**

In the last four (4) years, the world experienced the most severe economic recession since the Great Depression. The turmoil in global financial markets and the slowdown in economic activity were so severe that they triggered the collapse of some of the world's largest companies and brought even its most prosperous nations to the brink of a meltdown.

In the midst of the least favorable international conditions since Independence, we made progress. During the crisis, we took unparalleled steps to address the major long-term challenges facing our economy. We were able to restore stability, strengthen the foundations of our economy and begin a recovery, even while other nations continue to slip deeper into recession.

Already, we are experiencing the early rewards of the bold action we took. The economy emerged from recession in the first quarter of 2011. Despite continued economic disruption across the world, our economy has now grown for the last three (3) consecutive quarters. Many independent observers forecast that this growth will continue in 2012.

In the next term, the Jamaica Labour Party intends to make more successful and game changing economic decisions. We will consolidate our gains in fiscal stability and drive growth by executing key reforms that will transform our economy. With Europe threatening to put the world economy back into recession, we will continue to adhere to the fiscal discipline we demonstrated in the first term. However, the second term will be characterized by reforms designed to speed up growth and employment.

### **MAJOR ACHIEVEMENTS**

In our first term, the Jamaica Labour Party took unprecedented actions to bring stability to the Jamaican economy even while larger and more prosperous nations faltered. Many of our actions are contained in our 2007 Manifesto and represent the fulfillment of the vision we laid out during the last campaign.

#### **Jamaica Debt Exchange (JDX)**

We took decisive action to execute the JDX in early 2010. The idea to swap higher interest rate local securities for new securities with lower interest rates and longer tenors had never been done before in Jamaica. Many observers said it could not be done. They were wrong. The initiative was successfully concluded with a participation rate of more than 99%. The JDX has been responsible for a dramatic decline in our country's interest burden. These savings, more than the recurrent budgets of some ministries, has enabled us to lower the fiscal deficit and free up billions of dollars for critical areas, such as health and education. Leading international publications and economic experts have publicly lauded the JDX and our management of economy, even suggesting that countries such as Portugal, Ireland, Italy, Greece and Spain look to our example. The JDX is characteristic of our novel and bold approach to policymaking.

#### **Low Interest Rates**

Interest rates have fallen by almost 20% in our first term. Currently, short-term interest rates are near 6%, the lowest level in decades. These rates reflect the gains we have made since the JDX, the

market's continued confidence in our economic management and our improved credit worthiness in the eyes of investors. More importantly than short-term rates, the rates at which businesses borrow funds to grow and the rates at which families borrow funds to purchase homes, have also declined dramatically. Lower short-term interest rates have been a catalyst for investors to start building business and creating employment rather than merely investing in government debt. Lower commercial interest rates have turned projects which were once impossible to finance, into lucrative investments. Lower mortgage rates, now below 10%, have made the dream of home ownership a reality for some Jamaicans for the very first time.

### **Stable and Strong Dollar**

The Jamaican dollar has experienced remarkable stability versus all major currencies since the JDX. In a period of intense volatility in world markets that saw major swings in the value of most assets and the stability of major currencies such as the US Dollar and the Euro openly challenged, the Jamaican Dollar has held its value. In fact, since 2009 the Jamaican Dollar has actually appreciated by over 3%. This means that all Jamaicans can be assured that the value of their salary, savings and pension will be maintained

### **Low Inflation**

We have consistently reduced inflation in each year of our first term. In 2007, the inflation rate was almost 17%. In the last 4 quarters inflation has been about 8% or less than half the rate it was when we formed the Government. Stable prices have meant that Jamaicans, particularly those that are most vulnerable, have seen the prices of basic items and their cost of living remain stable under our watch.

### **Renewed Confidence from Multilaterals**

In response to the global financial crisis, we took steps to reengage the multilateral community. We crafted a Medium Term Programme that received the support of key local stakeholders including the private sector. This Medium Term Programme formed the basis of a new borrowing relationship with the IMF and the World Bank on our terms. The support of the multilateral community under our leadership has been remarkable. For example, on a per capita basis we enjoy more support from the IDB than any other country in the world. The funds we have received from the IMF have played a major role in stabilizing our currency and keeping our dollar strong. The funds we received from the World Bank and the IDB have gone to support our budget and finance key development projects. Most importantly, these funds have been borrowed at rates as low as 1% and have allowed us to further reduce the burden of debt.

### **Divestment of Loss Making Entities**

We saved tax payers over US\$200M per year by selling loss making entities. For decades, the taxpayers of Jamaica wrote blank cheques to subsidize entities owned by the Government like Air Jamaica and the sugar industry. These entities made losses each year and cost the taxpayers billions of US dollars in aggregate, more than the size of the IMF Programme itself. Even worse, since large amounts of our taxes come from the working class, in some cases, the poor were effectively subsidizing wealthy. We took the tough decision to sell these entities and showed that we had the will, the relationships and the skills to get the job done. These actions will save taxpayers billions of dollars each year and allow us to increase spending on critical areas such as health and education.

## **Creation of Junior Market of the Jamaica Stock Exchange**

We created the Junior Market of the Jamaica Stock Exchange to allow growing businesses to access capital. Traditionally, only the biggest companies could access the Stock Market. Growing businesses had to rely largely on debt to finance their business, many times at high interest rates. We created the Junior Market so that growing businesses could list on the Stock Exchange, raise capital and allow investors to participate in their growth. To date, there have been twelve (12) listings with over J\$10B of capitalization. Most of the companies listed have been in productive sectors like manufacturing, distribution and tourism. The stocks listed on the Junior Market have outperformed stocks listed on the Main Market and the returns on government paper.

## **THE WAY FORWARD**

In our next term, we will maintain our steadfast commitment to fiscal discipline and drive economic growth by executing a number of key growth reforms. We believe that these game changing policies will produce rates of economic growth that will improve the standard of living of the Jamaican people.

### **IMF Programme**

In our first term, we rebuilt Jamaica's relationship with the IMF and other multilaterals from scratch after two (2) decades of neglect. In our second term, and as first outlined in Minister Shaw's 2011/2012 budget presentation in April 2011, we intend to continue arrangements with the IMF when the current Stand-by Arrangement comes to an end. Any new arrangement will be consistent with our own economic vision for Jamaica and will be the result of an open and consultative process with all stakeholders, most of all the Jamaican people.

It is important that Jamaicans understand that all roads to achieving an arrangement with the IMF (by any government) will include tax reform, pension reform and public sector reform, as they are fundamental to attaining sustainable growth.

The JLP is better positioned to reach such an arrangement for three (3) reasons. First, we have the respect, credibility and trust of the international financial markets and multilaterals. Second, these reforms are the main planks in our second term growth agenda. Third, and most importantly, we have already begun to execute on these reforms not only by tabling discussion papers in Parliament and in the public domain, but by starting an unprecedented process of consultation with the private sector, trade unions and other stakeholders.

### **Tax Reform**

Our tax system is inefficient and inequitable. It makes it difficult for compliant businesses to pay taxes, provides a web of incentives that are distortive and complex to navigate, creates an unequal playing field for businesses in different sectors and concentrates the burden in a narrow band of taxpayers.

Last year, our tax system ranked 172 out of 183 countries according to the World Bank. The average business spends over 400 hours a year paying its taxes in over 70 separate payments. This causes real costs on businesses and slows growth and job creation. Even worse, it creates large incentives for businesses to avoid taxes.

The current system has hundreds of thousands of waivers and exemptions. This complex web is difficult to understand. It also moves money to activities which benefit from incentives, and not necessarily to projects that will grow the economy and create jobs. Often, the rationale for these exceptions is no longer valid. In other instances, the waivers are discretionary, causing bureaucracy, administrative costs and the possibility of corruption.

This year, we tabled a Green Paper on Tax Reform which contained a number of measures we believe will greatly improve the system. The paper ignited a debate among a wide cross section of stakeholders. We believe that this kind of transparency and cooperation is without precedent in previous efforts to reform our tax system.

Submissions from various groups will be submitted to Parliament early next year. We are optimistic that following this process, we will implement a historic and comprehensive reform of our tax system early in our second term.

### **Public Sector Reform**

For much of the last decade, 2 single expenses have overwhelmed our budget: (a) interest on our debt and (b) the cost of maintaining our public sector. When we formed the Government, these expenses together made up over three (3) quarters of the budget. In the first term, we tackled interest costs through the JDX, reduced interest rates and engaged the multilateral community. We were successful on all fronts. In our next term, we will focus on the second large expense on our budget- the cost of the public sector.

For some time, we have been working to design a reform programme. We set up the Public Sector Transformation Unit, run by civil servants and chaired by the private sector. This unit looked across the public sector and compiled a series of proposals including: the merger of agencies, the elimination of redundant functions, the reengineering of processes of government and the reduction of waste. These measures, rather than the blunt eliminations of jobs, will lead to more meaningful and enduring cost savings and will form part of the reforms.

Reform is not just a fiscal issue; we believe it is critical in changing how the public sector serves the public. Consistent with the medium term programme, we intended to reduce the cost of the public sector to below 10% of GDP. This fiscal space will be important in maintaining stability and allowing us to increase spending on critical areas like education and health. However, the reform will not just make the public sector cheaper; it will make it better and more efficient at serving the needs of the Jamaican people.

### **Pension Reform**

Public sector workers' pensions are paid by taxpayers, not by contributions. The annual expense to cover current pensioners has climbed from 0.4% of GDP ten (10) years ago to over 1.4% of GDP today. More importantly, there are no assets set aside to pay the pensions of current workers when they retire. This unfunded liability is projected to exceed J\$300B and likely represents about 25% of GDP. This amount, when added to our debt, makes our fiscal situation unsustainable and threatens future stability.

The need to lower the annual pension costs on the budget and address the unfunded liability must be balanced with our obligation to provide a fair retirement to the men and women who have dedicated their careers in service to the public.

As with tax reform, we have tabled a Green Paper on pension reform which includes a variety of options in parliament. The purpose of the Green Paper is to begin a national conversation on reform and arrive at a solution that balances the need for fiscal stability with the need for adequacy, fairness and compassion. Already a committee of parliament has received a number of submissions from professional organization and other groups. We expect to implement the reform of the public sector pension system early in our next term.

### **Central Treasury Management**

We can save money that can be spent on health and education just by managing our money more efficiently. Even when we have an overall fiscal deficit, some ministries, departments and agencies may have excess cash while others have a need to borrow. In these cases, the parts of the government with cash could give money to the parts that need cash and save the interest on the borrowed funds. The process we will use to attain this type of efficiency is called Central Treasury Management.

We have already begun to design the Central Treasury Management System and have been working with an external team to plan its implementation. The idea has the support of both political parties and the private sector. We expect to implement Central Treasury Management early in our second term.



## INDUSTRY DEVELOPMENT- The Path to Job Creation

The Jamaica Labour Party endorses the PIOJ's Growth Inducement Strategy and the fundamental principles that are outlined therein. We have ensured that our policies and initiatives are aligned with both Vision 2030 and the PIOJ's Growth Inducement Strategy.

The economic landscape has continued to change since the onset of the current global recession, and is creating what is referred to as the "new normal". This unpredictable new environment has significant implications for Jamaica's commercial activity and investment climate. The fragile local economic framework requires an approach that can stimulate both local and foreign interest in making Jamaica the beneficiary of expanded private sector business activity, leading to a net increase in stable employment.

The Jamaica Labour Party believes that the private sector is the engine of growth and that the government must enable the business environment by understanding and seeking to address the variables that inhibit or encourage economic activity at both macro and micro levels.

The focus on influencing and enabling areas of opportunity for economic activity and growth is therefore based on the comparable and in some cases competitive value propositions, for both traditional and emerging industry sectors.

### THE WAY FORWARD

#### **A Productive, Customised Investment Strategy**

Attracting investment is a market activity. We must go to the market, not wait for the market to find us. Creating jobs will be the central focus of our economic strategies. Creating jobs for our people is the surest way to eliminate poverty, reduce crime and raise living standards. It is also the surest way to earn more revenue in order to reduce the national debt and provide more resources for critical social services and infrastructural development. Our strategies will therefore include the following:

#### **A Mega-Agency for Investment Promotion, Financing and Marketing**

A proposal to merge JAMPRO, and the Development Bank of Jamaica (DBJ) and EXIM Bank to become one integrated investment promotion, financing and marketing powerhouse is to be evaluated. This mega-agency would attract foreign investment and stimulate local investment.

#### **Strategic Investment Promotion**

Re-energizing our investment promotion strategy to target investments that will create significant new job opportunities and establish linkages for other investments to take place. Where advantageous, we will pursue a firm-centric approach to attract "brand name" investors whose operations are globally integrated and are pacesetters for other investments. This has been successful with our approach to BPO ICT investments.

## **Informed and Targeted Sector Promotional Strategies**

These will be implemented through:

- Programmes that target focal sectors.
- Increased use of market intelligence strategies and global forecasting analysis to identify niche areas and inform required product and investor targeting strategies.
- Employment of targeted strategies towards sector growth and expansion of niche opportunities within sectors.
- Identification and development of specialized opportunities that may exist within sectors.
- Packaging of opportunities according to sector and in concert with partner agencies.

## **Country/Regional Promotional Strategies**

These will be employed by:

- Targeting and attracting investors from key economies/regions, such as emerging economies like Asia and Latin America.
- Facilitating entry to key markets that will be advantageous to Jamaica, through market intelligence and research.
- Leveraging international agreements.
- Leveraging relationships with local embassies, foreign missions and the Jamaican Diaspora.

## **Export Development and Strategy**

In relation to exports, our focus on niche export opportunities is informed by the strategic areas of focus in the National Export Strategy. Particular emphasis will be placed on market access, capacity building, market intelligence and segmentation, as well as promotion. The programme to facilitate increased export sales will be underpinned by the exploration of new markets for Jamaican products, in keeping with existing trade agreements. Primary among these new potential markets are those in Latin America and the Caribbean.

Over the past few months, there has been an active engagement of the stakeholders to identify the most pressing needs of the exporters, and work is being done to put in place specific programmes to address these needs. As a result of this exercise three areas are being addressed: capacity, standards and market intelligence.

## **Aggressive Overseas Marketing**

Seeking to identify overseas markets for local producers and service providers in all sectors who may be incapable of penetrating these markets on their own.

### Exploiting “*Brand Jamaica*”

The Jamaica Labour Party will vigorously promote Brand Jamaica - one of our most valuable national assets which already enjoys international appeal and has the capacity to build lucrative markets for local producers of goods and services.

- For example, the development and execution of ‘Meet Jamaica 2012’ – which is a PSOJ/JAMPRO led initiative geared towards leveraging the success of Jamaican athletes for the promotion of Jamaican goods. The initiative involves a number of promotional activities in the UK market leading up to, and during, London Olympics 2012.
- Partnership with JIPO for the promotion and establishment of ‘Geographic Indicators’ for Jamaican rum, coffee and jerk seasoning in order to maximize the benefits to Jamaica being enjoyed by these products globally.

### National Linkages Strategy

It is recognized that sound linkage opportunities facilitate investment opportunities and local businesses. With the development of an adequately resourced National Linkages programme in partnership with key partner agencies, there is significant opportunity for growth in this area in the medium to long term. Greater engagement with partner agencies and other private sector clusters and organizations is planned. Sector specific focus also impacts associated linkage opportunities and, therefore, it is anticipated that linkages related to agriculture, ICT, tourism and creative industries will contribute significantly to linkage targets in the short term.

### Enhancing the Business Environment by Reducing Cost and Time

- **Introduction of Online Registration of Companies**

The Jamaica Labour Party is committed to improving the business environment by implementing policies and initiatives to reduce the time, cost and effort required to register businesses in Jamaica. We are also committed to facilitating the process of company registration as a means of encouraging would-be entrepreneurs to enter the formal economy, thereby contributing to economic growth.

It is anticipated that the successful implementation of this initiative will lead to an improvement in the overall business environment, in the following tangible ways:

- (a) An increase in persons willing to enter the formal market, especially those youngsters who wish to start a micro enterprise or small business instead of becoming employees.
- (b) Increased employment since a more facile process will encourage new entrants.
- (c) Reduction of the informal sector as more persons are motivated to enter the formal sector.

- **Reduction of Multiple Business Filings**

The introduction of a “*superform*” will also be included in the online filing process. This will combine application forms for NIS, TRN, GCT, TCC, HEART and NHT.

- **The Introduction of Electronic Signatures**  
The use of digital signatures, along with an electronic signing pad, will be used to capture the signature of applicants until the Public Key Infrastructure (PKI) system is implemented in Jamaica.
- **Improving the ‘Doing Business’ Environment**  
This is a key strategy employed by many economies in attracting investments. Bureaucracy, length of time taken to undertake business transactions, the cost of doing business (e.g. electricity costs), taxation policies, and incentive regimes are among some of the factors to be considered. Various policy interventions have occurred around these and other issues and will be intensified. The National Competitiveness Council (NCC) Secretariat at JAMPRO will be one of the key vehicles through which these concerns will be addressed in the future.
- **Addressing Bureaucracy to Enable the Business Environment**
  - (a) Establishment of a Toll Free Bureaucracy Hotline:  
There is a plan to implement a toll free bureaucracy hotline: 1 888 RED TAPE (733 8273). Initially this will be a medium through which issues are logged regarding doing business in Jamaica. A related action plan will be developed to address issues raised through the hotline.
  - (b) Acceleration of Development Approvals:  
There is a plan to accelerate development approvals, which supports the aim to offer red carpet service to investors. JAMPRO will work to improve the systems, process and delivery times relating to the issuing of licences, permits, and any other approval required for the development of infrastructure and facilities. Critically, this includes resolving delays and bottlenecks encountered by investors in the process of executing an investment project. Such challenges are mainly as a result of the need to coordinate activities of the numerous agencies involved. The plan is to work with the above agencies to improve cross-functionalities and to agree on time limits for processing of documents/permits.
- **Implementation of a work plan to address reforms in the Doing Business Report metrics (DBR)**  
The Jamaica Labour Party will:
  - (a) Strengthen the NCC Secretariat to analyse data by examining the issues.
  - (b) Identify the bottlenecks where they occur in the public sector agencies.
  - (c) Execute the DBR Work Programme.

### **Better Access to Research, Development and Technology**

The Jamaica Labour Party is committed to ongoing sensitization by SRC through collaboration with research and development (R&D) institutions, schools, communities, inventors’ associations etc., on the importance of science and technology.

- The development of marketing and campaign tools to stimulate awareness and demand for R&D through the provision of technical support, training and transfer of technology, particularly, to small agro-processors.
- Sale of food preparations developed from use of indigenous materials (e.g. lemon grass) as well as consultancy services on good manufacturing practices and cleaner production technologies are being provided to micro, small and medium enterprises (MSMEs).

### **Expanding Venture Capital Financing**

Under the Jamaica Venture Capital Programme, provide the appropriate fiscal and regulatory mechanisms to facilitate the growth of venture capital financing to encourage new start-ups and enable the expansion of existing businesses hampered by lack of capital and the high cost of debt financing.

### **Taking Advantage of Business Process Outsourcing (BPO)**

Promotion of BPO as a key sub-sector of information and communication technology (ICT) – identified as a priority area in the JLP's growth strategy.

- Development and execution of a 5-point plan for the expansion of the sector and creation of jobs:
  - (a) **Financing:** Development & expansion - The facilitation of entrepreneurs and corporations to invest in Jamaica is central to the Government's objective of doubling the number of jobs held predominantly by young Jamaicans in the rapidly expanding sector.
  - (b) **Training:** Cost-effective & industry-specific- training in collaboration with the HEART Trust to expand the base of workers in the sector and create training incentives for potential investors.
  - (c) **Infrastructure build-out- Financing for space build-out** – US\$20M line of credit in place through DBJ; partnership with DBJ to facilitate access to low interest rate financing for construction in the sector.
  - (d) **Investment promotion:** Market segmentation and aggressive marketing - appointment of in-market brokers for targeted sectors; use of key opinion leaders; promotion of expansion for existing operators.
  - (e) **Policy/legislative support:** Enactment/amendment of relevant legislation to create an enabling environment for investors in the sector (e.g. Cyber Crime Act amendments currently being pursued by Ministry of Industry, Investment and Commerce).

### **Pursuing New Opportunities in the Services Sector**

Encouraging the emergence of new businesses in the rapidly growing services sector to take advantage of the lucrative opportunities in information technology, professional services, entertainment and culture.

- Strategic emphasis will be placed on facilitating growth of Jamaica's services sector through the work of the Jamaica Coalition of Services Industries (JCSI), whose secretariat is housed at JAMPRO. The JCSI, a partnership between public and private sectors, will work towards developing an executable Services Growth and Expansion Plan for key service sectors. The plan is a part of the National Development Plan.
- The development of creative industries –Creative industries are of particular significance in the present global context, and the Jamaican brand has maintained a strong presence in diverse cultural markets. Jamaica is also known as a film destination and we have birthed numerous cultural icons in the music, drama, film, fashion and other creative sectors. This sector has facilitated significant economic contributions through creation of linkages, export of services, and in other areas with others that remain to be tapped.

### **The Development of Enterprise Zones**

Establishing enterprise zones strategically located in major urban and rural centres with appropriate incentives and shared services to facilitate new start-ups in the manufacturing, agricultural and service sectors.

- The development of agro parks as clusters of economic synergy in St. Elizabeth and Clarendon as well as the development of the Caymanas Economic Zone are major developments for the future.
- Exploration of mechanisms for making economic zones viable for manufacturers will be key components of the growth strategy for these areas. Their development will be mindful of the need for associated sustainable development practices such as independent power generation from renewable energy sources.

### **Special attention to Micro, Small and Medium-Sized Enterprises (MSMEs)**

MSMEs require modest capital outlay yet offer high job-creating potential. These companies also have the size-flexibility to satisfy niche markets. Supporting the continued development and growth of this sector by implementing appropriate frameworks is therefore important, and can and will be accomplished in a relatively short period of time.

- Providing appropriate incentives and access to special, concessionary financing for MSMEs.
- Providing technical expertise to assist MSMEs in areas of production processes and management, quality control, packaging, marketing, cost analysis and financial management.
- Introducing a Micro, Small & Medium Enterprise (MSME) Policy: A policy document and suite of supporting initiatives are to be approved and enacted in the first quarter of 2012.



- Implementing an MSME Procurement Policy- This policy has been developed and will be aggressively implemented to support the purchasing by state agencies of goods and services from qualified local small businesses.

### **Financing for MSMEs**

Funding and expanding the intervention of the Jamaica Business Development Corporation (JBDC) as an Approved Financial Institution (AFI). The types of small businesses to be served by the expanded JBDC would include those involved in the manufacture of furniture, juice operations, pig rearing and apiculture among others.

### **A Small Business Accelerated Growth Programme**

A multi-dimensional business assistance programme designed to assist participating enterprises with identified potential, but which lack the required resources to take full advantage of market opportunities, including business planning, advisory and technical services.

### **Creation of a Distribution Linkage Programme**

A Distribution Linkage Programme designed to assist participating 'market ready' enterprises to increase their local product distribution and sales by linking them with established distributors willing to take on their product line for distribution.

### **The Revitalization of the Jamaican Craft Sector**

Developing the craft sector, which holds significant potential for increased exports, economic growth and job creation, especially in the MSME sector. The craft sector has been suffering from significant stagnation over the years, particularly in the areas of product design and marketing and so requires additional resources and attention to bring about a revival.

- Specific initiatives have been developed for the craft sector for implementation in 2012. These are:
  - (a) A \$15Million craft development loan facility available from JBDC earmarked for craft producers.
  - (b) A business training programme customized to the needs of craft producers, particularly targeted to those who receive the craft development loan.
- Developing and implementing a Craft Development Institute to revitalize the craft industry by improving the competitiveness, income generating capabilities and capacities of local craft producers and vendors through skills, business, and product development training.

### **Establishment of a Credit Bureau**

Encouraging the establishment of a credit bureau in accordance with the new legislative framework, to facilitate entrepreneurs, especially small ones who may lack collateral but whose credit rating will provide access to financing to start or expand businesses. Stakeholder consultations continue and it is expected to be implemented in the future.

### **Offshore Educational Facilities**

- Actively promoting the establishment of offshore campuses and other educational facilities to provide jobs for local workers and demand for local goods and services while offering their parent universities the advantage of lower costs.
- Ongoing facilitation of the All American Institute for Medical Sciences (AAIMS) in Black River, which accepted its first cohort in January 2011.

### **Offshore Financial Centre for Kingston**

In 2007, our manifesto outlined our intent to develop a Jamaican offshore financial services center and establish Kingston as a choice location for offshore financial services. The International Financial Services Centre project has been far advanced, with the following achievements:

- The Jamaica International Financial Services Authority (JIFSA) has been legislated and is now functional. A Board of Directors was named September 2011.
- 7 key pieces of legislation to support the industry have been drafted and are to be reviewed by the Office of the Parliamentary Counsel (OPC). At least 4 are to be tabled in Parliament by end of the fiscal year.
- Industry consultations have started and are ongoing.

### **Major Investment Projects**

Seeking investors for large-scale projects designed to generate significant numbers of new jobs and create opportunities for investment linkages. These will include:

- Proposals to develop integrated resort development schemes, including casino gaming facilities – with a combined projected capital expenditure of over US\$5B and potential job creation of almost 10,000 permanent jobs, not including temporary construction jobs.
- An air transshipment hub to be located at Vernamfield in Clarendon to mirror the outstanding success achieved in maritime transshipment by the Port of Kingston.
- A large-scale freeport facility to be located on the Fort Augusta peninsula to provide assembling and duty free shopping comparable to that which exists in Panama.
- The development of Port Royal and its rich cultural heritage as a major cruise ship destination to be interfaced with the planned Fort Augusta Freeport.
- Expansion of the Port of Kingston on lands on the north side of Marcus Garvey Drive, linked by an overpass to meet the growing need for facilities for additional logistics centers.

- Development of a new modern port facility at Port Esquivel in St. Catherine to facilitate the rapid growth of maritime transshipment which now threatens to exhaust the available space at the Port of Kingston.
- A modern dry dock facility at Salt River in Clarendon to take advantage of our strategic location and lower costs, to provide maintenance services for ships.
- Development of a nutraceutical and biotechnology industrial park to take advantage of Jamaica's unique position as a major global source of natural products (estimated at 15% of global reserves).

### **A Foreign Policy to Support Our National Goals**

The traditional focus of our foreign policy has been to maximize aid and development assistance and sustain preferential trading arrangements. The international environment has shifted significantly. Aid and development assistance is declining and is being confined to least developed countries. In the context of globalization, the priorities in our foreign policy approach must therefore be to secure export markets and attract investors into our economy. This will require a repositioning of our foreign policy thrust.

### **Strategic Foreign Policy to boost Investment and Growth**

#### **Major features include:**

- Ongoing collaboration with the Ministries of Finance and Foreign Affairs and Trade, for the input of JAMPRO's client and management perspectives on investment treaties and regional policies.
- Supporting the Regional Negotiating Machinery and the initiatives being pursued through the Caribbean Forum (CARIFORUM) to conclude the most favourable agreements with our regional and global partners.
- Identifying sensitive goods and services which can still be protected from market access under existing WTO rules.
- Insisting on the establishment of a development agenda as the centerpiece of the revival of the Doha round which is critical to the integration of developing countries in the multilateral trading system.
- Continuing to insist upon special and differential treatment for developing countries within the WTO agreement.
- Pursuing investment possibilities through the European Investment Bank in major areas such as tourism, telecommunications and services.

- Negotiating additional bilateral preferential trading arrangements (especially with regard to energy supplies) that are not inconsistent with our WTO obligations.
- Restructuring our missions abroad to reflect priority focus on trade and investment promotion, as well as providing services to the Jamaican community overseas.
- Promoting greater involvement of the private sector in policy formulation and trade negotiations, in recognition of its critical role in an economics-driven foreign policy.

## **Our Foreign Policy in the Context of International Politics**

### **Objectives here are:**

- Maintaining a non-aligned political posture in our foreign relations and taking positions consistent with our obligations under international conventions that are in the best interests of Jamaica and the international community.
- Supporting the work of the UN, Commonwealth, OAS and other regional and international bodies of which we are a member.

## **Our Relations with CARICOM**

- We will continue our support for CARICOM and the principle of regional integration.
- We will use our membership and influence within CARICOM and the Caribbean Single Market Economy to exploit their real potential, that is to combine our energies and resources as individual states to secure investments, create jobs, increase exports to third countries and improve living standards within the region.

## **Integrating the Diaspora**

### **The Jamaica Labour Party will:**

- Continue our support for the Diaspora Foundation and its efforts to network all Jamaican organizations overseas.
- Use diplomatic channels to more proactively represent the interests of the Jamaican community to the governments of the countries in which they reside.
- Float a special, secure Diaspora Bond to provide an attractive investment opportunity for Jamaicans overseas and raise capital to help finance the Education Transformation Project.
- Establish a database of Jamaicans overseas to strengthen our contact with the Diaspora and provide a resource base for the recruitment of special skills.
- Drafting of a Business Diaspora Strategy to engage Jamaicans overseas.

### **Launching a New Agricultural Revolution**

Since 2007 the agriculture sector has experienced consistent growth except for periods of adverse weather. The average growth in domestic food production over the last 4 year period is 17 %.

The most compelling priorities for agriculture are raising the level of productivity through the use of technology and improved farming practices; and providing better access to markets. The Jamaica Labour Party is committed to:

#### **Wide-scale Application of Technology to Dramatically Increase Productivity**

- Aggressively promoting the use of proven technology (e.g. green house, hydroponics, tissue culture etc.) to increase yield, improve quality and rationalize the use of scarce water.
- Providing training and technical support to ensure that farmers master the application of new technologies.
- Promotion of greater use of bio-technology through the National Research and Development Centre, to improve the quality and marketability of farm produce.

#### **A Better Extension of Services**

Restoring and expanding agricultural extension services which have been severely depleted, to ensure the effective transfer of technology and application of modern practices. In 2007, the ratio of farmers to extension officers was 3000:1. Through the restructuring of RADA, there was a doubling of the number of extension officers. The ratio now stands at approximately 1,500 farmers to 1 extension officer. Officers must be retrained and certified on an annual basis.

This cadre of extension officers comprises:

- 13 marketing officers ( 1 per parish)
- 13 livestock officers (1 per parish)
- 98 crop extension officers.

#### **Improved Pest and Disease Control**

Improving the capabilities for pest and disease control by stricter quarantine procedures and speedier detection and corrective practices.

#### **Promotion of Organic Farming**

Providing technical and financial support for organic farming to exploit the growing international market for organically produced foods, supported by the introduction of an organic farming policy.

#### **Promotion of Exotic Crops**

Promoting the cultivation and export marketing of exotic crops including pimento, nutmeg and tumeric, along with medicinal and culinary herbs and spices, in a strategic programme integrated with the Brand Jamaica Campaign.

**Development of a Cold Chain through the Provision of Refrigeration Facilities**  
Establishing strategically located refrigeration facilities to extend the shelf life of farmers' produce and improve marketing possibilities.

**Improved Market Intelligence**

Improving the gathering and timely dissemination of marketing information to provide farmers with the best options for marketing their produce.

**Improved Selection, Grading and Packaging Practices**

Providing training to farmers in proper selection, grading and packaging practices to more effectively synchronize farm production with market requirements.

**Incentives for Agro-Processors**

Providing incentives for agro-processors to extend the market for agricultural produce and provide greater predictability and price stability for farmers.

**Affordable Loans for Farmers**

Continuing to increase the availability of low-interest loans to farmers through the People's Cooperative (PC) banks, especially to ensure that they are able to meet the required capital investment to adopt new technologies.

**Land Titling Process: LAMP and LAND Programmes**

- Amending the Registration of Titles Act to simplify the registration of untitled land where the claimant has been in possession for a specified minimum period of time, where ownership is not in dispute and can be confirmed by evidence.
- Establishing community land tribunals to consider applications for registration and, after adequate public notification, to conduct hearings and if satisfied that the right of ownership has been established, to issue a certificate of ownership.
- Establishing a framework in which a certificate of ownership together with a surveyor's report and diagram would be sufficient to effect title registration.
- Assist in financing of land titles to regularize land ownership.

**Irrigation Expansion**

Improving existing and establishing new irrigation schemes to increase the acreage of land available for high-productivity farming.

- Development of Irrigation Schemes through National Irrigation Master Development Plan (NIDP)
- 486 hectares of land has been brought under irrigation at Hounslow, and 214.6 hectares are now in production, as a result of the rehabilitation of the Hounslow system.

### **Protection and Strengthening of the Livestock Sector**

- Instituting measures to protect and expand the livestock sector and to improve productivity with a view to capturing a greater share of the domestic market.
- Providing the necessary protection to milk producers to mitigate the effects of subsidized imported milk solids. This is to be monitored by the Jamaica Dairy Development Board.

### **Expansion of Aquaculture**

Expanding the aquaculture industry, especially for the export market, and promoting the production of new species to replicate the success achieved with the tilapia.

### **Improved Management of Marine Fishing**

Establishing a comprehensive programme to improve the management of the marine fishing industry including:

- More vigilant efforts to stem illegal fishing in Jamaican waters.
- Careful monitoring of our fish population and stricter control measures to prevent over-fishing and the depletion of fish stock by regulating the size and weight of fish that can be harvested.
- Implementation of an environmental programme to stop the pollution of our sea water and the use of dynamite and chemicals to reap fish, and to reverse the damage being done to our fish nurseries and coral reefs.
- Provision of loans and training for fishers to equip them to operate beyond our coastal waters which are severely over-fished.
- Provision of safety gear, training and public education to ensure better standards of safety at sea.
- Improved refrigeration facilities at our major fishing beaches to preserve the catch to meet marketing cycles.
- Introduction of new, scientific methods for growing lobsters, shrimp, oysters, squid and other high-demand species under controlled conditions.
- Implementation of a programme to clean up and upgrade fishing beaches islandwide.

### **Intensifying Efforts to Combat Praedial Larceny**

Reorganizing, retraining, equipping and redeploying district constables to be a more effective force in combating praedial larceny. There is ongoing dialogue with stakeholders to refine plans to enforce traceability of possession.



### **Expanded Production of Rice and Pineapples (strategic crop selection)**

- Redevelopment of the rice industry – this programme was launched in September 2009 as part of the Food Security and Import Substitution Programme. The target is to replace 25,000 tonnes (25%) of rice imports in the future.
- Stakeholders (paddy producers, input suppliers and the miller) have formed and registered the Jamaica Rice Producers Association (JARPA).
- The Agro-Investment Corporation (the investment facilitation arm of the Ministry of Agriculture and Fisheries) is facilitating the development of the pineapple industry. The following has been achieved:
  - (a) Competitiveness studies were conducted and a plan prepared for development of the pineapple industry.
  - (b) MD2, the world's leading fresh fruit variety, was introduced into Jamaica in 2009. To date, 3 shipments of 75,000 plants each have been imported from Costa Rica and distributed to farmers. These 225,000 plants have been used to establish approximately 9 acres of the crop.

### **Post-Harvest Facilities**

The need for the development of post harvest facilities for the modernization of Jamaican agriculture is well documented as a strategy to reduce losses and improve traceability. The model that is going to be pursued is a public private partnership where government will divest itself of strategically located infrastructure to qualified and competent private sector operators.

- A post harvest facility of 7,000 sq feet to be constructed in Coleyville in Manchester to service a tri-parish cluster of farming communities.
- The construction of a pepper & escallion processing facility to service the agro park in St Elizabeth to be completed in 2012.

### **Establishment of the Agricultural Development Fund (ADF) to Facilitate Agricultural Development**

This fund will have a target of J\$120 Million annually and will be used in funding initiatives that will either modernize or develop the industry.

### **Adding Value through Agro-Processing**

Under the Vision 2030 framework for national development, agro-processing is referred to as a secondary industry involved in the processing of agricultural raw materials into food and beverages. Several categories have been identified; these include canned goods, soups, vegetables, sauces, dry pack foods, frozen foods, and in particular, ready to prepare meals, pureed and baked goods and beverages. A number of the products which will form the basis for exploiting the value opportunities available possess unique properties. These are properties that the world craves, but on

which we have only in the last few years begun to focus, with a view to exploiting. These products include:

- Jamaican honey, among the best in the world, particularly the logwood variety.
- Jamaican peppers; the Jamaican scotch bonnet is rated as the one of the best in the world.
- Jamaican ginger, also best in the world.
- Jamaican turmeric, second only to that of India.
- Jamaican pimento, best in the world.
- Jamaica coffee of which the Blue Mountain brand is the most famous.
- Jamaican cocoa among the top eight fine flavoured varieties in the world.
- Jamaica vegetables.
- Jamaican tubers.

These products all represent tremendous opportunities for value addition, export potential, income generation and/or import substitution. A sampling of these possibilities is outlined below:

### **Unleashing Talent through the Creative Industries**

The creative industries are of particular significance in the present global context and the Jamaican brand has maintained a strong presence in diverse cultural markets across the various segments of the sector, including film, music and fashion. Jamaica is also known as a film destination and the country has numerous cultural icons in the music, drama, film, fashion and other creative sectors. This sector has facilitated significant economic contributions through the creation of linkages, and the export of services.

JAMPRO will be engaging in strategic interventions within the Creative Industries, and as such, will only focus on the following areas:

- **Film:** Animation and television production.
- **Fashion:** Capacity development for designers and outsourcing manufacturing partnerships in the region (to Haiti and the Dominican Republic) and targeting greater access to the Diaspora and other markets.
- **Music:** Key approaches will include working in partnership with the music clusters and industry associations to facilitate capacity development, data collection, lobby efforts and developing and engaging with a database of producers in key UK and other markets.

## **Development of Jamaica as a Shipping Centre- Connecting to the World**

The Vision 2030 Jamaica Plan included as one of the major pillars, the development of Jamaica as a regional logistics hub with multimodal linkages. It is intended to start focus on this pillar in short order.

### **Maritime and Logistics**

Development of the maritime industry is a key economic strategy for the short and medium term. Seafaring, dry docking, bunkering, port facilities and transport logistics are all aspects of this sector which may be developed for the creation of jobs and economic growth.

Jamaica is a maritime State by virtue of its history, international trade links and geographical position in the hemisphere. The potential growth in demand for our maritime facilities is derived from the fact that Jamaica is strategically situated at the centre of an 800 million person market in the Western Hemisphere including the largest market in the world, the United States of America. The country's location also positions it to play an even larger role in international shipping as a result of planned expansion of the Panama Canal that will double its capacity by the year 2015, and the consequential increase in transshipment traffic through the Caribbean over the long term.

This provides the possibility to develop Jamaica as a 'one stop shop' for shipping in the Region by promoting the development and growth of ancillary services such as bunkering, ship repair, container repair, crewing, ship management, ship broking, ship surveying, marine insurance and ship finance. This was clearly enunciated in the Government's Vision 2030 Development Plan as a strategy to attract investment and generate employment and income to the economy.

### **THE WAY FORWARD**

- A Cabinet submission was prepared and submitted to the relevant Ministry proposing certain regulatory and facilitation measures to facilitate the development and growth of these activities.
- All sub-sectors are to be reviewed for impact assessment in order to determine priority of implementation.
- We are committed to placing emphasis on developing the key logistics building blocks, namely:
  - (a) Quality transport infrastructure and services.
  - (b) World class business logistics processes and supply chain management.
  - (c) Improved trade facilitation.
  - (d) Increased cooperation and collaboration among private and public entities.

Furthermore, we are committed to building Jamaica's logistics competencies in terms of timeliness and ease of documentation processing in terms of time and cost.

### **Strengthening the Manufacturing Sector**

The manufacturing sector faces considerable difficulties: high energy costs, high security costs, high transaction costs and intense competition from cheap imports, especially from China. We must enable the manufacturing sector to overcome these challenges. We aim to achieve this through the following:

#### **Improving Labour Productivity**

Providing grants through the HEART Trust to finance institutional and on-the-job training to improve the skills level and productivity of employees.

#### **Improving Packaging Design and Development**

Providing special incentives for companies engaged in packaging design and development to improve the marketability of locally manufactured goods.

### **Conquering New Frontiers in Tourism**

Tourism has recovered substantially from the effects of the global financial crisis and economic recession, with international tourist arrivals for 2010 up 6.7%, from 880 million in 2009 to 935 million in 2010. The United Nations World Tourism Organization (UNWTO) forecasts growth in international arrivals of 4-5% for 2011. Despite the foregoing, the sector continues to face challenges due to slow economic recovery and an uncertain outlook in major traditional markets.

This, added to the fact that tourism remains the fastest growing sector, with increasing opportunities in the emerging markets, has underpinned the objective of increasing market share by preserving traditional markets while exploring new markets in non-traditional countries. This objective is currently being met through integrated strategies which include: development of the tourism product, new investments in tourism, aggressive and innovative marketing of the destination and support for adequate airlift capacity.

#### **Diversifying the Tourism Industry:**

- Promoting the development of more high-value luxury accommodation including condominiums.
- Promoting the development of wellness facilities to take advantage of our natural spas as well as facilities geared toward long-stay convalescents.
- Attracting healthcare entrepreneurs to encourage them to establish medical facilities offering clinical and surgical procedures to foreign patients.
- Providing renewed support for the development of South Coast adventure and eco-tourism.
- Promoting heritage tourism consistent with our policy on the development of our heritage sites and the marketing of our rich cultural traditions.
- The Tourism Competitiveness Task Force was established to identify important barriers to a more competitive tourism sector and develop effective solutions. The Committee is comprised of representatives of key public and private sector bodies involved in tourism,

and has examined issues such as: welcome at the airport; regional/international visa requirements; aviation policy issues/open skies and taxation. The Task Force continues to meet and will submit recommendations by the end of 2011.

### **Tourism Development for Eastern Jamaica**

Formulating a strategic plan for the development of Portland and St. Thomas as a unique tourist resort area, to take advantage of their unique attributes as well as providing a new economic catalyst to mitigate the decline in sugar and bananas industries.

### **Development of Attractions**

Continuing to encourage the development of new state-of-the-art attractions beyond the five (5) that were opened in 2011, especially for night time entertainment and offering incentives similar to those provided for new hotel construction.

### **Preservation and Appropriate utilization of the Cockpit Country**

Declaring the Cockpit Country a no-mining zone and encouraging the development of environment-friendly attractions.

The Ministry of Tourism was charged with the development of usage guidelines for the development of ecotourism and adventure tourism in the Cockpit Country. This is to be done in collaboration with other ministries, departments and agencies (MDAs) as well as stakeholders. Draft ecotourism guidelines for the development of caves, sinkholes and shafts have been prepared. Guidelines on trails and water features are being developed.

### **Upgrading and Marketing of Small Hotels and Villas**

Providing grants and concessionary loans for the upgrading of small hotels and villas and assisting them in developing special programmes for advertising and marketing.

### **New Cruise Ship Port at Falmouth**

The development of a major cruise ship port and ancillary facilities in Falmouth has been a significant step in facilitating additional cruise lines to our shores and expanding our tourism product offering.

### **Development of Marinas**

Promoting the expansion of marinas in Ocho Rios and Montego Bay which, together with the Port Antonio marina, will be aggressively marketed to attract mega-yacht visitors and sport fishing activities.

### **Enhancing Jamaica's Duty-Free Shopping Appeal**

Establishing a new regime for in-bond merchants to enhance Jamaica's appeal as a duty-free shopping destination.

## **New impetus for Craft Production and Marketing**

- Establishing a sophisticated craft training centre on the north coast to enable our craftsmen to produce high quality craft items and ensure that our craft vendors can offer first-rate indigenous products.
- Upgrading and improving the management of existing craft markets and instituting a programme to promote them, especially among cruise ship passengers.

## **Major Convention Centre in Montego Bay**

Leveraging the recently completed convention centre in Montego Bay to attract more high value convention visitors.

## **Establishment of a Hospitality College**

Pursuing the development of a hospitality college, either as an independent entity or as a college of one of our existing universities, to train persons for middle and senior level positions in the tourism sector.

## **Teaching the Value of Tourism in Schools**

Developing a tourism-related course to be taught in schools and to be an accredited curriculum subject to increase awareness and appreciation of the value of tourism to the nation.

### **Focus of Tourism Policies:**

- Reducing the impact of the global recession.
- Maintaining and increasing market share (maintaining/increasing visitor arrivals and airlift capacity, improving and diversifying the tourism product and enhancing the visitor experience).
- Providing a policy and service framework to foster investment and growth.
- Promoting tourism awareness and support for service excellence.
- Facilitating and sustaining environmental management.
- Developing a health and wellness tourism product. There is a plan to develop a national policy on health and wellness tourism.
- Developing a national policy on sports tourism.

## **Telecommunications as a Driver for Economic Growth**

Telecommunications has been the world's fastest growing area of economic activity in the last decade. It offers tremendous opportunities for new investments, growth and job creation, especially with the growing trend in developed countries toward outsourcing. However, the playing field is

highly competitive and the appropriate policy measures must be instituted to position Jamaica to take advantage of these opportunities.

Telecommunications also offers a means of revolutionizing the education process and improving the quality of lesson delivery.

In this area, we will be taking the following initiatives:

### **New Regulatory Framework**

- Revising the Telecommunications Act to take account of new developments in technology and market dynamics.
- Establishing a single regulatory authority to undertake the regulatory functions currently scattered among the Office of Utilities Regulation (OUR), the Broadcasting Commission and the Spectrum Management Authority.

### **Judicious Spectrum Management**

Ensuring the careful allocation of spectrum frequencies to encourage competition and new investments, and to preserve flexibility, to facilitate the future growth of the telecommunications sector.

### **Expanding the Telecommunications Infrastructure**

- Promoting the development of an islandwide backbone network capable of transmitting existing and emerging media such as ADSL, broadband, PSTN and wireless networks.
- Ensuring cheaper bandwidth costs to make access more affordable.
- Requiring the building of new high speed loop facilities.
- Instituting regulations to require the unbundling of local loop facilities to provide wider access to cable programmes landing in Jamaica for licensed operators.

### **Universal Service and Greater Access**

Ensuring the provision of universal service through the islandwide backbone network in order to significantly increase Internet penetration from the current 40% to 75% within 5 years.

### **Universal Access Fund**

Ensuring strict management and accountability of the Universal Access Fund which will be used to finance the crucial E-Learning component of the Education Transformation Programme.

### **Amendments to the Broadcasting and Radio Re-Diffusion Act (BRRA) and Television and Sound Broadcasting Regulations (TSBR)**

The amendments take into account *inter alia* the many advances in technology over the years and the resultant changes in distribution mechanisms. The amendments also seek to define the regulated industry, facilitate entry and expansion of businesses, identify and facilitate new revenue streams for



the industry, increase the fees and fines payable under the BRRRA and TSBR, and introduce additional regulatory tools, sanctions and offences and additional standards to address content and scheduling concerns.

### **Promulgation of ICT Legislation**

The ICT Policy 2011 has as a goal, the establishment of an “...*appropriate legal and regulatory framework for the ICT sector, one which addresses the existing fragmentation, current and future developments and the market dynamics of a liberalized and converged environment*”. In keeping with this vision, it is thought necessary to harmonize, rationalize and strengthen the existing legislative framework. New legislation will be promulgated to give effect to the ICT Policy.

### **Promulgation of a Data Protection Act**

Steps will be taken to promulgate legislation to provide for the protection of privacy of individuals in relation to personal data and to regulate the collection, processing, storing, use and disclosure of personal data. A consultation document is to be circulated to internal stakeholders for comments by the end of the 3rd quarter of 2012.

### **GOVNET**

The proposed Government-wide Communication Network (GovNet) will facilitate more effectively, an open, transparent and efficient government. The major objectives of this project are to:

- Provide the government with an evidence-based financial plan to justify the establishment of a single platform across the public sector for communications and the provision of citizen services which will reduce public sector costs.
- Provide an inventory of government owned network communications infrastructure assets.
- Create the technical specifications for development of GovNet in phases, which would include the creation of a request for proposal (RFP) for GovNet.
- Develop the GoJ ICT User Policy and GovNet Management Policy, which include the strengthening of the Central Information Technology Office (CITO) to manage GovNet once it is created.

### **The Establishment of Cyber Emergency Response Team (CERT)**

A framework document is being prepared in order to ensure the protection of Jamaica’s Internet infrastructure by coordinating a defence against and response to cyber-attacks. Dialogue continues with the Bank of Jamaica, the University of the West Indies (Mona), University of Technology, the Organised Crime Investigation Division and the Cabinet Office, to justify the establishment of a cyber-emergency response team (CERT).

### **Postal Sector Reform**

It is considered necessary to develop a postal sector policy in order to create a framework for a world class postal service. This would see the postal sector becoming a highly competitive sector thereby adding to the development and growth of businesses. The government is pursuing transformation of the Post and Telecommunications Department (PTD) and the sector by embarking on the following 3 main strategies:

- Modernisation of the PTD
- Development of a Postal Sector Policy
- Enactment of new postal service legislation.

### **Instituting a New Government Reserved Time Regime in Broadcasting Licences**

Implementing the policy decision to revise the government reserved time (GRT) provision in all broadcasting licences will be an activity in focus for the upcoming year.

### **Maximizing Value from Resource Mining**

The critical issue facing the Jamaican mining sector is that it is built primarily around non-renewable resources. Furthermore, our challenges are somewhat different from those of the past.

The process of simply extracting minerals such as bauxite is time bound, requiring a responsible set of policies to take into account issues that will impact us along the entire ‘mine to market’ chain – in infrastructure, environment, land use and access, as well as industrial relations .

Our major focus will be to facilitate further investment and diversification of our mining sector, in addition to applying greater application of technology to managing remaining accessible reserves.

- We will complete a draft Mining Sector Policy and conduct island wide Public Consultations in 2012.
- We will conduct an Industrial Minerals Project to map, identify quantity and quality, as well as identify additional industrial development opportunities.
- We will seek additional technical assistance for Quarry Development and Control.
- We will upgrade our laboratory at the MEM’s Mines and Geology Department to ISO 1400 Standard to support mineral sector development.
- We will continue discussions with an objective of opening up the remaining bauxite alumina plants.
- We will develop the potential for expansion of Limestone export

## TRANSPORT & WORKS

Since September 2007 the Jamaica Labour Party, through the Ministry of Transport and Works has been engaged in the formulation, development and implementation of a modern, multi-modal transport policy. Critical to the nation's future economic success the policy will be inclusive of road, rail, sea and air transportation.

Also, in recognition of the pending impact on regional and global transportation logistics of the opening of the expanded Panama Canal in 2014, the government has been working to establish a seamless, multi-modal structure that is capable of competing effectively on the global stage. This involves forging the necessary framework, physical changes and connectivity among the various facets of the country's overall transportation network.

The world is being transformed into a single global village, and Jamaica must be prepared and ideally positioned to take full advantage of the almost infinite volume of opportunities that are emerging. The sort of economic transformation that the country needs, must be fostered through the realignment of both the physical and organisational structures of the transport network, inclusive of arrangements for, and connectivity among, the country's roads and infrastructure; rail, sea and air transport systems.

### **Jamaica Development Infrastructure Programme (JDIP)**

Despite the fact that the management of aspects of this programme has been found wanting, it has and can continue to greatly improve Jamaica's road network and related infrastructure.

From a position where over 70% of the main arterial road surfaces across the country were in need of major rehabilitation and reconstruction when the present administration took office in September 2007, plus an even worse scenario among the parish council, housing scheme and farm roads, a major effort has been made to correct the situation. This has involved employment of forward-thinking strategies, including a thrust towards establishing a single road authority to bring all road and public infrastructural needs under one central management.

Over the last four years, much has been accomplished, including the establishment of the JDIP in 2010. Through a number of programmes, the JLP's scorecard in terms of road and infrastructure rehabilitation has been impressive. This includes the following among the more notable accomplishments:

- Major rehabilitation of the Bog Walk gorge, including concrete works after damage by various weather systems.
- Completion of Segment 3 of the Northern Coastal Highway from Port Antonio to Ocho Rios.
- Completion of Segment 2A of the Northern Coastal Highway from Montego Bay to Green Pond in Trelawny.
- Completion, subject to overcoming inherited geo-technical issues, of the Mount Rosser leg of the Highway 2000 network in St. Catherine.
- Extension of the Highway 2000 arrangements to Marcus Garvey Drive in St Andrew.

- Construction/reconstruction of a number of major bridges across the country, including the Yallahs bridge in St. Thomas; Milk River bridge in Clarendon; Alligator Church bridge in Portland; and the Waterloo, Gordon Town and Dry River (Harbour View) bridges in St. Andrew.
- Reconstruction of the Mount Rosser Road in St. Catherine/St. Ann.
- Dualisation and expansion of the Bogue Road in Montego Bay, St. James.
- Dualisation and expansion of the Washington Boulevard corridor between Molynes Road and Constant Spring Road in St. Andrew.
- Major rehabilitation of the Sandy Gully network in Kingston and St. Andrew following significant undermining of the network by weather systems over the years, especially Tropical Storm Gustav in 2008.

### **WORK IN PROGRESS**

In continuing the process of transforming the country's infrastructure generally, a large number of projects ranging from road and bridge construction, reconstruction and rehabilitation; retaining walls, river training and other works have been completed, are under way or on the slate for completion. These include Segment 1B1 of the Highway 2000 network from Sandy Bay to May Pen in Clarendon; the Christiana Development Road in Manchester; the Rio Grande Bridge in Portland; Westmoreland Bridge in St. Mary; and the Fern Gully road in St. Ann, which are all very extensive projects. Alongside these are the Palisadoes Shoreline Protection and Rehabilitation Project in Eastern Kingston.

Having secured the demonstrated global expertise of Chinese construction giant, China Harbour Engineering Company Limited (CHEC) to spearhead much of the transformation of the local infrastructure, the move has been producing a very useful transfer of technology and know-how to local construction personnel.

### **OTHER TRANSPORT & WORKS MATTERS**

With gradually improving public infrastructure, especially roads and bridges, public transportation by land is being made more comfortable and efficient. This has been buoyed by the addition of some 300 new, air-conditioned buses to the fleet of the Jamaica Urban Transit Company (JUTC), as well as to the fleet of Montego Bay Metro bus company operating across western Jamaica.

A number of other initiatives are also on the drawing board to further boost land transportation arrangements going forward.

### **MAJOR ACHIEVEMENTS**

Among the major achievements of the Jamaica Labour Party have been the following:

- Return of the rail service.
- Establishment of the Falmouth Cruise Ship Pier.
- Upgrading and introduction of air-conditioned service to the JUTC's regular bus operations.
- Expansion and dualisation of the Bogue Road entrance to Montego Bay.

- Resolution of the threat of flooding in Ocho Rios via corrective works to water channels in Fern Gully.
- Expansion and completion of the six-lane Washington Boulevard/Dunrobin Avenue corridor in St. Andrew.
- Traffic signalisation of Montego Bay's town centre in St. James.
- Reconstruction of the destroyed Dry Harbour Bridge at Harbour View in St. Andrew.
- Restoration of much of the Sandy Gully drainage network across the Corporate Area.
- Upgrading and expanding the Port of Kingston to accommodate the largest cargo ships globally, in contrast to the capacity of most ports in the region and even across the US east coast.
- Expanding the Caribbean Maritime Institute's (CMI's) student population from approximately 200 to approximately 2,000.
- The opening of the Ian Fleming Airport as the island's third international port of call by air.

## **WORK IN PROGRESS**

- The Vernamfield Development.
- Further upgrading and expansion of the Port of Kingston to accommodate bigger ships being built to be operated in the region upon the opening of the expanded Panama Canal in 2014.
- The completion of Segment 1B1 of the Highway 2000 network, from Sandy Bay to May Pen in Clarendon.
- The completion and opening of the Mount Rosser leg of the Highway 2000 network.
- The completion of the Palisadoes Shoreline Protection and Rehabilitation Project.
- Further expansion of the Caribbean Maritime Institute's student cohort to over 3,000.
- Rolling out the Rural/Urban Transport Programme to gradually bring low-cost public service to rural Jamaica.
- Further rolling out of the Colour-Coding Programme for all public passenger vehicles (PPVs).
- Rehabilitating old JUTC buses to air-conditioning standards locally under a programme with the Brazilian company, Incavel.
- Achieving and maintaining the Below 300 target for road fatalities annually.

## ENERGY

### A Focus on Reducing the Cost of Energy

Significant progress has been made towards modernizing Jamaica's electricity generation infrastructure and diversifying the energy mix based on cheaper fuels such as liquid natural gas (LNG), and renewable energy sources such as solar and wind power. However our dependence on imported oil as a source of energy continues to threaten our prospects for economic growth and development. So going forward we intend to fully implement our strategy to make Jamaica competitive in energy under four broad headings:

- Modernising the electricity generation infrastructure.
- Diversifying the fuel mix/renewables.
- Strengthening regulations and institutions
- Promoting energy efficiency and conservation

### MAJOR ACHIEVEMENTS

- Finalization and adoption of the National Energy Policy which speaks to diversification of fuel sources and promotion of renewable energy.
- The Jamaica Labour Party Administration, through the Ministry of Energy and the Petroleum Corporation of Jamaica (PCJ) has intensified its activities in the Energy Efficiency Audit Programme to reduce the energy consumption of entities in the public sector through interventions designed to improve the energy efficiency of public sector buildings and operations.
- Through the Development Bank of Jamaica, established a \$1 billion line of credit to provide low interest loans to small businesses to improve the energy consumption and efficiency of their entities.
- New international agreements for technical support in energy diversification and energy savings in the public sector.
- Completed US\$49 Million expansion of Wigton Wind Farm, nearly doubling capacity allowing Jamaica to reach 11% Renewable Energy use by 2012. Wigton now profitable.
- Successful renegotiation of the JPS License to include provisions for:
  - (a) Net Billing.
  - (b) Power Wheeling.
  - (c) An increase in the cap on the amount of electricity that can be generated by Private Utility Companies and sold to the JPS without public tender from 15 MW to 25 MW.

- Started Construction on an efficient 60 MW Power Generation Plant in Kingston. When completed early next year this will be the first in a series of infrastructure upgrades that will materially reduce the cost of electricity. This plant can be converted to LNG fuel in the future.
- Awarded through Public Tender the construction of a 360 MW State of the Art, efficient Power Plant to be constructed in the next three years. This US\$600 Million investment is the largest Private Investment in Jamaica in decades, and will employ over 1100 workers during its construction. Operating on Natural Gas Fuel, this plant will replace nearly 300 MW of outdated, obsolete, and inefficient generating capacity, saving over US\$200 Million in fuel costs and thus reducing the cost of electricity significantly.
- Far advanced in the establishment of a viable LNG import facility and the securing of long term LNG Supplies for Jamaica. This project which is being conducted in a transparent manner recently received credible bids from 6 reputable International Energy Companies for the long term supply of LNG and is on track to deliver the first Natural Gas fuel in time for the start-up of the new 360 MW Power Plan and will also provide a viable energy solution to the Bauxite and Alumina Industry thus facilitating planned expansions.

## **THE WAY FORWARD**

### **Modernising the Electricity Generation Infrastructure**

- We will continue to focus on and accelerate the modernisation and upgrading of the electricity generation sector according to the Least Cost Expansion Plan forcing local operators to replace or upgrade obsolete inefficient units.
- The modern 60 MW Power Plant in West Kingston will be commissioned early next year bringing short term relief to all electricity users, including households, commercial and industrial customers, and manufacturers.
- We will ensure that the state of the art 360 MW Power Plant will be constructed on time and in line with its stated efficiency thus producing electricity at nearly half the cost of the units it will replace.
- Proposals will be reviewed for the next Generating Units to ensure that the least cost proposal and fuel is chosen.
- The JPS Bogue Plant will be upgraded to use cheaper Natural Gas Fuel.

### **Diversifying the Fuel Mix/Renewables**

- The LNG Project will be successfully implemented bringing a clean, lower cost, efficient new fuel choice to Jamaica's energy users. This will be done in time to meet the demands of



the new 360 MW Power Plant. Also the Bauxite/Alumina industry will have access to LNG thus facilitating expansion plans and job creation in this vital industry.

- Efforts to promote the use of renewable energy sources such as Solar and Wind will continue with the development of Standardised Net Billing Contracts and the necessary legal and regulatory frameworks strengthened to facilitate private investment in these areas.
- A Waste to Energy Project will be pursued and implemented.
- Hydroelectric Power Projects, in particular the Mahogany Vale Project, will be pursued.
- Other fuel sources will continue to be evaluated and analysed.

### **Strengthening Regulations and Institutions**

- An independent Strategic Audit will be carried out at the OUR and the institution strengthened in accordance with the findings to ensure that it intensifies its oversight over the Electricity Sector to ensure increased efficiency, transparency, and fairness to the consumer. In accordance with the objective of strengthening the OUR, legislation will be enacted to increase its powers of oversight and implementation of findings.
- A Strategic Review will be conducted at the Petrojam Refinery to ensure that it is serving its mandate to the People of Jamaica and to ensure that fuel users pay the most competitive price for all types of fuel. The petroleum reference price mechanism will again be reviewed in light of new developments in the global energy markets and the best policy implemented.
- The Aide Memoire for Energy Security and Efficiency Enhancement Project between GOJ and the World Bank will be pursued vigorously and implemented. This Aide Memoire provides further support for the implementation of key elements of the National Energy Policy with a focus on strengthening the legislative, regulatory and institutional capacities for the fuel diversification strategy (introduction of LNG and development of the natural gas industry, renewable energy development, and energy efficiency).

### **Promoting Energy Efficiency and Conservation**

- The Ministry of Energy and Mining in conjunction with PCJ will expand and intensify its activities to promote and facilitate Public Sector Energy Efficiency and Conservation in Public Sector agencies and ministries.
- The DBJ will deepen its links with Small Business Enterprises to provide technical assistance to and promote the utilisation of the J\$1 Billion SME Energy Loan Facility to foster energy efficiency in this sector.



## **EDUCATION & SKILLS TRAINING – Building A Learning Society**

There are few things more important to the future of Jamaica than the quality of our education system. The quality of our schools affects all aspects of our children's lives and impacts on the quality of life of our nation. Children's successful outcomes require a shared vision, sound policy based on best practices, and a framework for planning programmes that are connected to the ways students learn best. This child-centred approach is at the root of the education transformation programme. Emphasizing support, the maximization of existing resources and data driven interventions, the Jamaica Labour Party (JLP) administration continues to facilitate the development of literate, globally aware, caring, critical thinking, creative, competent citizens able to contribute positively to the growth of the Jamaican society.

Quality enhancing initiatives include the following:

- Achieving full literacy and numeracy by the end of primary school.
- Strengthening teaching, school leadership and management.
- Expanding school facilities and infrastructure.
- Improving attendance.
- Improving levels of teaching resources.
- Reducing violence and anti-social behaviour by creating safer schools.
- Raising the quality of teacher training at all levels, but with particular emphasis at the early childhood level.
- Facilitating greater sustained parental involvement.

### **MAJOR ACHIEVEMENTS**

Since 2007, this administration has tackled each of the above mentioned concerns in policy and practice. Over the past 4 years, new policies, plans, programmes and agencies have been created to ensure greater standards of quality and accountability at all levels of an increasingly child-centred, performance-based, decentralized system. The JLP Government has continued to provide tuition assistance at the tertiary level and implemented free tuition at the secondary level within months of our assuming office. As a result, more students have been provided with at least 5 years of secondary education. Data driven interventions supported by the upgrading of management information systems and technology within the Ministry of Education and our schools, as well as the direct targeting of students in need of support and on-going teacher training, have led to the improvement of teaching standards across the system. As a result, more students have performed better in their GSAT and CSEC exams.

Attendant legislation has also been developed to ensure students' safety and security, the quality of education delivery and increasing access to education for all Jamaican children 3-18 years old. Some of these new strategies target our most vulnerable, facilitating the identification of, and providing support to, children with special needs and strengthening the critical areas of literacy and numeracy performance, especially in the early grades. Some 30,000 children at the early childhood level have been added to the PATH programme and efforts have been made to provide additional nutritional support to needy students through the National School Feeding Programme. Other initiatives

include an emphasis on curricula review at the primary and secondary levels as well as the development and implementation of a child-centred curriculum, with on-going pedagogical support, at the early childhood level.

Research tells us that the first few years of a child's life are the most opportune time for learning, so access to quality teaching is particularly critical at the early childhood level. Worldwide, investments in quality early childhood care and education have been found to do more than pay significant returns to children. They also benefit taxpayers and enhance economic vitality. High-quality early childhood education helps prepare young children to succeed in school and become better citizens; they earn more, pay more taxes, and commit fewer crimes. This JLP administration implemented the Early Childhood Commission's cross-sectoral National Strategic Plan for Early Childhood Development, emphasizing an early start to guiding our children into becoming the types of responsible, productive, globally conscious and considerate adults we need them to be.

Practical achievements over the past four (4) years have also included infrastructure development, increased parental support and accountability including the development of standards for the content and delivery of parenting programmes. In addition, there has been a widespread infusion of technology, citizenship education, healthy lifestyles and environmental awareness into teaching and learning at all levels of the system. All are aimed at developing more globally aware citizens who can positively contribute to nation building. Savings have also been achieved through public/private sector partnerships, prudent fiscal management of the Ministry's budget and the implementation of cost saving mechanisms. These, plus a comprehensive review, audit and rationalization of the National Secondary Textbook Scheme, resulted in savings of approximately \$401 Million in 2010.

This Jamaica Labour Party administration has developed a number of important and far-reaching policies over the last 4 years. These include:

### **The Comprehensive Safety and Security Policy**

Aimed at engendering a culture of security and safety in the leadership and general population of schools, this Policy has established minimum standards and guidelines and facilitated the creation of the post of Deans of Discipline, all of which have ensured that safety and security are prioritised in our schools. The result has been a significant decrease in the number of incidents of violence and accidents in schools. In addition, this JLP administration has spearheaded the creation of playground safety standards and standards for play equipment including goal posts, both of which are aligned to the draft Play Policy that the Ministry of Education is developing.

### **The Competence-Based Transition Education Policy (CBTE)**

Targeting the removal of the automatic social promotion of illiterate children from the primary to secondary level, this Policy ensures that only those children who are certified literate at Grade Four (which is benchmarked internationally) are allowed to sit the Grade Six Achievement Test (GSAT). Each child has four chances to sit the Grade 4 Literacy Test (G4LT). This enables greater efficiency at the secondary level where much time and resources have been focused on teaching children the basic literacy skills that should have been acquired by the end of the primary level. With the introduction of this new Policy, approximately 85% of the cohort has so far been certified literate before they moved on to the secondary level.

### **Examination Funding Policy**

Aiming to reduce absenteeism at examinations among students whose fees had been paid by the Government, and to improve poor results, under this Policy, a national oversight committee was appointed and special consideration given to individual circumstances. Through its implementation, the JLP Government saved approximately \$37 Million at the last examinations.

### **The Schools Improvement Act**

Through this Act, the JLP Administration intends to expand its focus beyond improvement of access to education, to improvement of the quality of education offered in our nation's public schools. The Ministry of Education will seek to address the demand for quality school spaces by developing and establishing, through a consultative process, standards for the delivery of primary and secondary level education in all schools:

- Ensuring that all public schools, particularly those that are newly established, achieve the quality standards set by the Ministry; and
- Intervening in chronically under-performing public schools.

This Act will also contain the *Centre of Excellence* concept and to date, although the legislation is to be finalized, 2 schools have been established as Centres of Excellence. These are Belmont and Steer Town (Mansfield) Academies and both are built in accordance with the Ministry's Building Code ensuring access for persons with disabilities. As per policy directive, all new secondary schools are to be opened as Centres of Excellence and, as with all new schools to be built, adhere to the directives of the Building Code.

### **The National Parenting Support Policy**

This Policy aims to ensure that all Jamaican parents are aware of what it means to be an effective parent, and understand what their responsibilities are under the law. The Policy also intends to ensure that all parents are supported as they seek to meet these responsibilities, by promoting and coordinating throughout the country, organizational efforts and resources that parents need to realize positive parenting practices. Cabinet has approved the Policy which was tabled in Parliament and is to be debated. The Bill to establish the Policy's implementing agency, the National Parenting Support Commission (NPSC), is also before Cabinet. However, the implementation of one component of the National Parenting Support Policy, the *National Parenting Support Strategy*, has been implemented with the establishment of seven (7) pilot Parents' Places. These are one-stop information and support centres for parents, in existing institutions. Close to fifty (50) more organizations that work with parents in varying capacities, including our parish libraries, have indicated interest in applying for similar recognition.

### **Compulsory Education Policy (CEP)**

Close to finalization, this policy seeks to ensure that all children ages 3 to 18 are attached to, and are attending, learning/education and training programmes appropriate to their age and development.

### **Infant and Young Child Nutrition Policy**

Targeting early childhood nutrition in partnership with the Ministry of Health, this Policy is before Cabinet.

## Infrastructure

In terms of infrastructure, 11,495 new places and 840 replacements were added island-wide at all levels of the system. Some of these places came from restructuring. Others came from the eight (8) additional early childhood institutions, six (6) new early childhood schools and resource centres, and two (2) new high schools debuting the Centre of Excellence performance based model.

## Additional Achievements

Additional achievements at the level of programming include the creation of a new organizational structure involving the establishment of a new unit, *the Department of School Services (DSS)*, aimed at transforming the Ministry into a central policy ministry. The DSS will have responsibility for schools' operations, and activities associated with schools' supervision and student support services. This new structure also involves cost savings derived from the Ministry of Education's divestment of agencies such as the Nutrition Products Limited, although the Ministry will retain the responsibility for the monitoring of the quality and delivery of the products.

Importantly, on the literacy front, the JLP administration has partnered with UNESCO to undertake a long overdue adult literacy survey, LAMP – Literacy Assessment and Monitoring Programme - to determine actual levels of literacy (and numeracy) in the population so that necessary corrective measures can be implemented. A key agency of the Ministry of Education, the Jamaica Library Service (JLS), has added over 400 computers to its inventory since 2007, and in 2008, it implemented free Internet access in all parish libraries, including free wireless. The JLS also benefitted from strategically partnering with the Rotary Race to Literacy Project which resulted in Jamaica setting a new world record for the most books donated in one day. The JLS received 348,000 of the over 650,000 books collected, valued at approximately \$163 Million. A substantial number of those books were children's and young adults' books enabling the JLS to better serve its largest audience.

*The JLP administration has led the development of a National Education Strategic Plan (NESP) 2011 – 2020. It is now being finalised after having been subject to wide consultation. The NESP is an integrated response to Vision 2030, the demands of the Education System Transformation Programme (ESTP), and the broader need to organise the education and training demands of the nation as we confront the second decade of the 21<sup>st</sup> century.*

At the *Early Childhood Level*, a total of 1,450 new spaces have been added. A major development was the promulgation of the *Early Childhood Regulations* in 2007 which stimulated a call for all early childhood institutions to apply for registration in compliance with the law. To date some 3,600 early childhood institutions have been identified of which 1,103 applications have been completed. Approximately 90% of all early childhood institutions have been inspected by the trained inspectors now on staff and 965 permits to operate have been granted. The following year, in 2008, this JLP administration, through the Early Childhood Commission (ECC), implemented a 5-year *National Strategic Plan for Early Childhood Development (NSP)* with a US\$15 Million loan from the World Bank.

This plan is highly regarded worldwide for its multi-sectoral structure and its annual target linked disbursement format. The NSP looks at the whole child and ways to ensure his or her full

development and provide a safe, nurturing environment. There is an emphasis on effective parenting, preventive health care, early screening, diagnosis and intervention as well as effective curriculum delivery by trained professionals, and the provision of safe, learner-centred facilities. In 2010, an important NSP target was achieved when the *Child Health and Development Passport (CHDP)* was developed and implemented island-wide as a screening tool from birth to 17 years. The CHDP includes growth patterns, nutritional status, immunization, school readiness and special needs. A related achievement was the addition of a Child Development Section in the Jamaica Survey of Living Conditions (JSLC), to provide data on parenting and child development status and to assist planning and interventions.

Another important milestone marked during this JLP administration is the development and implementation of the *national curriculum for children from birth to age five*. As a result of concentrated support, on-going training and the institution of a strategic partnership with the HEART Trust/NTA, over 60% of early childhood practitioners in community-based institutions have achieved higher levels of certification. The policy of attaching a college trained teacher to community-based early childhood institutions is also under review using data derived from inspection reports. This will enable those schools in greatest need, based on poverty levels and other criteria, to be prioritized.

Other important initiatives at the early childhood level, aimed at supporting holistic child development, are the addition of 30,000 students in infant schools and infant departments to the PATH Programme and the upgrading of infant school libraries, island-wide. The school feeding programme was also increased to include additional children at the early childhood level and a pilot young child nutrition programme, including recipes, manuals and training for school cooks and parents, was completed in St. Mary. It is slated for national roll out in 2012-13.

At the *Primary Level*, 3155 new spaces have been added for students and additional quality enhancing initiatives include the development and distribution (including training) of a *Career Education Programme* and the development of a *Comprehensive Literacy Strategy and Programme*. The latter includes an emphasis on greater support at grade one – recognized worldwide as a pivotal grade. As far as possible this JLP Government has instructed all primary schools to place early childhood trained teachers at grade one and that all grade one classrooms be laid out according to early childhood classroom standards. Teacher training to maximize the use of the Grade One Individual Learning Profile (GOILP) to better support student learning is also ongoing. In addition, under this JLP administration, the Ministry of Education has prioritized the distribution of teaching materials, guides and assessment tools to strengthen the capacity to teach literacy and numeracy, as well as enable earlier identification of children with special needs and the provision of requisite support. The distribution of a *Literacy Accountability Matrix* to schools and school boards, aimed at ensuring achievement of the Ministry's target of universal literacy at grade 4 of the primary level by 2015, is another benchmark JLP initiative.

The creation of *Child Friendly Schools* has been another area of emphasis at all levels of the school system. This focus is closely aligned with actions taken to remove corporal punishment and to place child-centred teaching at the heart of schooling. As a result, Prime Minister Holness was named a UNICEF Child Friendly Champion for the region. In addition, a Child Friendly Schools Matrix has



been developed, with training for school administrators now underway. A Positive Behaviour Management strategy has also been developed with training ongoing, Training in trauma and bereavement therapy have been conducted system wide, and a draft Play Policy will soon be opened up to consultation.

The *Alternative Secondary Transitional Education Programme (ASTEP)*, also aligned to the child-centred schools focus, was designed and implemented to assist those children who have not achieved mastery after four sittings on the Grade 4 Literacy Test (G4LT). The programme is designed to improve their literacy skills and to have them adequately prepared to transition to the secondary level or to pursue an alternative path depending on their learning abilities. Importantly, over 90% of ASTEP students are boys and many of the best practices derived from local research on boys' underperformance are being implemented. This JLP administration has emphasized the need to strengthen our focus on our boys which has resulted in gender-specific teaching and learning strategies being shared system-wide. In addition, work is progressing on the development of the *Alternative Placement for Exceptional Students (APEX)*, a programme of enrichment and acceleration for gifted students.

Recognising the value of advancements in the field of management information systems, this JLP administration has increased the use of technology to augment teaching and learning as well as to improve data collection, review and record keeping. The implementation of the *National Student Registration System* in 2010 marked the beginning of the Ministry of Education's efforts to use technology to better account for all students and track their performance, both of which impact the educational planning process. In order to better support data-driven planning, instruction and intervention, technology is being used to support many new initiatives including:

- The school inspection and improvement planning programmes;
- The Child Find targeting students in need of academic support;
- Teacher registration; and
- The literacy programme.

The design for the *Enterprise School Management System (ESMS)* has also been completed. It will enable the collection of data related to school attendance, grades and behavior. Additional initiatives are underway to facilitate the management of information related to the dissemination of national examination and inspection data. A highlight of these achievements in the field of technology is the partnership created with Research in Motion (RIM) to launch the Blackberry Developers Competition designed to engage primary, secondary and tertiary students, to stimulate creativity, innovation and their entrepreneurial spirit. All winning applications are now under consideration for use by Digicel.

In response to concerns about weaknesses in *schools' financial and personnel management*, under this JLP administration the Ministry of Education has developed manuals to standardize these operations and procedures. It is anticipated that these manuals will guide school administrators and address inefficiencies and personnel related problems. Similar support measures have been implemented at the early childhood level.

*The Child Find Initiative*, implemented in 2008 also speaks to efforts made by the JLP administration to use technology to provide increased quality and equity. The Child Find facilitates the identification of all children 0 – 18 years with special needs, placing them on a proficiency pathway with the requisite support to achieve. In over 60 schools, through successful public private partnerships, this support comes in the form of over 100 trained teachers accessing enrichment centres and enrichment carts. In the field of special education, a policy is also in its final stages, a successful national conference was held, a training programme for early childhood practitioners in teaching young children with special needs is under development, and new professional networks, including a professional registry of trained individuals, have been created.

At the Secondary Level, 7,730 new spaces have been added and much of the focus has been on strengthening students as they enter secondary school by ensuring they leave primary school more prepared to access the secondary curriculum. Expanding access, quality and relevance also led to the development and dissemination of a *Career Education Programme* and the implementation of the *Career Advancement Programme (CAP)*, a groundbreaking training partnership developed under this JLP government between the Ministry of Education, HEART Trust/NTA, Jamaican Foundation for Lifelong Learning (JFLL) and the National Youth Service (NYS) in 2010. CAP arose from the need to ensure that students age 16 to 18 years leaving the secondary school system are numerate and literate, and have some form of technical/vocational qualification to assist them to seek meaningful employment or to create employment for themselves.

CAP is facilitated under the Compulsory Education Policy (CEP) which seeks to ensure that all children ages 3 to 18 years are attached to, and attending, learning/education and training programmes appropriate to their age and development. The CAP programme now has 78 schools/institutions, both public and private, participating with approximately 12,000 students enrolled. The majority of CAP students are male and the programme has been designed with gender based teaching and learning strategies in mind.

2 high schools, Belmont and Steer Town Academies, following the Centre of Excellence Scheme of Management which ensures greater transparency and accountability, have been built. The lessons learned from their experiences will guide the development of all secondary schools to be constructed. A new system of governance for school boards is also being finalized through the National Council on Education (NCE), which has continued its board training island-wide and recorded successful recruitment efforts for volunteers to serve on school boards.

The Overseas Examinations Council (OEC) has also broadened its offerings, not only in terms of its curricula but also in terms of its points of access, by establishing its Western Jamaica Campus in Montego Bay, to more effectively and efficiently serve schools in Western Jamaica. At the tertiary level, The University Council of Jamaica (UCJ) continued to evaluate and accredit programmes, bringing the total number of registered tertiary institutions in Jamaica to 48. This JLP Government has also increased its allocation to tuition assistance programmes for those in greatest need – more funds were allocated and more students benefitted.

## **THE WAY FORWARD**

There are five (5) critical challenges confronting the Ministry of Education in improving the education system in Jamaica:

- Quality of Teaching and Learning;
- Accountability;
- Infrastructure ;
- Effective Parenting (and sustained parental participation); and
- Safety and Security.

The following agencies, finalised under this JLP administration, aim to improve quality by strengthening the institutional and legislative frameworks to govern, regulate, build out, support and monitor the education system at all levels. In our second term, they will grow from strength to strength and enable continued focus on the provision of quality spaces at all levels by meeting the above-listed challenges.

### **The Jamaica Teaching Council (JTC)**

The Council has been set up to raise and regulate the standards of the teaching profession in Jamaica, as well as to provide support to achieve excellence in teaching. It is the first step towards attracting and retaining well-qualified, certified and licensed teachers to fill the requirements of all educational institutions at all levels of the system - aimed at ultimately improving student performance. Cabinet's recent approval of the proposal for the phased implementation of the requirement of a Bachelor's degree as an entry-level qualification for the teaching profession, is now paving the way for accelerating the work of the JTC. Some 20,000 teachers have already applied for registration with the JTC which has taken concrete steps to re-ignite respect in the teaching profession.

To date, the Council has developed and shared teaching standards and principal standards, as well as a master training plan to build the capacity of teachers, principals and other in-service providers. In terms of support to teachers, in addition to regular teacher trainings and material, as well as oversight by education officers, the JTC has established Quality Education Circles (QECs) which include teacher representatives from all education levels. QECs provide scope for a more strategic approach to education supervision based on the strengths derived from peer support and the convergence of educational services, the adaptation of curriculum, and the promotion of competence in the profession and learner achievement. QECs provide access to information and support materials and create an environment for advocacy and rewards for teachers. A total of 66 QECs have been established and are fully operational in all the Ministry of Education's regions.

### **The National Education Inspectorate (NEI)**

Established to promote a culture of excellence and a system of accountability in the education system, to date, the NEI has inspected 229 schools and tabled 30 inspection reports in Parliament and posted on the Ministry's website for public access. Under this JLP administration the Ministry of Education and its regional offices have closely monitored schools in the development of action plans for a phased implementation of the inspection recommendations, and the use of the reports to develop their School Improvement Plans.

### **National Education Trust (NET)**

Established using funding secured by this JLP administration from the USAID and the World Bank, the NET plans and executes programmes of school facilities construction and maintenance. It has established a definite dedicated fund out of which yearly payments can be secured to build more schools. Since its establishment, contributions have increased exponentially, especially acts of philanthropy from the Jamaican diaspora. NET is the focal point for interfacing with the diaspora on issues of education and national development; it provides a credible institutional framework for accountability and efficient use of donated funds. Under the direction of its Board, NET is scheduled to commence the construction of the Cedar Grove High School in St. Catherine in early 2012 to provide 1,200 new places. The construction of a high school in Mandeville is also being planned to accommodate 900 students.

In addition, this JLP administration is aiming to expand its presence in the early childhood sector by building, expanding/renovating existing institutions and rationalizing primary school spaces in order to reach the goal of an additional 63 model early childhood institutions (at least one per constituency) within the next 5 years. Funding has been secured for the first phase of implementation. The NET is working closely with the ECC to ensure that all partners interested in supporting early childhood institutions with infrastructure upgrades now routinely check with the Early Childhood Commission (ECC) to confirm the need and legal standing of the institution. If it has already been inspected, then the inspection report forms the basis for the infrastructural upgrading.

### **The National Parenting Support Commission (NPSC)**

Intended to be a multi-sectoral implementing agency for the National Parenting Support Policy, the NPSC will serve as an overarching coordinating body to enable greater efficiency and quality among parenting programmes in schools and partner institutions. The NPSC will also expand the Ministry of Education's work with the National Parent Teacher Association of Jamaica (NPTAJ) to facilitate functioning PTAs in all schools. This JLP administration recognizes how critical enabling more effective parenting and stronger home/school connections at all levels of the system is to student academic achievement and, in turn, to national development.

### **National College of Education Leadership (NCEL)**

This College will improve the quality of leadership and management among school principals and potential principals and introduce a qualification for principal-ship. NCEL will improve school management practices for school board members, principals and bursars and hold them accountable for the performance of schools. The training received from this college will maximize the use of distance learning methodologies and reduce costs associated with the management of the delivery of educational services. A Principal/Director was recently appointed to finalize the design and development of the training programme, laying the foundation for its national roll-out in 2012-13.

### **Jamaica Tertiary Education Commission (J-TEC)**

A national oversight body for the Jamaican tertiary education system, the J-TEC will perform regulatory, development and planning functions for the sector. It is anticipated that the J-TEC will provide a more cohesive and accountable system for the management of tertiary level institutions (TLIs), with a greater level of transparency in the management of government support to TLIs and

an increase in their ability to respond to market demands. It will also support greater efficiency in labour market development. The Commission is expected to be established in early 2012.

### **Curriculum Review**

This will be a major focus of our next administration, as the Ministry completes the revision of the Primary Curriculum now underway and develops a National Secondary Curriculum. This will include a National School Leaving Certificate Programme. At the early childhood level, a National Age Four Assessment to facilitate early screening, referral and intervention is set to begin in 2012-13 and the Child Development Therapist Associate Degree Programme will also get underway, training more persons to serve children with special needs. Additional assessments to be finalised include the repeal of the Grade 3 Diagnostic and the implementation instead of the Grade 2 Diagnostic and the finalization of the Grade 9 Diagnostic.

The *curricularisation of the Caribbean Secondary Education Certificate (CSEC)* syllabus is also an important target for the next JLP term, as is the fusion of the Citizenship in Education Programme (CEP) with the re-introduction of Civics Education as a discreet subject during Jamaica's 50<sup>th</sup> Year of Independence.

*The National Curriculum Policy* will also be finalised to provide a regulatory framework that will provide clear and specific guidelines for the development of curricula of the highest quality. It will specify the necessary provisions for their efficient implementation. Similarly, the Positive Behaviour Management methodology will be fully embedded throughout the system, and the Critical Incident Management Alliance effecting trauma support and bereavement therapy will be strengthened.

Cost saving mechanisms will continue to form part of this Government's efforts to maximise existing resources, and as such a review and audit of the primary, all age and junior high schools textbook programme is currently underway.

The finalisation of all pending education policies, including the *Special Education Policy*, and a focus on addressing all gaps in existing legislation will also take precedence. In our next term, new policies will be developed and implemented as needed. These include the *Early Childhood Development Policy* which will address among other important issues: tuition free access and space provision, early screening, referral and intervention, ongoing pedagogical support as well as health, safety, behaviour management, school governance and nutrition programmes.

*The ICT in Education and Education Media Policies* are also important additions to education's transformational landscape. They will enable a framework to guide the transformation of all of the nation's schools, giving all students access to current technologies while equipping all teachers with ICT skills to complement the development and delivery of the curriculum. The Education Media Policy will also facilitate the use of existing media content celebrating local culture and talent as well as the development of additional relevant media content for use in schools. Since the availability and use of ICT supports the offering of high quality, appropriate curricula in schools, this policy naturally complements the National Curriculum Policy.

In the field of *management information services*, exciting new technological advances are planned in the next JLP term including: the establishment of the Executive Dashboard to complement the Enterprise School Management System, the Teacher Registration Portal facilitating the finalization of the registration and licensing of all teachers in Jamaica, and the National Education Inspectorate (NEI) School Inspection Software to enable planning, conducting, recording and reporting on all school inspections. The Examination Management Information System (EMIS) will also be finalized to enable greater sharing of examination data.

Work is also underway to provide holistic development for all children by improving schools' nutritional offerings beginning with the roll out of the nutritional support programme at the early childhood level, expanding career education to the early childhood level and augmenting the nation's network of *school and community playgrounds* by enacting standards for equipment and playgrounds, identifying relevant locations and upgrading school play equipment. This endeavour will build on the lessons learned from the well-used flagship playground in National Heroes Park which was donated in 2008 by the American NGO Kids around the World through the Early Childhood Commission's efforts.

The Education Ministry's track record of public/private partnerships is strong. Additional partnerships are being sourced for projects such as the expansion of *the Parents' Places support strategy*, and the *Family Literacy/Emergent Literacy Bookstart Jamaica Project*. The pilot project which began in late 2011 involves gifting 14,000 packs with a locally developed board book, and a Jamaica Library Service brochure with reading tips that encourages families to join the vibrant library network and experience its monthly "*We Likkle but We Tallamab*" – parents reading with babies and toddlers programme. Bookstart Jamaica will also importantly give the locally produced young children's book industry a jumpstart.

The Jamaica Library Service (JLS) will continue its work to provide all Jamaicans with access to books and information by adding 400 additional computers to its network, along with programmes targeting the training of senior citizens and toddlers. Broadband access across the network's over 1,000 libraries is also planned, as is a mobile computer lab, the addition of computers to existing mobile units and additions to the mobile library fleet. Improvements in services to special needs clientele including those in prison and places of safety, as well as the expansion of a locally developed Memory of the Parish history programme to all parishes, have also been earmarked.

Jamaica cannot achieve the goal of making Jamaica *the place to live, work, raise families and do business* without providing a resource-rich environment supportive of all learners at all levels in the public education institutions, and enabling all learners in the education system to acquire high quality academic knowledge and marketable skills through integrated curriculum offerings. The JLP, in our second term will continue to build on sound policies, plans and programmes and expand our partnerships with donors, private sector partners, communities, parents, employers, and all those committed to supporting a strong education system.

### **Skills Training**

HEART Trust/NTA, a pivotal and strategic arm of the Ministry of Education, is critical to Jamaica attaining its Vision 2030 goals. In order to reduce poverty and stimulate development, Jamaicans must be educated, trained and equipped with the necessary skills to be gainfully employed. To this



end, HEART Trust/NTA has instituted programmes to ensure that its trainees gain the right competencies to start or grow in their careers either as employees or entrepreneurs.

The Jamaican Foundation for Lifelong Learning (JFLL) is also a critical partner agency in assuring the achievement of a learning society. The JFLL has restructured, rebranded and repositioned itself to more effectively reach and serve its target audience of adult learners.

## **MAJOR ACHIEVEMENTS**

Recognised locally and regionally as the leader in the vocational qualification framework and the advancement of Technical Vocational Education and Training (TVET), HEART Trust/NTA is working with key stakeholders to raise awareness of TVET and assimilate applications-based training through the Competency Based Education and Training (CBET) methodology. The organisation has developed the Integrated Training System (ITS) which operates on a framework that includes all TVET training institutions in the country. ITS provides a three-tiered focus which includes the delivery of higher level programmes, industry-based training and business support through a unique incubator programme.

In addition to the implementation of the innovative general education and skills training based Career Advancement Programme, (CAP) in partnership with the Ministry of Education, the National Youth Service (NYS) and JFLL, the HEART Trust/NTA, through its 27 institutions offering community training and work-based training interventions has impacted hundreds of thousands of Jamaicans. In the financial year 2010/2011 alone, the National Training Agency enrolled 86,402 trainees and facilitated certification of 41,347 persons through full National Vocational Qualification of Jamaica (NVQ-Js) from the NCTVET, unit competencies and joint/other certifications. Since 2010, HEART Trust/NTA has refocused on training students to the mastery level of their chosen careers. As such, the organisation is phasing out the certification of unit competencies and shifting its focus to training leading to the certification in full NVQ-J from Levels I through IV.

### **Revised Structure**

The HEART Trust/NTA has instituted a Research and Development Department in order to inform the market convergence and relevance of the programmes and address national needs. Of note is the Labour Market Forecast which provides a guide to careers that will be in demand in the year 2030. Through its recently developed Geographical Information System, the Trust is able to track key industries and sectors across the island, identify training needs and inform the effective allocation of its resources.

The Entrepreneurship and Enterprise Unit was established to fuel the incubator programme which is designed to support budding entrepreneurs in starting their businesses. The Unit also works closely with Industry partners to facilitate access to legal, financing and other critical resources.

In order to expand access to the TVET system for a wider cross section of Jamaicans, the HEART Trust/NTA implemented a Regionalised Programme through its National Programmes Division. The Trust will serve its clients from five regions across the island. This structure includes learning resource centres, TVET institutes and workforce colleges to provide training from NVQ-J Level I



to Level 5, i.e. from certificate to applied degree levels. Each region also oversees community training through various partnerships and the facilitation of on-location training through its Workforce Solutions initiative.

To date, 2 workforce colleges have been launched: the HEART College of Beauty Services in March 2011 and the HEART College of Innovation and Technology in September 2011. Both provide higher level programmes, and highly competitive internship programmes which draw their candidates from tertiary institutions island-wide. The colleges also provide business start-up and support services for new entrepreneurs. The HEART College of Business Services, HEART College of Construction Services and the HEART College of Creative Industries are slated to be launched by 2013. An additional 5 workforce colleges will be launched by 2014.

### **Partnerships**

- HEART Trust/NTA has brokered and signed memoranda of understandings with all major tertiary level institutions (University of the West Indies, University of Technology, Northern Caribbean University, Mico University College and the Council of Community Colleges of Jamaica).

Similar MOUs with the University College of the Caribbean and the Edna Manley College of the Visual and Performing Arts are expected to be finalised by 2014. These agreements will facilitate the development of an agreed qualification framework which will see agreed equivalences between the NVQ-J system and the traditional framework. Trainees of the HEART Trust are now able to matriculate to the programmes of these partner institutions. The HEART Trust will also facilitate training of instructors of the partner institutes in TVET and CBET methodologies. This augurs well for the country with the improved quality of graduates, who are now versed in both practical and pedagogical practices.

- The JFLL has also reviewed its adult literacy training material which is for the first time able to support learners up to the Grade 11 level in CSEC English. Over twenty (20) strategic partnerships have also been created with private sector companies island-wide to offer key on the job training in literacy and numeracy.

### **THE WAY FORWARD**

The HEART Trust/NTA continues to play its part in helping Jamaica to achieve the goals outlined in the Vision 2030 plan. It does this by re-shaping its programmes to ensure that they reflect the emerging industry standards as well as the needs of the country and business enterprises. The Trust is focused on expanding the national training framework and raising the awareness of TVET and its benefits through increased marketing and promotional activities. With special focus on Maritime and Shipping in partnership with the Caribbean Maritime Institute, Information Communication technologies and Small Business/Entrepreneurship, the Trust is seeking to raise enrolment and certification in globally competitive and nationally relevant industries by 5% in 2012/2013 and by 2% in 2013/2014.

Similar to other government ministries and agencies under this JLP administration, the HEART Trust/NTA is adhering to best practices in governance, by commencing the separation of its training functions from the regulatory arm of the agency. To this end, the National Council on Technical and Vocational Education and Training (NCTVET), the regulatory entity for the TVET, is being re-structured as a stand-alone entity with a bid to become a statutory body by 2013.

The HEART Trust/NTA is also working with its partners to fill institution-wide training needs. Principals and administrators at the early childhood level will be able to access leadership training and HEART Trust/NTA graduates will be able to articulate to the University of the West Indies (UWI) and the University of Technology (UTECH).

In the case of UTECH, UTECH students will be able to obtain certification of competence in a number of areas at HEART, even after graduating from UTECH. Strategically, the organisation has prioritised addressing some of the gaps created by socio-cultural and financial challenges, to allow for more meaningful interface, with young people in particular, to ensure that the Jamaican working age population is provided with opportunities to be trained, certified and employable. The Steps to Work Training partnership with the Ministry of Labour and Social Security aimed at improving job readiness for over 1,000 persons, is a case in point. Importantly, since 2010, HEART Trust/NTA has strengthened its relationship with JAMPRO to assure investors that Jamaica has a highly skilled, trained, certified and more importantly, job-ready workforce.

As the Ministry of Education pursues the transformation of the entire Jamaican education system, not only will HEART Trust/NTA continue to support the Ministry in expanding TVET in schools, and the JFLL will expand its reach in the adult population, both agencies will also work with the Ministry to ensure that **each** child in Jamaica has access to education through CAP. The key components of CAP – the creation of a senior school (grades 12 and 13) within the high school system; a parallel programme dealing with at-risk and unattached youth; and an apprenticeship programme operated by the National Youth Service (NYS) – have all been factored into the strategic and operational plans of HEART Trust/NTA and the JFLL.

By effecting a closer working relationship between the HEART Trust/NTA, the JFLL and the Ministry of Education, this JLP administration has developed and implemented creative, critical and meaningful strategies to curtail the impact of the global recession on the Jamaican economy and workforce and ensure greater access of Jamaicans to skills training, giving them a fair chance in life. In our second term we will expand on these successes and continue transforming hundreds of thousands of Jamaican lives.

## **YOUTH...**

### **Our Responsibility Today and Our Hope for Tomorrow**

More than 43% of our population is under 25 years, and many of those fall in the vulnerable 15-24 age group. The Jamaica Labour Party believes that the choices made by youth in the areas of education, work, health, family formation, and citizenship will shape the future well-being of both individuals and the nation. Consequently, the strength of a nation can be measured by the hope that it offers to its young people. Their energy will drive the nation and their hopes and aspirations must define our goals as a people. As a part of our commitment, we pledged to establish an active network of youth leaders across the island to build a powerful movement for positive change and we accomplished that among many other significant milestones.

#### **MAJOR ACHIEVEMENTS**

##### **Active Youth Leader Network**

- Building a powerful movement for positive change, the National Youth Council's Executive was elected in 2010, after voting was conducted by 242 active Youth Clubs island-wide.
- 21 Youth Ambassadors were appointed and are actively representing youth issues nationally, regionally and internationally.
- 15 Active Parish Youth Councils.
- Community Based Youth Organisation Strategy created to empower youth clubs. Over 900 clubs now registered with NCYD. 63% of all Youth Clubs audited by the National Centre for Youth Development (NCYD) and the Social Development Commission (SDC) in an effort to increase support and accountability for youth programming.

##### **Youth Information Centres (YICs)**

- 5 new Youth Information Centres (YICs) were developed. The YICs facilitate youth participation in community and national affairs and encourage esteem building programmes and environmental awareness. Acquisition of sites for four 4 more YICS in Spanish Town, May Pen, Falmouth and Hanover completed.
- Virtual Youth Information Centre (YIC) [www.youthjamaica.com](http://www.youthjamaica.com) developed.
- YICS used by 290,000 youth, including approximately 25,000 new users.
- Thirteen (13) sites identified for the development of satellite YICs, 5 acquired to date.
- 4 YICs received musical instruments valuing approximately \$1 million from UNICEF for the development of the Creative Arts Programme.
- 6 new youth driven projects implemented through the YICs; specifically in the parishes of St. Mary, Kingston and Portmore – the latter includes the launch of the Portmore YIC Creative Arts Movement (PCAM).

##### **National Youth Policy**

Consultations on this Policy are slated for early 2012 and it has been drafted using data and recommendations gleaned from the following completed studies:

- National Youth Survey completed in 2010.

- Inter-Ministerial and Multi-Functional Teams on Youth Development, re-launched and youth co-chairs assigned to each focal area of the National Youth Policy.
- National Youth Mainstreaming Strategy and Manual for the Development and Delivery of Youth Programmes developed.
- Youth Programmatic Inventory conducted, including Situation and Gap Analyses.

### **At-Risk Youth**

- Reopened the Possibility Programme hostel for street boys on Goodwin Avenue.
- Launched the National Street Youth Awareness and Consultation programme.
- Established a Mentorship Programme for at-risk and institutionalized youth.
- Strategic partnerships forged between youth related government programmes and key government ministries and private foundations as well as with Hush for Guns, Youth Crime Watch Jamaica, INSPORTS, the Scientific Research Council, and the Department of Correctional Services for the implementation of life skills, literacy and numeracy, welding and creative arts programmes in the Tower Street Adult Correctional Centre.
- Multi-sectoral behaviour modification/empowerment programme for the Metcalfe Street Juvenile facility designed and implemented.

### **Youth Entrepreneurship**

- The Youth Entrepreneurship Project (YEP) successfully launched, and the Youth Entrepreneurship strategy was approved by the Cabinet.
- A MOU between NCYD and Jamaica Youth Business Trust (JYBT) was developed- \$20 Million in grants were given for the capitalization of the trust.
- The Teenage Employability Skills Training (TEST) Project was launched, (piloted in St. Mary)
- The Rural Youth Employment (RUYE) Project implemented in the parishes of St. Ann, Manchester, Trelawny and St. Thomas through a partnership with the IDB.
- “*Rights, Respect and Responsibility*” Campaign (RRR) successfully launched.
- Successfully partnered with the Donate to Educate Campaign - 600 students received educational materials and 20 schools received computers.

### **National Youth Service (NYS)**

The NYS has been strengthened to provide training and work experience to more young people in community development activities as follows:

- The NYS plays a key role in the Career Advancement Programme (CAP) by facilitating training for employment while building life skills through the delivery of the Personal Development Curriculum to the over 12,300 students in CAP.
- Successful partnership created with the Ministry of Labour and Social Security to help over 1,000 PATH students who have dropped out of high school or are at high-risk of dropping out. As part of this critical initiative, the “*Steps to Work Summer Camp*” programme was launched in 2011. The MLSS identified participants from across the island for training in day camps. The curricula featured a personal development curriculum developed by the NYS, with the support

of the Jamaican Foundation for Lifelong Learning (JFL) which gave instruction in literacy and numeracy, and the HEART Trust/NTA, which provided certification.

- In keeping with the NYS Act, the organisation has consistently facilitated the provision of work experience for young people with a view to their level of employment. Over the last year, for example, work opportunities were afforded to over 2,000 participants and over 3,500 in the Career Advancement Programme (CAP).
- In 2010 alone the NYS was involved in a total of 143 projects, inclusive of the 2011 Labour Day projects, the West Indies International Cricket, and the Jamaica Special Olympics through its Volunteerism Programme. This programme is tailored to meet the developmental needs of the country and seeks to strengthen the spirit of volunteerism in Jamaica through active engagement.
- Importantly, the NYS now ensures, for the first time, that its participants receive NVQ certification on completion of their training. Training periods are therefore, longer and more effective than in the first instance of the programme under the PNP.

### **Students Loan Bureau (SLB) Recapitalised and Restricted**

The SLB now gives more students easier access to loans with lower interest rates, lower insurance costs and a longer time to pay.

## **THE WAY FORWARD**

The Jamaica Labour Party is committed to building on the foundation for youth empowerment and development which we have laid over the past 4 years. As such, we will finalise our National Youth Policy with the understanding that it will need continual revision to ensure that it is, at all times, responsive to the realities faced by our youth. This youth centred development policy focus will therefore be enhanced through, *inter alia*, the following mechanisms:

- A National Youth Foundation to provide finance and technical support for the following entities to be able to increase their outreach and performance:

National Secondary Student's Council (NSSC)  
Jamaica Union of Tertiary Students (JUTS)  
Jamaica Youth Ambassadors Programme (JYAP)  
National Youth Council of Jamaica (NYCJ)

- Publication of an Annual Youth Report as a Monitoring and Evaluation tool for youth mainstreaming and a progress report on youth issues. This will ensure greater accountability against targeted youth policies and intervention plans.
- Creation of an ICT based platform to centralize applications by youth to government aided programmes utilizing cell-phone technology. Studies have shown that the cell phone is the most common device held by the youth in Jamaica who often have to travel for miles to access government services. This programme will remove a significant disincentive to participation.

- Networking all Youth Information Centres (YIC), to offer a core set of services island-wide and to further ensure that an each development area has one YIC.
- Promoting and expanding “*Values Streaming through Sports*”, as a medium to transfer productive, wellness and healthy sexual reproductive health choices.
- Establish the National Youth Council as a body corporate to ensure efficiency and promote transparency.
- Expand the pool of funds available for lending at the Jamaica Youth Business Trust.
- Establish four (4) Youth Business Incubators to support the following growth areas, the creative industries, agro processing, ICT and tourism.
- Infuse entrepreneurial studies and financial literacy into the curriculum of primary and secondary schools, to promote innovation, enterprise, and responsible risk taking in our youth.
- Expand the number of youth volunteers through the NYS programme by implementing the now-developed service learning model within the CAP curriculum.
- Review the existing legal and regulatory framework for Apprenticeship with a view of initiating a new National Apprenticeship Programme to further streamline the NYS work experience with the CAP programme to ensure that there is no duplication of efforts and that our resources are maximised. This National Apprenticeship Programme will provide youth with valuable job skills, while allowing the employers to not only create a specifically trained employee for their company/industry but also allow the employer to become aware of the skills, talent and personalities of the participants before being hired permanently.

The voices, ideas and energy of our young people are integral to Jamaica’s sustainable development. The JLP, in our next term, will remain strongly committed to maintaining our youth at the centre of our development strategy. We will continue to actively recruit and bring together individuals and groups that feel a personal responsibility for community and national development and will continue to identify and implement projects aimed at increasing voluntary involvement. In our next term, the JLP will build on the successes of the last four (4) years and continue to ensure that our youth participate in policy and practice in meaningful ways and that they benefit positively so as to facilitate a fair and just start to their adult lives.

## **CRIME MANAGEMENT, JUSTICE & HUMAN RIGHTS- The Path to Peace**

For Jamaica to become the place of choice to live, work, raise families, and do business, thereby fulfilling the aspirations laid out in Vision 2030, we have to create an environment that is safe and just. We must reduce crime, protect the rights of all our citizens, and ensure that our justice system is fair. Under the 18-year watch of the last PNP administration, the murder rate increased by over 300%, human rights violations abounded, and the justice system was put under severe stress. However, though difficult the journey, the JLP is committed to righting the course and putting Jamaica on the road to recovery and already we are seeing the fruits of our efforts.

Jamaica's high crime rate has created a fearful society that is less productive and less patriotic; it has also created an atmosphere that is less inviting to foreign visitors and investors. By reducing crime, the JLP is creating a safer Jamaica that engenders a greater sense of community among its people and fuels their productivity. The JLP will continue to create a safer Jamaica that entices more foreign visitors and investors. We are accomplishing this goal by, *inter alia*:

- Strengthening the mobility of the Jamaica Constabulary Force (JCF);
- Significantly enhancing the physical infrastructure of the JCF;
- Strengthening the human resource capacity and effectiveness of the JCF;
- Enhancing the Ministry of National Security's programme for social intervention, crime prevention and community safety.

### **MAJOR ACHIEVEMENTS**

#### **Crime Reduction**

Jamaica has seen a reduction in all major crimes under the JLP administration, with a 36% reduction in the number of murders since 2007 being a significant achievement of which all Jamaicans can be proud.

#### **Strengthening JCF's Mobility**

Over the four year period (2007 – 2010) the fleet capacity of the JCF was strengthened to a total of 719 motor vehicles.

#### **Significantly enhancing JCF's Physical Infrastructure (police stations and related facilities)**

During the period (2008 – 2011) 97 police stations were refurbished and 4 new police stations/facilities were built.

#### **Strengthening the Jamaica Constabulary Force's (JCF) Human Resource Capacity and Effectiveness**

- The JCF established the Corporate Services and Special Projects Branch under a civilian head in 2010 with the aim of strengthening its policy and project response to increase efficiency and effectiveness.



- Since 2009, the JCF has led community safety initiatives, maintaining the placement of community based police officers in 52 communities and revamping and expanding the Neighbourhood Watches and police interaction with youth clubs.
- The Financial Investigations Division (FID) was restructured for greater synergy with the JCF.
- The Narcotics Review Committee was reactivated and expanded to coordinate national efforts against illicit drug trafficking and the drug-for-guns trade.
- The National Extortion Strategy was developed and implemented, including the formation of Street Crime Teams in all divisions.
- The 80/20 Strategy was developed and implemented. As part of this strategy, 80% of the police force personnel are assigned to operations on the streets, with 20% performing other duties including administration, investigation and intelligence. The objective is to increase the presence of the JCF personnel on the streets, to contribute to the further reduction of the murder rate.
- The proposal for the Electronic Patrol Monitoring System was completed and processed by the JCF Finance Branch. The project is at the acquisition and implementation stage and will be implemented on a phased basis.

#### **Training Completed for Financial Year 2010/2011**

- Approximately 4,200 members have been trained in the Community-Based Policing Model (CBP). The Community-Based Police Training Manual was also developed and distributed and the implementation of the Model within police stations is ongoing.
- 221 gazetted officers and inspectors received management and development training, including ethics, leadership, action planning, and incident management.
- 446 law enforcement officers were trained in core courses, representing an increase of 130 participants above what was projected.
- 250 law enforcement officers were trained in the Computer-Based Programme (CBT).

#### **Enhancement of Social Intervention, Crime Prevention, and Community Safety**

The Jamaica Labour Party has focused over the past four (4) years on improving the policy and operational framework necessary for effective crime prevention and community safety. In this regard, the following activities were successfully carried out:

- Secured Cabinet approval for the National Crime Prevention and Community Safety Strategy (NCPCSS) to be adopted as the broad policy framework for guiding crime prevention and community safety actions for ministries, departments and agencies (MDAs),

non-governmental organisations (NGOs) and the Community Renewal Programme (CRP). This provides a platform for coordination and enhancement of service delivery to specific vulnerable and volatile communities.

- Negotiated a J\$1B grant from the UK Department For International Development (DFID) in 2010, in addition to the US\$21 million loan previously negotiated with the Inter-American Development Bank (IDB) to support the Citizens Security and Justice Programme (CSJP). This source of funding will allow for the doubling of the Ministry of National Security's social intervention programmes in the most vulnerable and volatile communities island-wide, increasing beneficiary communities from 26 to 50 over 3 years (2011-13).
- Improved rehabilitation and reintegration for local offenders and deported persons. The Ministry of National Security (MNS) over the period negotiated support from the British Government in the amount of approximately £4.5 million. This has allowed the Department of Correctional Services (DCS) and the Ministry of National Security MNS to support 20 rehabilitation programmes in our correctional institutions and to provide reintegration support to those in need from among the approximately 11,000 deported persons returned to the island between 2008 and 2011.
- Carried out effective violence interruption interventions in volatile communities primarily in the parishes of Kingston, St. Andrew, Clarendon and St James through continued programmatic support for the Peace Management Initiative (PMI). The PMI, using closed door mediation, the establishment of peace councils, and engagement of the wider community, have managed to reduce inter and intra community tensions and measurably reduced armed violence in a significant number of communities.
- Supported community and state capacity building interventions through the Jamaica Violence Prevention Peace and Sustainable Development Programme (JVPPSD) in partnership with the UNDP.
- Expanded community policing operations from approximately 60 communities to island wide operations. The Community Safety and Security Branch of the JCF has maintained just over 650 Neighbourhood Watch Associations and 459 Police Youth Clubs and has school resource officers currently deployed in 173 schools, under the Safe Schools Programme.
- Recognizing that small arms are used in approximately 77% of violent deaths in Jamaica, the MNS is advanced in its programme to develop a national small arms policy. This is aimed at strengthening existing small arms controls, including improving our capacity to trace firearms used in crime and determining the sources of illicit firearms. They are also revising existing firearms legislation, in part, to ensure that Jamaica is implementing its commitments, including those to the Programme of Action on Small Arms.

### **Establishment of the Metcalfe Street Secure Juvenile Centre for Boys**

In 2011, the Ministry of National Security and the Department of Correctional Services opened the Metcalfe Street Secure Juvenile Centre for Boys. This means that the Jamaican authorities will be able to remove boys in conflict with the law on remand from police lock-ups and house them in a specialized facility constructed and geared to their needs.

### **Strengthened Service Delivery in the Department of Correctional Services through JRRAP**

The Jamaica Reducing Re-Offending Action Plan (JRRAP) is designed as an integrated programme for state and non-state actors to promote the reintegration of deported persons and local offenders in Jamaican society, in collaboration with the Ministry of National Security.

The objectives of JRRAP are to assist the Department of Correctional Services in reforming processes, providing financial support for the refurbishment of rehabilitation facilities, improving the supervision of offenders, and managing the prison population more effectively.

The following achievements have been accomplished under Phases 1 and 2:

- 9 projects were completed. These were a barbershop at Horizon Remand Centre, a welding shop and metalwork training at Tamarind Farm, a welding shop at Tower Street, workshop renovation at Richmond Farm, poultry farming at New Broughton, a home economics centre at Fort Augusta, a carpentry workshop at Richmond Farm, and the training room at the Carl Rattray Staff College.
- The construction process has started for the visitors' centres at Fort Augusta, Rio Cobre and Horizon Remand Adult Centre, and a computer training room at Fort Augusta is also under way.
- Risk of harm/needs assessment tools were rolled out across the Department of Correctional Services (DCS), and training conducted.
- Management training was carried out for 350 custodial staff, continuing up to March 2011.
- Extension of the Courtney Walsh Foundation Cricket Project for the period of July 2011 to March 2014 was finalized.
- Preparations were made for putting forward recommendations on pre-sentencing custody in Jamaica, especially in regard to children.

### **Strengthened Legislative Reform Initiatives to bolster Effectiveness of Departments and Agencies**

The MNS has made significant progress in strengthening the legislative programme to support the effectiveness of its departments and agencies over the past four years, including:

- Constabulary Force (Amendment) - To amend Section 5 of the Act to provide for a term of enlistment for gazetted officers and to increase applicable fine for contravention.
- DNA Evidence Bill - To provide for the taking of DNA material from suspects, persons arrested in relation to specified offences, convicted offenders, volunteers and other persons; and the use of DNA as an evidentiary tool in criminal cases, so as to enhance the capacity of law enforcement to combat and prevent serious crimes in Jamaica.
- Interception of Communications (Amendment) Bill - To provide for extra-territorial application and the use of evidence gathered by a foreign state (under certain conditions such as the existence of a mutual legal assistance treaty between Jamaica and the foreign state).
- Criminal Justice (Suppression of Criminal Gangs and Organized Criminal Groups) Act, 2011 - To introduce legislation for the suppression and disruption of criminal gangs criminal gang-related activities and make consequential amendments to existing legislation as necessary.

### **Strengthened Effectiveness and Service Delivery of the Passport Immigration and Citizenship Agency (PICA)**

Significant progress was made in strengthening the effectiveness and service delivery of the Passport Immigration and Citizenship Agency (PICA). Key elements included the following:

- Implemented Passport Application Archive Project, which bolstered PICA's capacity to verify the nationality and identity of persons awaiting deportation from the UK to Jamaica.
- Training and implementation of electronic passport processing in Montego Bay.
- Customer service delivery: mobile outreach implemented in communities and business locations.
- Standardised processing time for passengers (3 minutes) at immigration booths.
- Achieved the Public Sector Award for Customer Service.

### **Strengthened Effectiveness and Service Delivery of the Firearm Licencing Authority (FLA)**

Significant progress was made in strengthening the effectiveness and service delivery of the Firearm Licencing Authority (FLA) this included:

- Regional office opened in Montego Bay.
- Cabinet approval gained for the replacement of the Firearm Users' License Booklet with a high security identification card licensing system.
- Establishment of an electronic database to store bio-data.

- Firearm training manual developed.
- Development of a certificate course to train firearm instructors, trainers and range operator.
- Inspection and certification of 8 new ranges.

## **THE WAY FORWARD**

The Jamaica Labour Party, through the MNS has embarked on numerous policy and operational initiatives among its departments and agencies over the past four (4) years. With continued emphasis to strengthen the capacity of MDAs, the JLP administration has identified ten (10) critical initiatives on which it intends to focus in its next term. These initiatives will emphasize:

### **Strengthening Community Policing Partnerships**

Efforts will be focused on deepening the implementation of community policing across the island. The primary results expected are:

- Increased police working partnerships involving a variety of interest groups such as (residents, private sector, school, tourism and farmers).
- Greater police involvement in diversion and management of youth at risk of offending, youth deemed uncontrollable, youth operating at the lower levels of gangs or who have committed low level offences.
- Resourced multi-agency response organizational networks, focused on crime prevention and community safety and capable of supporting social intervention and other crime prevention initiatives, primarily at the parish level.
- Increased trust in the police by citizens as reflected by increased reporting of crimes.

### **Transforming the Culture of the Jamaica Constabulary Force (JCF)**

Culture change remains the central theme of the transformation programme within the JCF. A great deal of work took place throughout 2011 to address cultural issues within the organization, including establishment of a special committee to implement and evaluate culture change, the holding of a series of culture change workshops and the publication of a police-public interaction policy. These initiatives will continue throughout the new financial year. Several more culture change workshops will also be held.

The Commissioner's strategic priorities for 2011 were published, giving clear direction to the organization, and a 3-year strategic plan will be implemented. Also of note is the move towards greater performance-oriented culture with the publication and monitoring of divisional plans submitted by all geographical and non-geographic formations.

### **The Merger of the Private Security Regulations Authority (PSRA) and the Firearms Licensing Authority (FLA)**

One of the recommendations of the Public Sector Transformation Programme in order to achieve, inter alia, greater efficiency, is the merger of the PSRA and the FLA.

### **The Merger of the Police Services Commission (PSC) and the Police (Civilian Oversight) Authority (PCOA) leading to the establishment of a New Police Authority**

This new arrangement will also see the Commissioner of Police (while maintaining ‘operational responsibility’) being held to account for the exercise of his functions and those services the Police Force provides to the public. This new entity will enjoy the constitutional protection afforded to the present Police Services Commission.

The Authority will be responsible for monitoring the implementation of policies relating to the management of the Force and the management and use of financial and other resources. It will monitor and assess the performance of the police and their effectiveness. Essentially, it will evaluate everything the JCF does against established performance standards and targets, to ensure that internationally accepted standards of policing are maintained.

### **Expanding the Passport, Immigration and Citizenship Agency (PICA) Border Management System**

Expanding the Passport, Immigration and Citizenship Agency (PICA) Border Management System with the facilitation of the Advanced Passenger Information System (APIS).

### **Strengthening the Investigative Capacity of the Passport, Immigration and Citizenship Agency**

Strengthening the investigative capacity of the Passport, Immigration and Citizenship Agency with a focus on eliminating corruption in the citizenship application and granting process.

### **Strengthening of the Department of Correctional Services (DCS)**

- Strengthening the rehabilitation and physical infrastructural capacity needs of the Department of Correctional Services.
- Regularising the transfer of responsibility of remand from the JCF to the DCS in lock up facilities.

### **Strengthening the Mobility of the Jamaica Defence Force (JDF)**

This will involve the procurement of troop carriers, patrol vehicles, administrative vehicles and utility type vehicles. An estimated 200 vehicles are needed.

### **Strengthening the Maritime Awareness and Response Capabilities of the JDF**

A critical requirement for the JDF to carry out its function of border protection and to secure the territorial integrity of Jamaica is the ability to know what is in the country’s airspace and waters, and the capability to respond as required. This will involve strengthening the air and sea assets of the JDF.

## **JUSTICE**

Many Jamaicans have lost faith in the justice system. This manifests itself in the refusal of citizens to take part in the judicial process, whether by reporting incidents to the police, testifying as witnesses, or serving as jurors. The JLP is committed to restoring Jamaicans' faith and trust in the justice system by ensuring that the delivery of justice is swift, thorough, and fair. We have already made various strides in reforming the administration and infrastructure of the system. Some of these strides include:

- Instituting legislative reform;
- Reducing criminal case backlog;
- Protecting vulnerable groups;
- Strengthening the independence of the judiciary and the prosecutorial service;
- Modernising the courts;
- Improving physical infrastructure.

## **MAJOR ACHIEVEMENTS**

### **Reduction in the Criminal Case Backlog**

The Ministry of Justice was granted Cabinet approval in June 2008 to proceed with a comprehensive and multi-faceted backlog reduction strategy involving the judiciary, the Office of the Director of Public Prosecutions (DPP) and other stakeholders in the justice system.

- The complement of judges in the Supreme Court was increased from 26 to 29, inclusive of the Chief Justice. There are currently 2 Masters in Chambers in the Supreme Court. The complement of Resident Magistrates currently stands at 55.
- In 2008/09, the ODPP employed 7 additional prosecutors and is seeking to engage 8 former prosecutors to assist in the reduction of the backlog of files in that office.
- There are 12 courtrooms at the Supreme Court, seven 7 of which are used for criminal matters including two 2 dedicated for Gun Court hearings and the remaining 5 for civil matters. The Ministry has secured three 3 conference rooms at the Jamaica Conference Centre for the hearing of civil matters in order that all 12 courtrooms at the Supreme Court are available for the hearing of criminal matters.
- Since August 2009, the Ministry of Justice has been monitoring the level of backlog in the courts. Weekly reports from the Resident Magistrates' (RM) courts on matters adjourned and reasons for adjournment continue to indicate that the absences of parties (witnesses, accused, counsel, police, etc.), and incomplete or outstanding documents and files, were the main reasons for adjournments that resulted in delays. Since March 2010, some reductions in the rate in which cases were being adjourned in the RM Courts were observed. 13 Criminal Justice Parish Boards chaired by Custodees, and a National Criminal Justice Board chaired by the Minister of Justice, have been established to monitor and provide guidance in addressing the issue of case backlog.



- A **Criminal Case Management System** was introduced in the Supreme Court through a project funded by the British Government's Foreign and Commonwealth Office (FCO) that ended in March 2010. Criminal case management is being piloted in 6 courts – St. James, St. Mary and Corporate Area (Criminal) RM Courts, the Gun Court, St. Mary circuit, and the Home Circuit Court.

### **Introduction of Restorative Justice**

Through funding from the United Nations Development Programme (UNDP), a draft national policy was developed and is being finalised for presentation to Cabinet. Stakeholder sensitisation and training of facilitators are ongoing. Presentations were done to the Association of Guidance Counsellors at a workshop held on Restorative Practices and Serious Crimes. International conferences on restorative justice were held in Kingston in 2008 and 2009.

- Under a contribution agreement with the Canadian-Caribbean Cooperation Fund signed by the Ministry in April 2008, the Restorative Justice Programme Phase III was undertaken.
- 160 persons were trained as restorative justice facilitators with help from the International Institute of Restorative Practices (IIRP). 30 Justices of the Peace were also among the 59 facilitators trained by the IIRP in 2009, and 5 were selected and trained by the IIRP as trainers of trainers in July 2010.
- The Ministry continues the piloting of the Restorative Justice Programme in 4 communities – Granville, St. James; Tower Hill, St. Andrew; Spanish Town, St. Catherine; and May Pen, Clarendon.
- Community Support Activities are being carried out with IDB funding support, under the Citizen Security and Justice Programme (CSJP II).
- A Restorative Justice Unit has been established within the Ministry of Justice.

### **Protection of Vulnerable Groups**

The Victim Support Unit (VSU) has been instrumental in providing victims' services through a network of parish offices supported by volunteers.

- For the period 2007 to 2010, the VSU saw a total of 19,616 new victims and continued to see 24,868 follow-up clients.
- With support from the UNDP of US\$15,000 (J\$1,300,000) the VSUnit also established the West Kingston Satellite Counselling Centre located on Spanish Town Road. 45 volunteers have been trained; furnishing and equipment installed; a management committee established; and a referral system is being implemented.

### **Better Provisions for Witnesses and Children in Court**

- The Multi-Agency Approach to the Child Protection pilot project continues at CISOCA. The project involves different agencies, which include the Centre for the Investigation of Sexual Offences and Child Abuse (CISOCA), the VSU, the Child Development Agency (CDA) and the Office of the Children's Registry (OCR), being present at the same time when a child is giving a statement.
- A Children-in-Court initiative, supported by CUSO/VSO in partnership with the Office of the Children's Advocate, is also being implemented to train court officers in matters relating to child witnesses and victims in court, and to develop models of courthouses to familiarise the child with court facilities. With support from UNICEF, approximately 100 volunteers from across the island were trained in two batches in July and August 2011. Therapeutic play materials and resource kits were built for handover to the courts.
- With the support of UNICEF, the Ministry of Justice is implementing its National Plan of Action for Child Justice, a programme of capacity-building for court professionals to uphold the rights of child victims and perpetrators. Programme activities include the training of one hundred (100) Resident Magistrates, Clerks of Court, Prosecutors, Children's Officers from the Child Development Agency, staff in the island's children's homes, Probation Officers to promote and apply international standards and the Convention on the Rights of the Child.

### **Strengthened the independence of the judiciary and the prosecutorial service Court Management Services (CMS)**

After Cabinet approval was granted in 2008 for the establishment of the Court Management Services (CMS), work on the first phase was undertaken as follows:

- The principal executive officer (PEO) to head the CMS was recruited.
- The principal financial officer, the director of human resources, the director for communications and client services, and the director of management information system were also recruited.
- Approximately 40 positions slated for transfer to the CMS from the central ministry were also transferred and the affected staff sensitized.
- A total of \$217.4 Million has been allocated for its operations in the 2011/12 financial year. The CMS has commenced the development of its strategic business plan.

### **Office of the DPP**

With support from the Canadian International Development Agency (CIDA), a review of the Office of the Director of Public Prosecutions was conducted. A main area of focus is to improve its operational efficiency to allow for the implementation of case management and the introduction of other strategies to impact organisational efficiency. This would also lead to improvement in the quality of service provided to its clients, the introduction of prosecutorial best practices and a review and rationalisation of the organisational structure of the ODPP.

## **Modernising the Courts**

- The Supreme Court is currently exploring the introduction of the audio digital recording technology “For the Record”.
- Websites for the Supreme Court, the Court of Appeal, and the Jamaica Gazette have been launched.
- The Ministry distributed computers and other equipment to support the automation of the courts.
- The Ministry of Justice is also implementing the Traffic Ticketing Management System (TTMS) in 14 RM court locations as part of the new Traffic Ticketing System of the Ministry of National Security/Citizen Security and Justice Project (CSJP).

## **Improving Physical Infrastructure**

### **Repair and Refurbishing of Physical Facilities**

Since September 2007, the Ministry of Justice spent approximately \$503.7 Million on the repairs, refurbishing and general maintenance of its physical facilities island-wide. This includes repairs to courthouses and the office of the DPP. Other progress included the completion of Courthouses in Port Antonio Balaclava and Cambridge. A highlight was also the opening of the new state of the art Lucea Family Court.

## **THE WAY FORWARD**

### **The review of the Ministry of Justice**

With the help of a business process consultant engaged by the Cabinet Office, a review of the Ministry’s structure is being undertaken.

### **Office of the DPP**

Strengthening of the ODPP has started with the establishment of a linkage between the police and the ODPP to assist the DPP in the preparation for the prosecution of cases. The linkage is to be further strengthened to tighten the preparation of cases and secure greater conviction as it has been observed that currently the conviction rate has been going down. The DPP has also engaged with the clerks of courts in the Resident Magistrates Courts in the prosecution of cases. The Clerks of Court are to be formally brought within the Office of the DPP, in accordance with the recommendation from the Jamaica Justice System Reform Task Force.

### **Office of the Parliamentary Counsel (OPC)**

With the support of the Commonwealth Secretariat, CIDA/JUST, and the USAID, technical support in legislative drafting will continue, specialised legislative training for staff, as well as scholarships, will continue to be provided to the OPC. A manual for legislative drafters as well as toolkits and templates to optimise the legislative drafting functions will be developed. The drafting experts being provided by the Commonwealth Secretariat will support the OPC in:

- Drafting specialized legislation in areas including constitutional law, criminal law and anti-corruption.
- Developing the drafting skills of lawyers within the OPC through mentoring, on the job training and, if appropriate, formal training.
- Working closely with lawyers in the ministries to develop the quality of drafting instructions.

### **Physical Infrastructure Projects**

- **Justice Square:** Phase One rehabilitation works at the former NCB Building at 52 – 54 King Street will continue, including: **Sub-Project A:** Phase 1, Old NCB Building & Supreme Court. **Sub-Project B:** construction of bridge to link the Supreme Court Building to the former NCB Building. **Sub-Project C:** Public Building West is awaiting Cabinet Approval.
- **Morant Bay RM Court, St. Thomas:** The construction of a temporary steel frame structure to provide for RM courtrooms, circuit court, judges' chambers and space for support staff as well as a holding area.
- **St. Catherine RM Court, Spanish Town:** The ministry has acquired lands donated by the Ministry of Health (adjacent to the Registrar General's Department) for the construction of a new court in St. Catherine. Conceptual and architectural drawings are to be developed and necessary approvals secured for tendering to be undertaken.
- **Electrical upgrade to Courts island-wide** – A total of 45 courts and outstations are targeted for electrical upgrades to enable them to accommodate new computers and Internet equipment being supplied by the ministry. The **upgrade of plumbing** for the court buildings owned by the Ministry will be carried out to replace corrugated iron pipes with PVC pipes to prevent leaks and reduce water bills.

### **Restorative and Community Justice**

The Ministry of Justice will support the implementation of the National Restorative Justice Policy. The Pilot Community Justice Processes will continue in 4 communities – Spanish Town, May Pen, Granville, Tower Hill. The Ministry will conduct public awareness and training of relevant practitioners and community leaders.

### **Expansion of the Drug Court Programme**

To be extended to St. Ann and Spanish Town.

### **Legislation:**

- **Committal Proceedings Bill** to abolish preliminary enquiry in the RM courts and provide for committal proceedings.
- **Amendment to the Evidence Act, 2008** to provide for evidence by live television link and to provide for computer-generated evidence.
- **Amendment to the Legal Professions Act, 2009** to provide for mandatory continuation of legal education and to provide for intervention by the General Legal Council in the practice of an attorney-at-law.
- **Judicial Review of Decisions of the Director of Public Prosecutions** to provide for same.
- **Arbitration Act** to modernize the existing Arbitration Act and keep in step with international standards.

### **Justice Reform Implementation Unit (JRIU)**

The establishment of the JRIU to facilitate the acceleration of the justice reform policies and modernisation initiatives remains a key initiative under this new Justice Undertakings for Social Transformation (JUST) programme.

- A Technical Advisor/Programme Coordinator will be recruited by CIDA as its primary point person for the management of the different components and administrative arrangements.
- The Director of the JRIU, who will lead the management, monitoring and coordination of justice reform initiatives within the MOJ, is being recruited through international advertising;
- The JRIU will be designed not only to support JUST activities, but to address the human resource gaps that limit the Ministry's management of justice reform programmes.
- In this way, the staff of the JRIU can be assigned to areas of greatest need, such as the Ministry's policy team or the Office of the Minister.

### **Establishment of the Policy and Modernisation Division in the MOJ**

This is to enable the Ministry of Justice to lead the justice modernization programme. The ministry will be recruiting 7 new policy personnel and filling 3 vacancies to strengthen its policy development process. The objective is to transfer court-related operational functions to the Court Management Services (CMS) and continue the transition toward the Ministry being a policy-focused entity.

### **Community Justice Tribunals**

It is envisaged that the Community Justice Tribunal will be handled by Justices of the Peace or other legitimate community leaders who will help citizens to resolve disputes that do not involve criminal offences. This new regime contemplates that matters are heard with the consent of the disputing parties and agreed settlements are enforceable by the courts. The expansion of the role of Justice of the Peace to serve on these tribunals is contemplated and the JPs will receive special training in

restorative justice practices and mediation. The legislative framework for the establishment of these tribunals is being explored by the Ministry.

### **Justice Training Institute (JTI) Restructuring**

This restructuring will involve amending the mandate of the JTI to focus more on the training of justice sector and other personnel excluding the judiciary.

- A separate Judicial Education Institute (JEI) under the direct control of the Chief Justice is to be established.
- The restructuring and the associated capacity strengthening of the JTI will also allow for the effective development and implementation of training in human rights and other special courses for justice sector employees, staff of the ODPP, and others in the public and private sectors.

### **Jurisdiction and Training of Justices of the Peace**

The jurisdiction of the Justices of the Peace will be expanded to allow them to preside over certain small claims, traffic offences (particularly instances in which the plea is “Guilty”), certain areas under the Rent Restriction Act particularly in matters related to landlords and tenants. This is to be done with the help of court staff with legal training. The expansion of the jurisdiction of the Justices of the Peace is expected to reduce the backlog of matters in the Resident Magistrate’s courts by freeing the RM to handle more complex matters.

### **Strengthening of Legal Aid**

Another action to be implemented will be the strengthening of the legal aid clinics in Kingston and Montego Bay in order to increase access to legal aid services.

- The process has commenced to provide improved facilities for the Montego Bay Legal Aid Clinic. Additionally, in pursuit of this strategy, the Legal Aid Council will seek to obtain the support of the Bar Associations and the Norman Manley Law School in providing the public with pro bono services of lawyers with regard to civil matters.
- Currently civil representation is available at both legal aid clinics at a cost to the client (at rates below market value).
- The Legal Aid Council’s Legal Aid Saturday Programme, which sees members of the public receiving free legal information, will also be further strengthened and expanded.
- In addition, the implementation of a mobile legal aid clinic will greatly enhance the Council’s services to the public and communities.

### **Legal Reform**

With the support of the Justice Undertakings for Social Transformation Programme (JUST), technical support will be provided in the area of legal research for the development of legislation to meet national requirements and international human rights and other obligations. The strengthening of the Legal Reform Department is with a view to transitioning it to a law reform commission.

## **Legislative Agenda**

Critical pieces of legislation are to be drafted in support of the government's legislative agenda as well as justice reform priorities. These include:

- **Right of Appeal** to provide the Office of the Director of Public Prosecution with the right to appeal an acquittal.
- **Legal Aid Amendment** to provide legal aid in civil matters.
- **Sensitive Post – Civil Service** to provide a comprehensive list of all posts to which a classification of sensitivity may be applied.
- **Impeachment** to provide for the removal of members of the Houses of Parliament and the Prime Minister from office for certain types of behaviour. Constitutional amendments to provide for Terms of Limits for Prime Minister, and to provide for the constitutional protection of certain posts such as those of Contractor General and Public Defender.
- **Constitutional Amendment – Security Tenure for Resident Magistrates** to provide for the security of tenure for Resident Magistrates.

## **Physical Infrastructure**

- Lands have already been donated by the NHT for construction in St. Ann.
- Efforts will be made to acquire lands in Montego Bay for the construction of the regional judicial complex in Montego Bay.
- **Traffic and Coroner's courts** – the current coroner's court and traffic courts are inadequate and the conditions are poor. An alternative location is being identified at East Street. Plans have been drawn up and are awaiting approval from the KSAC.

## **HUMAN RIGHTS**

Although Jamaica has committed to protecting the human rights of its citizens on paper by signing treaties like the International Covenant on Civil and Political Rights, its failure to follow through with this commitment is a moral transgression that casts a dark shadow on the nation. The JLP has taken concrete steps to address this issue by entrenching a Charter of Rights in the Jamaican Constitution and enacting legislation that holds members of the security forces and other agents of the state accountable for any human rights violations. Nevertheless, we acknowledge that we have a long way to go to fulfil our duty to protect, preserve, and respect the human rights of all Jamaica's citizens. We are committed to the journey.

## **MAJOR ACHIEVEMENTS**

### **Charter of Rights & Freedoms (Constitutional Amendment) Bill**



The Act was passed in the House of Representatives on March 22, 2011 and by the Senate on April 1, 2011. The Governor General assented on April 7, 2011.

## **INDECOM**

The Independent Commission of Investigations (INDECOM) came into effect on August 16, 2010 to investigate abuses by members of the security forces and other state agents.

## **The Office of the Special Coroner**

The Amendment to the Coroner's Act was passed in 2009. The Special Coroner was recruited and assumed duties on February 1, 2011.

## **Corruption Prevention (Special Prosecutor) Act**

The Bill was passed in the Senate on January 14, 2011 and is currently being debated in the House of Representatives.

## **The Sexual Offences Act**

This was designed to create a single piece of legislation that has provisions for sexual offences and will also include provisions for the establishment of a Sex Offenders Registry. The act replaces the Sexual Offences against the Persons Amendment Bill (SOP)/Incest Punishment Amendment Bill (IP).

## **Trafficking in Persons**

The Ministry of Justice undertook an island wide series of training workshops in support of the country's initiatives to improve its ratings and reverse the negative perception and image as it relates to trafficking in persons.

- 3 regional workshops for police officers, clerks of the courts, deputy clerks of the courts, members of the Victim Support Unit and others were conducted in St. James, St. Ann and Manchester.
- 1 of 3 shelters for victims of trafficking in persons was completed and handed over to the Ministry of National Security.

## **THE WAY FORWARD**

### **National Plan of Action for Child Justice**

With the support of UNICEF, the Ministry will continue the programme of capacity-building for court professionals to uphold the rights of child victims and perpetrators.

- Programme activities will include the conduct of 3 day workshops to train approximately 100 resident magistrates, clerks of court, prosecutors, children's officers from the Child Development Agency, staff of the island's children's homes and probation officers, to promote and apply international standards and the Convention on the Rights of the Child.

- The establishment of Child Diversion Committees in four parishes as a pilot, and the training of forty 40 members of the Child Diversion Parish Committees and 400 other key stakeholders) will be undertaken through the Justice Training Institute.
- The Children-in-Court Programme, a programme of the Victim Support Unit that is being implemented in partnership with the Office of the Children’s Advocate, will be implemented over two years, and started in 2011. This programme is also being supported by CUSO-VSO out of Canada and UNICEF.

### **Citizens Protection Bureau**

Work continues on the establishment of a citizens' protection bureau headed by the Public Defender, with expanded powers to defend the rights of and secure redress for citizens whose constitutional rights may be violated.

## **ARTS, CULTURE & HERITAGE – Celebrating & Preserving Our Heart & Soul**

The arts, culture and heritage are vital aspects of development in the modern world. The JLP recognizes that they are essential aspects of self-identity and nation-building. As such over the past four years, the administration has committed to developing Jamaican arts, culture and heritage and has begun the necessary re-organizing and promotion of the arts, culture and heritage sectors.

Jamaicans must have a strong sense of own culture, of where we come from and where we are going. As our National Hero, the Rt. Excellent Marcus Mosiah Garvey explained, an understanding of one's own history is an essential aspect of civic education and civic pride. In addition, exposure to the arts, culture and our heritage, causes one to be able to observe, participate, reason, learn, discuss, disagree, and think for oneself - all are essential prerequisites of informed, global citizens. Teaching Jamaica's children to respect the achievements of their great Jamaican predecessors is crucial. Importantly, the arts, culture and heritage also allow people to dream and help them to understand their inner and outer worlds as well as offering valuable work opportunities in museums and tourist sectors.

All of these skills and values can be taught in a museum or gallery or at a heritage site. In addition, the collections of Jamaica's museums, galleries and heritage sites are closely tied to the national curricula at multiple levels in various subjects such as Art, Civics, English, Math, Social Studies, Geography and History.

Our culture defines who we are as Individuals and as One People. There has never been any doubt about the creativity of Jamaicans: old, young, men and women, rich and poor; Jamaicans are intensely imaginative and creative. Our Music, Our Dance, Our Art, Our Religions, Our Sense of Humour and Style, Our Storytelling, Our Language, are the natural genius of Jamaica's artists and craftsmen. It is through our culture that we are known abroad: it is our 'Brand Jamaica'. It identifies us as a proud people who have made a massive mark in the world. Jamaica needs strong cultural industries and institutions to foster this talent. Each year Brand Jamaica brings millions of visitors to our island to experience the distinctive 'vibe' that is Jamaica.

Arts, culture and heritage have served as mechanisms for social and economic development in many cities and countries. This administration is focusing on ways to strengthen their roles as drivers of the national economy and national development, beginning with encouraging galleries and museums to create active relationships with their communities. This not only benefits the cultural institutions themselves – by bringing life and energy to the institution – but also the many communities they serve.

### **MAJOR ACHIEVEMENTS**

#### **Developing Our Cultural Institutions**

This JLP administration has already begun to refocus, reform, rededicate and re-energise its cultural agencies to standards of high performance, increasing visitation, relevance and high accountability. The central responsibility of all cultural institutions is to serve the people of Jamaica: to preserve and

foster an understanding of, and appreciation for, our heritage and culture; to provide cutting edge exhibitions; to develop exciting public programmes that bring in faithful supporters and new audiences, (especially Jamaican families) alike; to facilitate engaging educational experiences for young and old, for experienced viewers and for people who have never looked at art work or material culture on display.

### **Music**

The proclamation of Reggae Month (February) has led to a raft of vibrant activities in support of the sector and industry. With the formation of the Reggae Industry Association (JARIA) and the Reggae Industry Awards, this JLP administration has created a more organized, cohesive and structured music industry. National Councils for the Maroon and Rastafari indigenous communities have also been established and a director/curator for the Jamaica Music Museum (JAMM) has been hired.

### **Performing Arts**

Over the past four years the JLP administration has also begun the long-needed upgrading of our cultural infrastructure including performing arts spaces such as the Ranny Williams Entertainment Centre and the Louise Bennett Garden Theatre. The annual Grand Gala and Independence Float and Street parades were also reintroduced under this JLP government. Each year they have grown in size and reach.

### **Films and Festivals**

In addition, the JLP administration has facilitated multiple film shoots and started to establish a licensing regime for the use of cultural, artistic and historical material. The Jamaica Cultural Development Commission (JCDC) has been reorganized and rebranded and the Festival Song Competition has been reactivated and repositioned, strengthening its impact.

### **Heritage**

The Jamaica National Heritage Trust (JNHT) sought nomination of the Blue and John Crow Mountain National Parks to the World Heritage List and dossiers for the Port Royal Underwater City are being prepared. The JNHT has also almost completed a map of Jamaica's heritage sites.

### **Museums and Exhibits**

The national collections of Jamaica belong to the people of Jamaica. Our National Library, Museums, Gallery and affiliated agencies, have continued to research, excavate, document, preserve, publish and exhibit key aspects of Jamaica's arts, culture and heritage for the Jamaican people. Our cultural agencies have worked hard despite budgetary challenges to broker partnerships, expand the content and improve the quality of their offerings. Major components of the national collection are being catalogued, digitized and preserved for future generations at a steady pace. A recent notable addition to the National Art Collection is the donation of the John Pringle Collection of work done by the renowned Jamaican Intuitive artist Mallica 'Kapo' Reynolds.

By leveraging international partnerships and private sector funding, the Institute of Jamaica has mounted numerous exhibitions and developed accompanying education programmes on Jamaican Art, Music, History, Heritage and Natural History in each of its sister agencies impacting thousands - Jamaicans from all socioeconomic levels and tourists alike. Notable exhibits included the National

Gallery's annual partnership with the JCDC to show entries in the National Visual Arts Competition in Kingston and select Parish Capitals. The National Gallery's exhibit on the Jamaican artist Belisario in collaboration with Yale University Art Museum and the "From War to Windrush/War...Lest We Forget" Museum Division's exhibit in collaboration with London's Imperial War Museum were also pivotal achievements. All IOJ agencies have continued to increase outreach to schools, families and communities through partnerships with the JLS and Saturday openings and special events where possible. In addition, ongoing training and support to teachers has led to increased participation in 'Jamaica Day' Celebrations in schools island-wide each February. 'Jamaica Day' was proclaimed a national day by the Governor General, and coordination of activities in schools has been strengthened through the establishment of Culture Clubs in schools island-wide.

2 new Fellows were welcomed into the Institute of Jamaica's Council and the highly regarded Musgrave Awards have continued annually. As a result of a partnership with the Jamaica Library Service (JLS) the Musgrave Awards exhibition has begun travelling through each parish library to broaden exposure and understanding of what the Awards are, who the awardees are and why they are being recognized nationally.

On the structural side, the Museums Division of History and Ethnography established a foundation to facilitate additions to the collection and the establishment of a national, visitor-centred Museum of Jamaican History. The Hanover Museum in Lucea has also been refurbished and reopened, and plans to strategically relocate the Taino Museum are well underway.

### **Research, Publications and Partnerships**

Over the past four years, in addition to regularly producing the country's flagship cultural journal, the Jamaica Journal, a new journal, The Journal of 76 King St. was produced by the Institute of Jamaica's, Liberty Hall-the Legacy of Marcus Garvey. A digital version of the Jamaica Journal was also created, with back issues placed online. It received an award for excellence for the most accessed publication in the Digital Library of the Caribbean. The annual staging of IOJ staff research symposia has seen increasing audiences each year, and IOJ staff members have taken advantage of cultural cooperation treaties and agreements to travel abroad on study tours and training courses in order to enhance their skills. The IOJ re-activated its international memberships in both the Museums Association of the Caribbean (MAC) and the International Council on Museums (ICOM), and the National Library of Jamaica Act was passed in 2010.

All of our cultural agencies have also begun to take advantage of technology and social media, using websites and blogs to publicise exhibitions and programmes, share research and increase visitorship as well as strengthen partnerships with interested individuals and cultural institutions abroad.

### **THE WAY FORWARD**

In our second term, the JLP will pursue a radical and far-reaching cultural agenda, beginning with a thoughtful, comprehensive and impactful commemoration of our 50<sup>th</sup> Anniversary of Independence. Jamaica 50 is poised to be a memorable year, not only because it will create lasting memories for Jamaicans of all ages, whether living in Jamaica or abroad, but through its legacy activities, it will make lasting tangible contributions to 'Brand Jamaica' and the country's national development.

Under the direction of the Ministry of Youth, Sports and Culture plans are well underway for the year-long celebrations to mark this milestone. Educational and celebratory events and activities are planned in partnership with sister Ministries and agencies, corporations, foundations and individuals in Jamaica and the Diaspora. All projects capture aspects of Jamaica's rich culture and all are aimed at furthering national development. Jamaica is well recognized the world over for its culture and JAMAICA 50 will energise Jamaicans at home and abroad, rekindling pride in our nation and instilling the desire to participate in national development at all levels long after the year ends.

### **Core Jamaica 50 Events**

These include island wide firework celebrations, conferences and symposia, the Jamaica Defense Force's spectacular Military Tattoo, participation in a number of exciting activities promoting Jamaica during the London 2012 Olympics, the Jamaica Cultural Development Commission's traditional Jamaica Festival, Independence Grand Gala and street parades in communities around the island, local and international exhibitions, performances and publications by all cultural agencies and school based projects across all levels of the education system to guarantee youth engagement. Additional highlights include a bigger and better celebration of Reggae Month, a Maroon Festival, the Caribbean Hotel & Tourist Association's 50<sup>th</sup> Anniversary Celebrations, and the Canadian Grand Jamaica Homecoming activities.

### **Special Jamaica 50 Legacy Projects**

Central to nation building, these include: the establishment of an Athletes Wellness Centre, the restructuring and upgrading of the nation's museums and heritage sites, including the establishment of a Sports Museum and the expansion of the Jamaica Music Museum (JAMM), the creation of a flagship national playground, the identification of community chosen Sites of Memory, documentaries, the restoration of the Ward Theatre, the establishment of a National Shelter for Abused Women, literacy projects and publications, the reintroduction of civics in schools, tree planting activities island wide, the creation of the JAMDANA national fabric and the issuing of souvenir coins and commemorative bank notes.

### **Network of Museums and Heritage Sites**

An additional critical area of focus for the next JLP administration is the creation of a proper functioning, visitor-friendly network of museums and heritage sites. We will continue to develop both as viable and significant visitor attractions for locals and foreign visitors of all ages aiming to establish viable museums and sites in each parish. The development of a National Museum of Jamaican History will also take precedence. It will become the focus of national pride as well as a new visitor attraction. The National Gallery of Jamaica will strengthen its position as an internationally recognized institution and is aiming to increase its local resonance by establishing satellite locations.

Kingston, Seville, Spanish Town, Falmouth, Port Royal must become world class heritage destinations with high quality and exciting exhibitions, publications and programmes. Other heritage sites should be identified and secured. Building upon the work of the Jamaica National Heritage Trust (JNHT) at Rio Nuevo and the development of Falmouth, the Government will be targeting heritage tourism as a major source of investment to support the upgrading of our cultural infrastructure. In our next term, the JLP will complete the development of the Seville National Heritage Park and Museum and the Marcus Garvey Park and Museum in St. Ann. The Institute of

Jamaica will finalise its acquisition of Oddfellows Hall to enable the expansion of Liberty Hall – the Legacy of Marcus Garvey’s social and cultural development programming. As the JLP focuses on strengthening our cultural network of both tangible and intangible heritage island-wide, we will create proper signage for our museums and heritage sites, and continue to raise the standards of exhibitions, programming and the levels of visitorship at all cultural institutions. We will also continue to ensure all sites are visitor-friendly, accessible, engaging, educationally strong, dynamic and memorable.

The JLP is committed to solid performance. In these difficult economic times we will expect and demand the highest standards from our cultural agencies and their employees to do their part in national development. We will increase the recognition of the importance of our cultural institutions to the formation of individual and national identity by expanding on critical partnerships within the government, diaspora and the private sector.

### **Closer Collaboration with the Ministry of Education**

Proposals to realistically infuse the mandate that all school children will visit museums and heritage sites as part of the school curriculum are now under review. Closer synergies will be created with the national curriculum by strengthening links between teacher and culture agent training and cultural institutions to better facilitate the planned reintroduction of civics in the curriculum, national pride as well as local and international tourism.

### **Closer Collaboration with the Ministry of Tourism**

Aimed at enhancing and expanding Jamaica’s tourism product, this will include improving Jamaican art, cultural and heritage destinations to be in keeping with visitor standards worldwide and improving tourist products through a programme of workshops by and for local artists and craftspeople. This will result in enhancing art and design as significant drivers of the national economy through 'Things Jamaican' and improved targeted merchandising at sites. 'Things Jamaican' was once the envy of the world but it was allowed to decline, and with it, declined the quality of the Jamaican tourist product.

### **Performing Arts**

Our performing artists are critical cultural ambassadors and in Jamaica 50 many performances are being planned; the National Dance Theatre Company (NDTC) will also be celebrating its 50<sup>th</sup> anniversary. Access to training in the performing arts and greater exposure of our children to performances will be strengthened through partnerships with the Edna Manley College of the Performing Arts, and by re-energising the performing arts in our nation’s schools. The Ministry of Education’s recent music in schools literacy partnership with First Global Financial Services offers a relevant potential model for replication.

### **Research and Publication**

Research, documentation, publication and promotion of cultural information, materials and activities will be strengthened as this JLP administration builds on partnerships already established over the past four years and capitalize on the use of social media and the presence of our cultural agencies on the worldwide web. Exhibition space will be opened up at the Jamaica Archives now developing a digital database to allow Jamaicans full access to our history and heritage.



## **Skills Development**

This JLP administration is committed to increasing career opportunities within the arts, culture and heritage sectors by increasing exposure to these sectors within our education system and by emphasizing continued skills training through local, regional and international partnerships and scholarships. We will also build on successful cultural cooperation treaties and agreements and facilitate information sharing through participation in local, regional and international conferences.

Jamaica is more than sun, sand and sea. Our culture is rich and deep, and we must treasure it and show it to the rest of the world. The JLP will situate Jamaica as a leading destination for arts, culture and heritage, building on the local and international partnerships which we have already established with foundations, corporations and museums. Jamaica 50 is the perfect way to launch this critical cultural thrust.

## **SPORTS – On Top of Our Game & Getting Even Better**

The role of sports in local and national development is increasingly recognized around the world. For the past four years we have indeed been on top of our game supporting sports development at all ages and all levels of play.

Throughout our history, Jamaica has performed well at the local, regional and international levels in many of the sports in which we compete but during the past four years the results have been exceptional. Despite a global recession, we have enjoyed unprecedented success and many of our Sports Associations, teams and individual athletes were assisted, enabling them to continue their development and excel at the local and international levels. In Track and Field Jamaica is indeed the envy of the world; in 2011 seven Jamaican men ran the 100m in less than 10 seconds. One of these men has set mind-boggling new world records and has been dubbed the “greatest sportsman of our time.” Our women have excelled in the sprints with unforgettable performances in the Olympics and World Championships. Youth and University competitions have been dominated by our sprinters.

This is not happening by accident. Jamaica’s track and field coaches from the Schools, Universities, Colleges and Clubs are world class. They identify the talent, train and motivate our young people so they become the world champions they are. That notwithstanding, we believe we can do even better and are laying the groundwork to do just that by upgrading key infrastructure island-wide and prioritizing training and the holistic development of our athletes.

### **MAJOR ACHIEVEMENTS**

#### **Infrastructure**

In 2011 we completed the construction of an International Amateur Athletics Federation (IAAF) Class 1 track at the National Stadium and we also added an outdoor volleyball court. In addition, in order to facilitate one of the most popular sports played by our Special Olympians, who always do us proud, we built a Bocce Court. The Special Olympians again brought home a gold medal fielding an all-female team in the Bocce competition at the World Championships, but this was the first time they had been able to practice on a proper Bocce court. The first BMX track in Jamaica has also been built in St. Mary.

Infrastructure upgrades, including fencing and construction of new facilities were completed to assist the development of popular sports, lights were installed at one of the most used football fields in the country at Constant Spring, St. Andrew. The fields at Drax Hall, St Ann, Effortsville, Clarendon and Buff Bay, Portland also had lighting installed. 10 multi-purpose courts were completed in 5 communities and at 5 schools in 4 parishes. 12 playfields were also in various stages of completion.

#### **National Sports Policy**

This JLP administration has also developed and National Sports Policy entitled “Sports for All,” positioning sports as one of the key components of “Brand Jamaica” and of community development. The Green Paper has been tabled in Parliament and its accompanying National

Strategic Plan (2011-2016) lays the groundwork for sustained sports development in all sports at all age levels island-wide. The JLP has contributed to sports at both the recreational and the competitive levels to encourage our youth to build competencies.

We have assisted the expansion of a diverse number of sports programmes including swimming, golf, badminton, netball, basketball, volleyball, boxing, cricket and table tennis. We have distributed hundreds of table tennis stets in communities island-wide and in football we started an all-island primary school football league with over 300 schools participating, and the numbers are growing.

Through the Institute of Sports (INSPORTS) this administration has also established an all-island community football championship targeting 800 communities and some 15,000 unattached youth. Now the largest football competition of its kind in the western hemisphere, these games all showcased partnerships with many social service ministries and non-governmental agencies who conducted workshops and seminars on issues related to youth employment, health and wellness, drug abuse and family planning. This “Values Streaming through Sports” model is a best practice on which the JLP government intends to expand in our next term.

### **Transparency and Training**

In terms of transparency, the Jamaica Anti-Doping Commission (JADCO) has continued its important work, expanding its reach island-wide, and in terms of training, this administration has seen an increase in the number of Physical Education teachers and coaches. At the GC Foster College, scholarship programmes have continued and certificate programmes have been upgraded to diplomas. Two new diplomas in Fitness Training and Physiotherapy have been introduced. Importantly, all students are being trained as match officials in different sports disciplines.

### **Tournaments**

Over the past four years the JLP has increased Jamaica’s capacity to host international sports tournaments by upgrading tournament locations and building the relevant international partnerships to attract highly regarded players. Highlights include the hosting of the CARIFTA Games in Track and Field and Swimming, the Caribbean Island Swimming Championships, and 2010’s staging of the LPGA Mojo6 Golf Tournament at Cinnamon Hill in St. James which was broadcast on international television.

In December 2011 Jamaica hosted the Jamaica Open Golf event at Half Moon in which both the British and US Senior Open Champions participated. Kingston was the venue for the Pan Am Junior Badminton Championships with over 300 entrants. Jamaica won a gold medal and for the first time, and now have two players ranked in the top 150 in the world. The support to the Jamaica Invitational Track and Field event in Kingston continues and obtained significant private sector assistance and the 2011 meet was elevated to an IAAF World Challenge Qualifier, again received the accolades of visiting athletes and officials and attracting 25,000 spectators.

### **Technology**

Importantly, under this JLP administration the use of technology in sports training, the staging of competition and sports administration has increased, and successful partnerships have been created with the private sector to expand sports programmes at all levels. The growth of Tennis Jamaica,

20/20 Cricket and Swim Jamaica which have enabled hundreds of youth on Kingston's waterfront to learn to swim, are prime examples of these successes.

### **Athlete Support**

The JLP administration takes seriously the development and well-being of all athletes who represent our country. We take care to assist in the training of sports administrators, to ensure that the physical and psychological needs of our athletes are met and that their living environments are conducive to their positive growth. This JLP administration has paid particular attention to the needs of female professional athletes and in the sport of netball, renovated a home on government land for the Sunshine Girls to live in while training. The Netball Association is now able to provide their team members with the requisite moral and emotional support that should be part of an overall holistic developmental programme.

In addition, the JLP recognizes the need to support those who have represented Jamaica internationally. To that end, the National Housing Trust (NHT) established a Luminary Fund to assist with the housing needs of all who have contributed to national development – teachers, soldiers, police men and women, including our athletes. We will now be able to respond to the critical needs of those of our national athletes who may face personal challenges, not only while they are competing, but in the years that follow.

### **Special Olympians**

The JLP administration has made it a priority to increase assistance to our Special Olympians and to include them in all sporting competitions and celebrations so as to build a sense of Team Spirit among all our athletes whether they are competing or not. This year, one of our Special Olympians is one of four (4) nominees for the Courtney Walsh National Award for excellence for a person in sports

### **Safety**

In addition, this JLP administration takes notice of the role and interest of spectators at all sporting events. As such we have put in place additional mechanisms for spectator safety, particularly in the sport of motor racing for which we have produced the Caribbean Champion in 2009 and 2010.

With this Government's assistance logistical hurdles to bring in cars for competition have been reduced, spectator bridges at Dover have been added and a Motor Racing Secretariat has been established, facilitating many important aspects of one of the fastest growing spectator sports in Jamaica.

## **THE WAY FORWARD**

As we move into Jamaica's 50<sup>th</sup> Anniversary of Independence and beyond we plan to make an even more indelible mark on the sporting landscape of the country. Through the expansion of existing partnerships and the creation of new ones, the next JLP administration will continue to facilitate *access to sports of all kinds* island-wide at all levels of play, including those in which our Special Olympians participate. The all-island track and field competition now being planning is a case in point. In partnership with the Ministry of Education, the development of standards for playground equipment, including goal posts to ensure greater safety on the field of play at all levels, will be

completed and sports infrastructure will continue to be upgraded island-wide. One of the first slated to begin is the construction of the St. James Dumfries Sports Complex, part of an Integrated Rural Community Development Plan.

As part of the Jamaica 50 celebrations a *sports museum* is under development, as is a documentary on Sports in Jamaica. The Jamaica Athletics Association will stage its Senior Athletics Championships and the 10<sup>th</sup> World Domino Championships will be held in Jamaica hosted by the International Domino Federation.

Through the successful public/private partnerships this JLP administration has created we will also increase support to our athletes through the establishment of the Herb McKinley Endowment Fund & Sports Scholarship. This, along with the *Athletes Wellness Centre* and its mobile component, to be established by the Sports Development Foundation (SDF) in collaboration with the UWI (Mona) Sports Sciences Institute, will facilitate much needed sustained access to requisite physical and psychological care during, between and after competition.

***Sports Tourism*** is a major focus for the JLP going forward. We plan to add new *local, national and international tournaments* to the traditional sporting calendar, including an international boxing match to commemorate the first one held in 1962 to open the National Stadium. This should complement the popularity of the television show “the Contender” and accelerate the revival of the sport of boxing in Jamaica. We are also developing programmes to create sports based tourism job opportunities such as Personal Trainers and Beach Sports specialists. The training to meet these required skills in the Hospitality Industry will be structured through collaboration between the Ministries of Education and Tourism within the next two years.

We expect the next five (5) years to be even better than these last four, beginning with a magnificent performance in the upcoming London 2012 Olympics. This will be followed by an expected improvement in the performance of our national football team, building on the solid performance of the Under 17 national team, which qualified for the Under 17 World Cup in Mexico earlier this year, and the improved organization of the National Premier Football League. Football at the national level is therefore poised for a rebirth. In addition, in our next term, the JLP will emphasize the *role of sports in community development*. The model “*Values Streaming through Sports*” partnerships developed among sister government ministries and agencies over the past four years, are slated for replication based on best practices in terms of the maximization of resources, both human and physical.

In the next term, the JLP administration will continue celebrating the recognition of sport in Jamaica by building on our base and enacting the plans that will increase the role of sports in community and national development. We recognize that Jamaica enjoys popular name recognition worldwide largely as a result of the prowess of our musicians and athletes, and as such our plans and programmes are also strategically geared at increasing recognition and awareness of Jamaica as an international sports powerhouse. We will do this not only by better supporting our athletes and identifying new prodigies, but by facilitating local and international scholarships, upgrading our infrastructure and facilitating Jamaica’s emergence as a premiere location for the staging of international sports competitions.

## **LOCAL GOVERNMENT – Empowering Parish Councils**

The Jamaica Labour Party remains committed to the local government system as local government plays an integral role in giving people more interaction with their elected representatives and so allows for greater involvement in the process of government. Our system of local government continues to provide for more focused management of the delivery of critical services enabling central government to concentrate on matters of national development. The present system enables local decision-makers to determine and respond to local priorities in a quick and decisive manner. Further, local government facilitates the decentralization of government functions, ensuring that a democratically elected body is directly answerable to the people.

Our strategy for local government has been based on three (3) main principles:

1. Effecting a clear separation of functions between central and local governments.
2. According to local government full financial and jurisdictional autonomy in recognition of the fact that local government representatives are directly elected by the people and directly accountable to them.
3. Institutional capacity strengthening to ensure effective management and accountability in the delivery of services.

Local government reform will continue to be a key area of focus going forward.

### **MAJOR ACHIEVEMENTS**

#### **Local Government Reform**

A Reform Committee in the Department of Local Government, a National Steering Committee and Reform Committees in the fourteen (14) Local Authorities (LAs) have been established to drive various aspects of the local government reform process. The Department has been coordinating the activities of these entities.

The legal framework of the reform process has been advanced through the following activities:

- The National Building Act was tabled in Parliament (September 27, 2011), to regulate all aspects related to the erection, maintenance and demolition of all buildings in the country.
- The strategic laws addressing matters of governance, finance and human resources have been submitted to the Office of the Prime Minister.
- Proposals in respect of the following areas have been submitted to the Ministry of Justice:
  - a. A draft chapter for entrenchment of local government in the constitution.
  - b. The development of a municipal court system.

### **Capacity Building**

A number of capacity building interventions in the LAs have also been successfully implemented. A review of the Portmore Municipality experience has been done with a view to identify its efficacy and its replication.

Local Public Accounts Committees which are chaired by minority leaders and or civil society representatives have been established in thirteen (13) LAs to strengthen the accountability and transparency systems.

### **Parochial Infrastructure**

In fiscal year 2008 to 2009, road rehabilitation work was undertaken in Westmoreland, Hanover, Manchester, Clarendon, St. Ann, St. Catherine, St. Mary, St. James, St. Elizabeth and St. Catherine.

In the 2010/2011 fiscal year, funds have been committed for the renovation of the following markets: Musgrave, Black River, Rocky Point and Port Maria.

In fiscal year 2010/2011, beautification works were carried out at a cost of over \$13 Million in St. Mary, Hanover, St. Ann, Kingston and St. Andrew.

In 2010/2011, construction work was done on two (2) infirmaries in Hanover and St. Thomas and a new ward was also erected at the infirmary in Westmoreland.

### **Development Application Approval Process**

In an effort to transform service delivery in the area of development application, the Department in 2009/2010 led a process of infusing greater efficiency into the system at the local level, which has resulted in greater timeliness and improved customer service. This represented a 97% adherence to the 90-day processing cycle.

In continuation of efforts to modernize and streamline the development approval process, a monitoring and tracking system - AMANDA (Application Management & Data Automation) - is being implemented on a phased basis in local authorities.

### **Ananda Alert System**

The Ananda Alert system was launched in May 2009 to improve efforts to achieve a speedy and safe recovery of children in the unfortunate event that they are abducted or kidnapped.

### **Birth Certificate Programme**

As an initiative for Local Government Month in 2010, the government provided birth certificates to a vast number of indigent poor and their children, who due to their unique personal circumstances did not have the wherewithal to access these important documents. The Department, working in concert with the Registrar General's Department and local authorities, coordinated the undertaking initially, over a six (6) month period.



## **UNDP Programme - Strengthening community safety through local government capacity building.**

One of the key successes of this project is the commitment received by both Councils to incorporate the Community Safety Committees (CSCs) as part of their Council Safety Committee. Under this programmes residents and key stakeholders have also been trained to identify safety issues which exist in the communities and the city.

## **EU Banana Project**

This project which ended fiscal year 2010 was geared at supporting the economic restitution of communities detrimentally affected by the downturn in banana production. Parishes included in the project were St. Thomas, Portland, St. Mary, St. James, Clarendon and St. Catherine. The amount allocated to the project amounted to EUROS 1,933,000. Works included the rehabilitation of parochial roads, the construction and repairs of basic schools and community centres, major repairs to minor water supplies systems, health centres and institutional strengthening.

## **THE WAY FORWARD**

The Jamaica Labour Party is working to achieve the following:

### **Local Government Reform**

To bolster the Local Government Reform Implementation Steering Committee as an implementation tool and the Local Public Accounts Committee as a mechanism for transparency and accountability.

### **Legal Framework for Local Government**

To complete key milestones in the legal framework for local government reform such as:

- Passing the National Building Act in Parliament.
- Drafting three (3) strategic laws.
- Moving purposefully to amend the constitution to entrench local government in the constitution.

### **Financing and Revenue Generation**

- To develop a sustainable financing mechanism for the Parish Development Committees and complete the installation of Financial Management & Accounting System in five (5) local authorities by April 1, 2012.
- To extend the direct financing mechanisms to the remaining ten (10) local authorities by March 31, 2012.
- To strengthen the revenue generating capacity of local authorities.
- To partner with international and local funding agencies to support viable projects undertaken by the Department and the local authorities.

### **Capacity Building**

To continue capacity building interventions, especially in the area of strategic planning.

**Development Approval Process**

To finalize roles and functions issues with regard to the development approval process, single road authority and solid waste.

**Community Security and Safety**

To continue to collaborate with the UNDP in the implementation of community security and safety projects in pilot Local Authorities.

**AMANDA Alert System**

To roll out Phase II of the AMANDA System in the local authorities (Hanover, Trelawny, Clarendon and St. Elizabeth) as part of a mechanism framework for greater efficiency in the development application approval process.

## **WATER - Providing More Access and Improving Reliability**

Significant accomplishments have been made in the area of water management and supply though Jamaica continues to face challenges in the delivery of water to its residents, especially to the rural population. Nevertheless, this Government has considerably improved the management of our water as well as our ability to increase its supply and distribution. Overall, the Government has fulfilled its promises to implement new water supply projects, improve the management of the system and to develop special rural water supply programmes. The Government remains committed to this ongoing process of improving Jamaica's water supply and distribution systems as a secure and safe water supply is fundamental to the quality of life of all Jamaicans.

### **MAJOR ACHIEVEMENTS**

#### **Jamaica Water Supply Improvement Project (JWSIP)**

One of our greatest achievements in the water sector has been the Jamaica Water Supply Improvement Project (JWSIP), which is the single largest water supply project undertaken by any Government since the Yallahs Pipeline was done over twenty (20) years ago. This was undertaken at a cost of US\$211Million. Work has been ongoing on Phase one (1) of the project costing US\$70 Million. The successful implementation of this project will reduce leaks and improve supply reliability to the Kingston Metropolitan Area (KMA).

#### **The Constant Spring and Seaview Water Treatment Plants**

The Constant Spring and Seaview Water Treatment Plants have been rehabilitated, and the intakes providing water to the plant have been enhanced to restore production capacity and improve supply reliability.

#### **The Seaview Water Treatment Plant**

The Seaview Water Treatment Plant, as well as the Stony Hill supply network, have been rehabilitated to improve plant capacity and enhance supply reliability.

#### **New Water Meters**

Over 70,000 customer water meters have been installed in several parishes including Kingston and St. Andrew (KSA). These new meters will more accurately determine consumption, reduce commercial losses and boost revenue.

#### **Improving the Stony Hill Water Supply Network**

There has also been considerable improvement in the Stony Hill water supply network which included changing pipelines and valves.

#### **The Kitson Town Water Supply System**

The Government has implemented a new Kitson Town Water Supply System which is a remarkable achievement as this area has been without water for many years.

### **The Kingston Metropolitan Area (KMA) Project**

Another important achievement is the Kingston Metropolitan Area project, financed by Japan International Cooperation and the Government of Jamaica and completed at a cost of US \$85 million. Implemented by this Administration in 2008, this project will benefit approximately 400,000 persons.

### **Additional Water Supply Systems**

To date, an additional thirteen (13) water supply systems have been completed. As a result of this effort, the National Water Commission (NWC) has obtained approval from the Office of Utilities Regulation (OUR) to carry out capital improvement works. It is estimated that approximately \$45 B will be spent on rehabilitating the NWC network.

### **Management Structure of the NWC**

Another noteworthy achievement is the re-organisation of the management structure of the NWC. The new structure will enable the Commission to be more responsive to the needs of customers as well as allow the Commission to improve the reduction of non revenue water. These initiatives when completed will contribute to a more efficient water company.

### **Rural Projects**

Since September 2007, approximately 88,000 rural dwellers have benefited from 26 projects completed at a cost of approximately J\$702 Million. Additionally, eighteen (18) Sewage Systems have been extended at a cost of over J\$800 Million in St. Catherine, St. James, Clarendon, St. Andrew and Kingston.

### **Irrigation**

The Government has improved the efficiency of irrigation systems through the application of relevant technology. Initiatives implemented include:

- Government funding of the National Irrigation Development Programme.
- Cabinet approval for a contract valued at just over \$39 Million to Jamaica Drip Irrigation Limited for the supply and installation of irrigation pumps, motors, pump manifolds, control centres and construction of pump houses for the Yallahs Irrigation System, Phase 1 in St. Thomas. The Yallahs Irrigation Scheme will bring under irrigation 459.2 acres of land to benefit approximately 300 farmers.
- 486 hectares of land brought under irrigation at Hounslow. 214.6 hectares have been brought into production as a result of the rehabilitation of the Hounslow system. A research station has been opened and a demonstration plot established at Hounslow.

### **Assessment of available water resources**

The Government has conducted assessments of the available water resources in our hydrological basins to identify future water projects to meet current and anticipated water needs. Specifically:

- In April 2010, the Water Resources Authority (WRA) and UWI signed a Memorandum of Understanding to improve knowledge of water resources in the island and enhance staff and

institutional capacity in the water and education sectors. After one year, seven (7) projects/collaborations were successfully completed.

- The WRA also implemented a project to assess the potential for rainwater harvesting across the island.
- 14 National Parish Water Supply Plans have been completed – assessing the water supply needs of each parish and designing plans to fulfil their needs in as much as possible.

## **THE WAY FORWARD**

In our next term, the Government plans to start phase two of the JSWIP to include:

- The construction of a new pipeline from Ferry to Red Hills.
- Improvements to the Forest Hills supply network to replace old mains and reduce leakage.
- The construction of a new 15 mgd water treatment plant in Spanish Town, to provide additional water to meet demand in the KMA.
- The rural water component will also be continued to facilitate projects in Albert Town, Trelawny, Mason Hall, St. Mary, Mile Gully in Manchester, and the White Hall/New Market area of St. Elizabeth.
- The Government will also embark on the KSA's Water Improvement Project through funding by the IDB. Under this initiative, we hope to rehabilitate 21 wells in order to improve the efficiency in water production and reduce non revenue water.
- The Government also plans to complete the Mona/Hope Water Supply System to the tune of US\$17 Million.
- Replacement of the Georgia – Duncans Transmission Pipeline will also be a priority with an estimated cost of \$43 Million.
- We are committed to moving forward with plans to implement the Parish Plans for water to be financed by the US\$133 Million - Kingston Metropolitan Area (KMA) – Inter American Development Bank Loan to the National Water Commission. Under this programme we will seek to:
  - (a) Rehabilitate potable water supply for KMA.
  - (b) Reduce non-revenue water (NRW) levels.

- (c) Strengthen NWC's performance for operation and maintenance.
- (d) Energy efficiency improvements.
- (e) The Government plans to complete the complete the Darling Street Sewerage System with funding by the IDB at a cost of US\$ 6.3 Million.
- (f) 44 wastewater facilities will be worked on with the aid of the Caribbean Regional Fund for Wastewater Management (CReW). Ten (10) of these facilities have already been selected for early implementation in Ensom City, De La Vega, Ebony Vale and Blackwood Gardens in St. Catherine, Yallas, St. Thomas, Acadia and Elletson Flats in St. Andrew, Longville and Mineral Heights in Clarendon, and Boscobel, St. Mary.
- (g) We plan to decommission the old sewage treatment plants in Portmore and reconfigure the network to allow flow to be directed to Soapberry Plant Sewerage Treatment Plant.
- (h) We also plan to complete construction of two (2) septage plants.

## **HOUSING – Urban and Rural Improvement**

Despite some improvement in this area, Jamaica continues to experience a shortage of housing. The building of new houses has not been able to keep pace with the demand and the need for replacement of obsolete stock. The cost of housing also remains out of reach of too many of those in need. The government continues to look at new approaches to find solutions to the shelter needs of Jamaicans.

### **MAJOR ACHIEVEMENTS**

#### **Facilitating Mortgages**

The government through the NHT has reduced mortgage rates by 1% for persons earning \$7,500 - \$20,000 per week with the loan ceiling also being increased by \$1M to \$4.5 M for scheme units, open market purchases and build on own land developments. First time mortgagors age fifty-five (55) and over and contributing for a minimum of ten (10) years also began to benefit from a 2% reduction in interest rates.

A new subsidy programme to allocate 40% of NHT's quarterly pre tax surplus to elected mortgage applicants earning less than \$10,000 per week was announced in 2010.

The NHT discontinued its requirements for applicants of housing scheme units to pay a minimum 5% deposit.

#### **A Special Interest Rate to Developers**

A special interest rate to developers was introduced at 3% for those developers who bring in units at affordable costs, to encourage growth in the construction sector and to provide more affordable units to the market.

#### **A Deferred Mortgage System**

NHT announced a deferred mortgage system for contributors whose salaries made it impossible for them to purchase a house. Under the new scheme applicants are able to qualify for a mortgage equivalent to 60% of the price of the house while the 40% is converted into a deferred mortgage.

#### **Extended Loan Terms**

The Prime Minister announced government's decision to extend the loan term for mortgages from thirty (30) to forty (40) years.

#### **Support for Land Titling**

In 2009, the former Prime Minister announced that NHT will join with the Land Administration and Management Programme (LAMP) in making \$100M available through a revolving loan scheme, to assist persons who need support for land titling.

#### **Loan to Finance Deposits**

The Prime Minister announced that a loan would be made available to assist persons seeking an NHT mortgage to finance their deposits.



### **Assist Offspring in Buying a Home**

Under an initiative dubbed Parent Assist II, persons over sixty-five (65) years who have never used their NHT contributions may co-apply for up to \$4.5 Million with an offspring, to assist them in buying a home.

### **Public Sector Employees' Special Reduction in Interest on Loans**

Public sector employees received a special 1% reduction in interest on loans for three (3) years as of July 1, 2010.

### **Home Grants**

Applications were accepted for over two hundred (200) home grants, enabling contributors who earn a maximum of \$10,000.00 per week to apply for up to \$1.2 Million per person to top up loans to buy or build a house.

### **The Housing Agency of Jamaica (HAJ)**

The Housing Agency of Jamaica (HAJ) has been renamed, rebranded and repositioned in 2008. It was transformed from a loss making entity in 2009 to profitable one in 2010. Over 12,000 housing solutions are currently being built.

### **Transformation of informal settlements**

The government is currently transforming eight (8) informal settlements into proud and safe communities providing fifteen thousand (15,000) to twenty thousand (20,000) families with:

- upgraded infrastructure;
- land titling assistance;
- training and employment.

These projects are underway in St. James, St. Ann, St. Mary, and Trelawny, with more to come.

### **The Jamaica Mortgage Bank (JMB)**

The Jamaica Mortgage Bank has disbursed over \$1.4 Million for the erection of over one thousand five hundred (1,500) housing solutions.

### **The Secondary Mortgage Market**

The Secondary Mortgage Market was re-launched by the Mortgage Bank in April 2011, to provide liquidity support to financial institutions for residential mortgages. To date the Bank has committed \$450M to credit unions, and \$140M has been disbursed.

## **THE WAY FORWARD**

### **Housing Solutions**

We plan to complete over twenty (20,000) housing solutions by 2015. There will also be expansion of the private public partnership with developers for the construction of housing solutions.

**Providing Titles**

The Jamaica Labour Party will move aggressively to improve the capacity to provide titles for residents.

**Financing Solutions**

The Jamaica Labour Party is working to leverage funds from private sector mortgage companies such as building societies to expand the pool of funds available to finance new housing solutions.

**Transformation of Informal Settlements**

The Jamaica Labour Party is committed to continuing the process of transforming informal settlements as a fundamental step in the re-socialization and re-engagement of disadvantaged communities through upgraded infrastructure, land titling and increased training and employment opportunities.

**Protecting the Rights of NHT Contributors**

We plan to amend the National Housing Trust Act to provide that NHT funds can be used only for the provision of mortgage benefits to their contributors, portfolio investments and operating expenses, and to eliminate the practice of government commandeering the funds for other purposes.

**Incentives for Private Sector Housing Development**

The Jamaica Labour Party intends to provide incentives for private developers and mortgage companies to provide housing solutions for low-income families and in depressed communities.

**More Affordable Construction Materials and Methods**

The Jamaica Labour Party plans to conduct research to develop and promote the use of cheaper building materials and methods.

**National Housing Policy**

The Jamaica Labour Party is working to complete the National Housing Policy which will inform the future of housing development.

## **THE ENVIRONMENT – Protecting Our Natural Resources**

Our environment impacts on our quality of life and the sustainability of our natural resources, and so our ability to manage that environment determines our prospects for sustainable development and long-term prosperity.

The government remains committed to setting and enforcing standards governing land use, water quality and the utilization of water, air quality, emissions, sanitation and solid waste management, and the protection of marine and coastal resources.

We will continue to promote environmental protection policies including the National Biodiversity Strategy and Action Plan and to conduct environmental audits. We consider it critically important to protect Jamaica's wildlife, especially its endemic species, and to have a recovery plan for endangered species.

We will ensure compliance with our obligations under the UN Convention on Climate Change. The National Environment and Planning Agency (NEPA) continues to educate the public on relevant aspects of the Wild Life Protection Act and to prosecute persons in breach of the Act.

### **MAJOR ACHIEVEMENTS**

#### **Safeguarding Jamaica's Globally Significant Biodiversity**

In February 2011, NEPA launched a six-year project to safeguard Jamaica's globally significant biodiversity by consolidating the operational and financial sustainability of Jamaica's national system of protected areas.

#### **Landscaping and Beautification**

The National Solid Waste Management Authority (NSWMA) introduced the Parks & Garden Division which has been instrumental in the landscaping and beautification process island-wide. NSWMA implemented a night collection system which saw the addition of eighteen (18) new areas to the collection schedule.

#### **Climate Change Adaptation and Disaster Risk Reduction**

The Climate Change Adaptation and Disaster Risk Reduction Project was launched in February 2011. The project's objectives are geared towards assisting with the adaptation of climate change and contributing to the sustainable development of Jamaica by increasing resilience of vulnerable areas and reducing risks associated with natural hazards. The project will involve watershed and coastal rehabilitation as well as climate change awareness.

The Office of Disaster Preparedness and Emergency Management (ODPEM) re-established the National Emergency Telecommunications Infrastructure and established the Preparedness and Emergency Response Corps consisting of five hundred (500) young persons. The National Welfare Shelter and Relief Clearance Plan were also completed by ODPEM, as well as sixty (60) hazard management plans.

## **THE WAY FORWARD**

### **Public Awareness**

The Jamaica Labour Party will introduce environmental studies into the high school curriculum and maintain its public education programmes to encourage environmentally-friendly practices in everyday living.

### **Solid Waste Management**

The Jamaica Labour Party will continue to strictly enforce the laws and regulations relating to illegal dumping and littering, as well as to develop and promote community-based solid waste management systems for rural areas. We will establish special facilities for the disposal of medical and hazardous waste, tyres and batteries.

### **Waste to Energy**

In our second term, the Jamaica Labour Party will develop a waste to energy project, as well as complete the Environment & Planning Act. The environmental regulations will also be strengthened to guard the activities in protected areas and provide a base for planning and development. We will collaborate with the Forestry Department, the Water Resources Authority, the National Water Commission and other agencies to mitigate damage to our watersheds.

ODPEM will establish flood and tsunami early warning systems and will produce additional multi-hazard maps. OPDEM will also expand community mitigation projects.

## **HEALTH – Ensuring Jamaica’s Health**

We remain irrevocably committed to unrestricted, universal access to healthcare. It remains our view that it is the duty of the government to provide unrestricted access to basic health services including primary health care, emergency services, out-patient treatment, diagnostic procedures, surgical operations, hospitalization, dialysis, radiological services and in-patient medication and supplies.

It remains vitally important to continue to modernize our healthcare infrastructure, recognizing that proper medical facilities, technology and research contribute immensely to keeping our population healthy and productive.

Our goal is the improvement in the health of every resident of Jamaica as well as the development of the Jamaican health care delivery system to that of a first world standard by the year 2030, in line with **Vision 2030’s** sectoral vision - *“Healthy lifestyles in a healthy environment producing healthy people”*.

### **MAJOR ACHIEVEMENTS**

#### **Universal Access to Healthcare**

Our administration abolished user fees on April 1, 2008, thus providing free public hospital care to all. The abolition of user fees in hospitals has saved approximately \$8B for Jamaicans, in fees foregone for registration and services.

We have also provided assistance to about eight hundred and sixty (860) persons to access diagnostic services not at the time available in the public sector, or treatment not then available in Jamaica.

#### **HIV/AIDS Prevention and Treatment**

Our government has promulgated the National HIV/AIDS Workplace Policy which has been widely adopted among both public and private sector entities. Significant funding has also been received from International Partners for the fight against HIV/AIDS. Antiretroviral drugs (ARVs) have been provided to many persons with HIV/AIDS.

There has been a joint declaration between the Government and the Opposition to reduce the stigma attached to HIV/AIDS and to address discrimination. Mother to child transmission of the HIV virus has been reduced to less than 5%. Additionally, there have been several targeted interventions implemented among at risk populations, and effective public education programmes were mounted.

In addition, there has been a strong network established between the government and NGOs to further prevent and treat HIV/AIDS.

#### **Improved Primary Health Care**

In every parish health centres have been renovated and rehabilitated in support of the programme to renew primary health care. Work has been undertaken to construct, expand, renovate, and refurbish over sixty (60) health centres and two staff cottages.

### **Improved Health Facilities**

Approximately \$500 Million has already been spent on the improvement of hospitals.

### **Expanded Critical Services in Secondary Care**

There has been a significant expansion in the provision of health care critical services in hospitals including the following:

- Obstetrics and gynecology unit added at the Port Antonio Hospital.
- New dental facility constructed at the Port Maria Hospital.
- Cardiology unit established at the Cornwall Regional Hospital.
- Chemotherapy suite established at the Cornwall Regional Hospital.
- Radiology department established at the Noel Holmes Hospital.
- Physiotherapy unit opened at the National Chest Hospital.
- Colposcopy, counseling and social services centre for women established at the Spanish Town Hospital.
- The Jamaica/Cuba Eye Care Centre established at the St. Joseph's Hospital in St. Andrew.
- The single largest repair programme that has ever been undertaken in the public health sector, in terms of number of pieces of equipment being repaired, has been initiated involving the repairing and calibrating of diagnostic and analytical equipment in all health facilities, under a contract with the government of Cuba.
- A modernization process has been initiated for the National Public Health Lab and the Blood Transfusion Services.

### **Significant Improvement in Immunization**

There has been a significant and continued improvement in immunization coverage over the last four years, from 83% in 2007 to 93% in 2010.

### **Financing the Public Health System**

Notwithstanding the challenging fiscal circumstances, over the last four (4) years there has been a significant increase in the budgetary provision for the health care sector.

### **More affordable Access to Essential Medication**

The items on the vital, essential and necessary (VEN) drugs list have increased from five hundred and ninety-six (596) to seven hundred and thirty-eight (738), representing vital drugs available to the population from the public sector. There has also been an increase in the drug budget from \$662 Million in 2005/2006 to \$3,719 Million in 2011/2012.

Furthermore, the Government's new procurement arrangement has significantly reduced the cost of pharmaceuticals to the Government of Jamaica by \$386M in 2009/2010. More favourable payment terms have also been negotiated with suppliers of pharmaceutical items. The merger of the Health Corporation Limited and the National Health Fund has been completed to reduce the cost of administration and improve efficiencies.

### **Improved Sanitation, Waste Management and Public Health Practices**

There has been much work done in the areas of sanitation and waste management to minimize the risk of outbreaks of communicable diseases. A medical waste management facility was established at Drummond Street, Kingston.

### **Expanded Training of Medical Personnel**

\$100 M has been invested in the training of assistive health workers, including the following:

- Dialysis technicians
- Public health inspectors
- Community health aides.

The number of medical doctors has increased by 27.6% from the 2007/08 level to one thousand and twenty-two (1,022) in 2011, and the number of nurses has increased by 18% over that in 2007/08, to three thousand, two hundred and fourteen (3,214). The complement of pharmacy technicians has also increased by 48% in 2011 over that at 2007/08.

The arrangement with the Government of Cuba to provide health professionals continues. Over one hundred (100) health professionals are due to join the Ministry of Health team in the near future. We have also initiated dialogue with other governments to supply trainers of health professionals.

Students being trained in Cuba have benefitted from summer placements in our health facilities, with about three hundred and fifty (350) placements made over two (2) summers. An agreement has also been reached with the Nursing Council of Jamaica to significantly increase the capacity for the training of nurses.

### **Diagnostic and Treatment Centers Established**

Diagnostic and treatment centres have been established at several public hospitals. The capacity for renal dialysis services has nearly doubled, with expenditure in excess of \$34 Million. Magnetic Resonance Imaging Services have been established with expenditure of over \$150 Million.

## **THE WAY FORWARD**

### **A Modern Public Health Care System**

In our next term, we will continue to strengthen and modernize public health care management and care in Jamaica. We will continue to improve systems for auditing policy implementation and monitoring service delivery in the public health system.

We will maintain the focus on reducing the impact of non-communicable diseases, diabetes, hypertension, and cardiovascular diseases, enacting legislation to strengthen the framework for monitoring communicable diseases. We will establish a centre of excellence for cancer care, inclusive of diagnosis and treatment.



We will further expand the capacity for the safe management of medical waste and will institute legislation to encourage compliance with safe disposal practice in the public and private sectors of the health industry.

We will also strengthen the surveillance system and response capability of the Ministry of Health, and continue the immunization drive.

### **HIV/AIDS Prevention and Treatment**

Our government will continue its programmes aimed at reducing the prevalence of HIV/AIDS, establishing an authority to implement projects for the management of HIV/AIDS, as well as securing additional funding for the fight against HIV/AIDS. We will strengthen the multi-sectoral response to reduce the prevalence of HIV/AIDS and STIs.

### **Improve Primary Health Care Delivery**

The Government pledges to restructure the health care delivery system with an emphasis on strengthening primary health care service. We will implement an incentive programme to attract adequate staffing for primary health care and continue the renovation and equipping of primary health care facilities. We will also improve access to pharmaceuticals at the primary health care level and institute a system of referrals to rationalize the utilization of primary versus hospital services.

### **Improved Health Facilities**

In our next term we will continue to upgrade selected hospitals to offer specialist services, expanding the range of specialist services offered at the Bustamante Hospital for Children and upgrading the diagnostic services at selected hospitals. Additionally, the government will expand the hospital bed capacity with project funds available to provide two hundred and eighty (280) beds during the 2011/12 period.

The sewage treatment systems will be upgraded in all the public health facilities and systems of piped medical gases systems will be installed in several public hospitals. Operating theatres in several public hospitals will also be upgraded.

The physical infrastructure of health facilities will continue to be upgraded and the security systems in the public health facilities will be improved. Additional critical care and diagnostic equipment will be purchased and a sustainable maintenance programme for all equipment maintained. We will also work to intensify mental health reform.

### **Opportunities in Health Tourism**

A legal/regulatory framework for health tourism will be established.

### **Health Information Technologies**

Our administration will establish an effective health information network to enhance operational efficiencies, support planning and decision-making systems and establish forecasting models for interventions in disease management. We will also adopt technologies for telemedicine services.

**Availability of Health Personnel**

We undertake to continue to train health workers in short supply and to build capacity in specialist skills to support new and expanded services. We will engage qualified overseas trained health personnel and continue to recruit health workers from overseas to complement the local cadre.

**Management Structure of Public Health Facilities**

We will implement an improved organization structure for the Ministry of Health, to enhance policy implementation and improve service delivery. We will also establish performance targets and an effective monitoring mechanism for the delivery of health services.

We plan to implement mechanisms to ensure accountability in the area of service delivery and to institute work schedules that reflect the reality that the hospitals operate on a 24 x 7 basis. We will also improve the industrial relations framework.

## **GENDER EQUALITY –Empowerment and Balance**

### **MAJOR ACHIEVEMENTS**

The Jamaica Labour Party is committed to the principle of gender equality and has made many strides in its journey to achieving this through the following accomplishments over the last 4 years. These include Cabinet’s approval of Jamaica’s first ever National Policy for Gender Equality on March 7, 2011 and the passage of the Sexual Offences Act in September 2009.

The Policy recognizes the serious challenges being faced by our men and boys and contemplates Temporary Special Measures in educational institutions in order to achieve greater balance in the representation of males and females. This embraces the concept of true gender equality and partnership between men and women which is necessary to create a gender harmonious society. In support of this principle, on November 25, 2009, the Administration also launched the Male Desk in the Bureau. Its role is to focus on policy, research and public education relating to Male and Masculinity Issues.

We were successful in securing funds from UN Women to implement “*The Way Out Project*” in partnership with the Bureau of Women’s Affairs and the Dispute Resolution Foundation. The Way Out project is being implemented to empower women at the community level and improve their potential through education, skills training and development, parenting education and mediation training. The Project will support the implementation of the National Policy for Gender Equality.

The JLP Administration has embraced the empowerment of women at all levels of society and at the highest levels of governance and decision- making at the national level. This Administration has, for example, appointed Jamaica's first woman Attorney General and Minister of Justice, the first woman Ambassador to the United States of America; the first woman Auditor General; and the first woman Director of Public Prosecutions.

### **THE WAY FORWARD**

The Jamaica Labour Party is committed to achieving gender equality in Jamaica and has identified broad priority issues that it will tackle during the next five (5) years.

#### **Empowerment of Women**

- **Partnership for Transformation**

To increase the voice of women in national development, the JLP will appoint a women's representative on the Council of the Partnership for Transformation.

- **Women in Decision Making**

A major concern for the party is the fact that women are under-represented in political decision- making in Jamaica. Women make up more than half of the population and are an

important part of the economy and society. In the interest of good governance, women should therefore have increased involvement in leadership and policy making. Furthermore, global data provides strong evidence that increasing women's leadership in power and decision-making, business and other public positions, is an investment that can help to reduce poverty and generally uplift the society. Having a critical mass of women in positions of power and leadership can improve governance and support national development. It is therefore important to the JLP that more women become involved in politics at the highest levels of decision-making. The Party, consistent with the Cabinet's approval of the National Policy on Gender Equality has approved the goal of 30 per cent of women appointed to the Senate through Temporary Special Measures to promote gender equality in leadership. It achieved this target percentage in the Government Senate in 2009. The Party also embraced this minimum percentage in respect of appointments to public boards and will continue to strengthen such representation with competent, experienced women.

The JLP has been making strides in attracting female candidates and in the upcoming general election (December 2011) will be fielding more women. Some 13 out of 63 candidates (21%) are women. There is, however, room for further improvement in these figures and the party plans to work towards the removal of the barriers to women's participation at the highest levels of political decision making.

- **Decent Work for Domestic Workers**

The JLP recognizes the leadership role played by Jamaican women domestic workers in supporting the adoption of ILO Convention 189 – Decent Work for Domestic Workers at the 100<sup>th</sup> ILO Conference in June 2011. The Party is committed to working towards Jamaica's ratification of Convention 189 and to implementing measures to improve the treatment, conditions and rights of domestic workers.

- **Rural Women**

The JLP will strengthen the resources dedicated to our improving the livelihood and conditions of rural women in Jamaica through RADA, the Bureau of Women's Affairs, Jamaica Social Investment Fund, the PATH Programme, Ministry of Health and other agencies charged with promoting Agriculture, gender equality and rural development. The JLP will also continue to ensure that rural women are part of the decision-making process and are empowered.

#### **Under – Participation of Our Boys & Men in Education**

- **Unattached Youth**

The JLP will rationalize and strengthen programmes targeted at unattached male youth across different sectors. The aim is to improve their performance in education and skills training as well as improve access to training and employment opportunities in order to reduce risky / unhealthy behaviours.

#### **The Elimination of Gender-Based Violence**

- **National Strategic Action Plan to Eliminate Gender Based Violence**

The JLP recognises Jamaica's accession to the Inter-American Convention on the Prevention, Punishment and Eradication of Violence Against Women "*Convention of Belem Do Para*" and will support implementation of the National Strategic Action Plan to Eliminate Gender Based Violence which was developed by the Bureau of Women's Affairs in collaboration with other stakeholders.

- **Sexual Harassment**

- (a) The JLP will finalize and approve the Draft Sexual Harassment Policy, and will continue to sensitize workers in the public and private sectors about the impact of sexual harassment, and support implementation of measures to address and remove it from the workplace and other institutions. The policy seeks to protect the rights of both men and women.
- (b) The JLP will continue to support the implementation of UN WOMEN-funded projects and other projects geared at the elimination of gender based violence. Legislative review, legal reform, policy analysis and public education will continue in order to eliminate gender-based violence.
- (c) The JLP will assist with establishing more temporary shelters for abused women and children who need a place of safety, in strategic locations throughout the island.
- (d) The JLP will strengthen the existing training/rehabilitation programmes targeting male perpetrators of domestic violence and counselling services for victims, and will continue to explore new strategies to sensitize and involve men and boys in the dialogue on the elimination of violence against our Jamaican mothers, sisters and daughters.

### **Gender Mainstreaming**

In support of the success of the priorities set out above:

- The JLP will continue its commitment to Gender Mainstreaming in Public Sector entities, increasing the number Gender Focal Points in Ministries Departments and Agencies and ensuring that gender is integrated in to policies, plans and programmes.
- The JLP will appoint a National Advisory Council to monitor and coordinate implementation of the National Policy for Gender Equality.
- The JLP will continue to encourage STATIN and PIOJ to collect and analyse sex disaggregated data to enable better analysis of the needs of males and females and in so doing improve decision making in the interests of both sexes and ultimately, national development.

### **The Male Desk**

The following are programmes and activities the Jamaica Labour Party has on track for implementation:

- Establishment of Male mentorship Programmes in schools starting with five (5) Pilot programmes.
- Implementation of skills training and enrolment in JFLL to respond to popular requests from consultative male workshops.
- The hosting of a National Male Health Symposium focusing on Males Mental and Sexual Health.
- Ongoing engagement of men and boys across the island in masculinity and gender discussions.

## **CHILD WELFARE-Nurture and Protection**

Child welfare can be defined as the broad range of activities designed to benefit children, while ensuring provision is made for meeting their physical, social, emotional and educational needs. The JLP is strongly committed to giving every child the right start; a fair start, a start based on partnership with their families, and existing state and non-state institutions when needed. This commitment is at the heart of the JLP's education transformation programme, allocation of support for children with special needs, and this administration's quest for increased quality at all levels of our education system.

It is true that many families can solve their own problems if supported. This belief is at the root of the National Parenting Support Policy and its accompanying Support Strategy, developed by this JLP administration. This Government has worked hard to better coordinate cross -sectoral support to families – this is the foundation of its National Strategic Plan for Early Childhood Development and the basis for the multi-sectoral design of the soon-to-be established National Parenting Support Commission (NPSC). Intervention is provided when circumstances have deteriorated or an emergency has arisen. Jamaica's child welfare system currently serves more than 2000 children. Over the past 4 years this JLP administration has ensured that the State has been better able to respond and offer additional protection to the most vulnerable among the population by: expanding the budgetary allocation to the Office of the Children's Advocate and the Child Development Agency (CDA); driving the development of a National Framework of Action for Children and Violence (NFAC), which is now ready for tabling before Cabinet; and by ensuring a stronger multi-agency approach to dealing with child abuse.

### **MAJOR ACHIEVEMENTS**

#### **Legislative**

- The Child Pornography (Prevention) Act, 2009 was passed. This Act makes the production, possession, importation, exportation and distribution of child pornography a criminal offence in Jamaica.
- The Sexual Offences Act, 2009 was passed. This Act is a single piece of legislation that has provisions for sexual offences and also provides for the establishment of a Sex Offenders Registry. The Act replaces the Sexual Offences against the Persons Amendment Bill (SOP)/Incest Punishment Amendment Bill (IP). The Sexual Offenders Registry has been established and while not made public, is to be shared by the Courts with schools, hospitals and other institutions where children and young persons would be vulnerable to adults in positions of care / power.
- The United Nations (UN) Optional Protocol to the Convention on the Rights of the Child (CRC) on the Sale of Children, Child Prostitution and Child Pornography was ratified on August 26, 2011.
- The development of the National Framework of Action for Children which is near finalization after having been subject to widespread stakeholder consultation.



- The establishment of the Office of the Children’s Registry (OCR) enabling the public to easily report cases of abuse and victimization.

## **Information Sharing**

### **Directory of Services for Children and Helplines**

Through the Ministry of Education’s partnership with UNICEF, this administration has overseen the production of an updated and expanded Directory of Services for Children which includes national organizations that operate island-wide and local organizations that operate at the parish or regional levels. The directory is GIS mapped for ease of referral and will be critical in the soon-to-be revived helplines for adolescents, parents and trauma cases, for which counsellor training has begun. The helplines represent a joint effort between the Ministry of Education, The Ministry of Health and the Children’s Coalition of Jamaica (CCJ) and telecommunications providers. They are now in limited operation and slated for national roll out early in 2012.

### **Publications and Reports**

- The OCA has continued to produce publications to inform policy recommendations – these include studies of children in state care, children in the criminal justice system, studies of children in the foster care programme. The OCA has regularly reported to Parliament and the advocate herself has given national speeches sharing important information gathered in her office’s work. The CDA has continued its successful track record of reporting to the UN, submitting Jamaica’s 3<sup>rd</sup> and 4<sup>th</sup> periodic Country reviews to the UN Committee on the Rights of the Child; established mechanisms for greater child participation in the development of programmes and policies related to their welfare;
- The CDA produced 2 child friendly guides to the Childcare and Protection Act

### **Programmes**

In addition to those programmes already mentioned in the section on Crime Management, Justice and Human Rights, initiatives include:

- The Ananda Alert system which was launched in May 2009 to ensure a speedy and safe recovery of children in the unfortunate event that they are abducted or kidnapped. The system involves the mobilization of stakeholders to get the message of missing children into the public domain the moment the matter is reported to the police. The aim is to create a rapid response from law enforcers, agencies and communities to help bring the matter to public attention with the aim of increasing the chances of a safe recovery and return to family, guardian and/or place of safety of the children. While there are approximately 1,000 outstanding cases from 2009 to the present, 2,689 or 56% of the 4,702 total missing children have been returned safely to the care of their families and guardians.
- The Living in Family Environments (LIFE) Programme has enabled the placement of some 60% of all children in state care in a home setting under foster care arrangements. In addition, the CDA has established the Children and Family Support Unit to enable counseling and referral for those in need, often resulting in a deferral of placement in residential care.

- The establishment of the CDA Investigation Unit (CIU) in 6 parishes.
- The CDA's launch of a 'Faces of Love' campaign featuring the photographs of children living in children's homes to attract prospective foster parents and build awareness of its foster-care programme. The Agency also conducted a review of the Foster Care Programme and it is being used as a guide for improvement.
- The involvement of children in the development of the CDA's Corporate Plan, and the establishment of a Children's Advisory Panel by the OCA. The Panel's goal is to assist the OCA in its programme development. 16 children between the ages of 11 and 17 from primary and high schools in Kingston, as well as childcare institutions and the Women's Centre of Jamaica Foundation, have been appointed to the OCA's panel.
- The Ministry of Education through its Guidance and Counselling Unit (GCU) continued to provide counseling and other support to children and families living with HIV/Aids.
- The CDA led training for over 100 professionals from key agencies in child participation rights

#### **Children in State Care**

- Upgrading of children's homes through strategic partnerships and donations – including the Japanese Embassy's \$3.5 million donation to the Maxfield Park Children's Home to help with its renovation and the refurbishment of Hanover's West Haven Children's Home for the Mentally Challenged.
- Licensing of private children's homes instituted in 2008. All privately owned children's homes now have licences. Beginning in January 2012, the CDA will begin inspecting these homes as part of the regulatory function.
- In 2008, Cabinet approved an increase in the grant amount provided to operators of private Children's Homes from \$3,000 per week per child to \$5,000 per week per child.
- The establishment of a Children and Family Support Unit (CFSU) provides intervention for vulnerable children and families, aimed at keeping the children with their families and re-directing them from the Courts.
- The CDA also established a special grant programme to assist past or present wards of the State in tertiary skills development or training programmes.
- During his contribution to the 2011/2012 Budget Debate in the House of Representatives, then Prime Minister Golding announced the National Housing Trust (NHT)'s plans to establish a Foundation using a maximum of 50% of unclaimed contribution refunds to support specific causes that are considered to be in the public interest. 4 projects had been identified to benefit

this year, and one involves improving the conditions of children's homes through the provision of equipment, training and support services.

- Establishment of 7 Children's councils in residential childcare facilities with requisite training.
- Implementation of a 'Life in Care' Exit Interview process administered to clients 6 months or before their exit of the child protection system. This is helping to inform operational improvements.

### **Street Children**

- The Ministry of Youth, Sports and Culture continued to implement the Possibility Programme, which aims to provide the necessary resources and support for street children to improve their life chances. In the 2010-2011 Estimates of Expenditure, Government allocated \$12 Million to the programme.
- The development of standard operating procedures for the removal of street children. Led by the CDA, this involves working closely with the police so that when the police remove children from the street, a CDA social worker will begin investigations into the child's circumstances.

## **THE WAY FORWARD**

The JLP in its next term will focus on improving the quality of services to children by:

- Building on the launch of the Australia Direct Aid Programme aimed at making residential child care facilities more self-reliant.
- Conducting a developmental needs analysis of children in state care, using that data to guide the development of strategies for intervention and support.
- Printing and dissemination of the child Protection Manual and the Training of Trainers Guide.
- Finalizing the National Framework on Action for Children.
- Using data from the CDA led research on bullying in Children's Homes to spark wider research involving children in schools.
- Pursuing a privatization model to ensure greater financial support to children's homes which will also result in making the CDA more efficient by separating its oversight functions from its care-giving functions.
- Expanding the CDA's Investigation Units across the island, and to add resources to the CFSU.

- Finalization of the OCA’s National Plan of Action for an Integrated Response to Children and Violence, and completion of work with CARICOM, the Council for Human and Social Development to establish a regional network of cooperation for child protection matters.
- All child welfare agencies will continue to improve their use of the social media and advances in information technology to strengthen their administration and information management as well as their outreach, response and information sharing programmes.

Any society and its institutions are rightly judged on how they treat their most vulnerable members. The JLP is committed to improving the responsiveness and quality of our child welfare system by building on successful partnerships already established, creating new ones as gaps are identified, and continually using data to drive our decision making. We welcome the support of all those interested in helping us to help all children enjoy their childhood and grow into adults in safe and secure environments.

## **LABOUR, SOCIAL DEVELOPMENT & COMMUNITY RENEWAL**

### **LABOUR**

Governments should be dedicated to not only providing their people with access to employment, but also ensuring that the conditions of that employment are adequate. Since the inception of the Jamaica Labour Party in 1943, we have been committed to workers. Even in the face of a harrowing global economic crisis that presented numerous challenges, we have demonstrated this commitment to the nation’s workers by continuing existing initiatives and instituting new ones that secure the rights of workers (unionised and non-unionised), safeguard proper working conditions, and maintain harmonious relationships between workers and employers.

Nevertheless, we acknowledge that there is much more to be achieved. As we look forward to the next term, which will be characterized by increased foreign investment, economic growth, and job creation, we will ensure that our workforce is adequately trained to meet the demands of the labour market. We will also ensure that conversations about the workforce are not simply focused on analyzing the value of workers, i.e. their skills and level of productivity, but also on valuing those workers.

### **MAJOR ACHIEVEMENTS**

#### **The Labour Relations and Industrial Disputes (Amendment) Act**

The Labour Relations and Industrial Disputes (Amendment) Act was passed in March 2010. The amended act allows disputes involving non-unionised workers to be referred to the Industrial Disputes Tribunal (IDT). Since then, over 50 such disputes have been reported to the Ministry with 10 being referred to the IDT.

### **The Employment (Termination and Redundancy Payments) Act**

The Employment (Termination and Redundancy Payments) Act was amended to make it mandatory for employers who intend to make workers redundant to inform the Minister of Labour and Social Security (MLSS) prior to such separation. The objective is to ensure the protection of workers' entitlements and to keep the Ministry abreast of developments in the labour market.

### **Other Legislative Amendments**

A number of other legislative amendments were made, such as the Minimum Wage Act, the Employment Agencies Regulations Act, the Foreign Nationals and Commonwealth Citizens (Amendment) Regulations and the Caribbean Community (Free Movement of Skilled Persons) Act.

### **Industrial Disputes**

A number of industrial disputes, many having national implications, were resolved by the Ministry through its Pre-Conciliation and Conciliation machinery, and where these were not resolved, they were referred to the Industrial Disputes Tribunal for determination and settlement. From 2007-2008 to 2010-11, MLSS, through its dispute settlement machinery inclusive of the IDT, disposed of 721 of 853 disputes reported to the Ministry.

The IDT was strengthened to effectively deal with the number of intractable disputes particularly in major establishments and in the essential services

### **The Pay and Conditions of Employment Branch**

The Pay and Conditions of Employment Branch (PCEB) continued to investigate and settle complaints from non-unionised workers and to carry out inspections of business establishments to ensure that there is compliance with the minimum standards of the relevant labour laws.

### **Occupational Safety and Health Programme**

Strategies have been implemented to bring the Occupational Safety and Health Programme to international standards through:

- Increased inspections/monitoring of workplaces to ensure compliance with the Factories Act.
- Expansion of the Voluntary Compliance Programme.
- Accelerating the process for the enactment of the new Occupational Safety and Health Act.

### **Annual Adjustments in Minimum Wages**

- National Minimum Wage increased from **\$2800.00** per week in January 2006 to **\$4500.00** per week in February 2011 (60.71%).
- Minimum Wage for Industrial Security Guards increased from **\$4140.00** per week in January 2006 to **\$6655.20** per week in February 2011 (60.75%).

### **Flexible Working Arrangements**

A green paper on Flexible Working Arrangements was considered by both Houses of Parliament, and its development into a White Paper is now far advanced. The practice of Flexible Work

Arrangements has considerable acceptance and is widely done. This exercise is therefore to formalise/legitimize the current practices in the society.

### **The TACKLE Child Labour Project**

The TACKLE Child Labour Project was established with funding of **US\$1Million** from the European Commission and technical assistance from the ILO; the objective of the project is to reduce child labour using the vehicle of education to decrease poverty by:

- providing basic education and training;
- strengthening the capacity of local authorities in order to implement and reduce measures to fight child labour; and
- Strengthening the existing legal framework on child labour and education policies.

### **National HIV/AIDS Workplace Policy**

A Green Paper on a National HIV/AIDS Workplace Policy was debated and passed in the House following discussion at a Joint Select Committee. A Voluntary Compliance Programme has been developed to assist organizations to recognise HIV/AIDS as a workplace issue and to use appropriate measures to contain its transmission.

### **The Labour Market Information Systems Website**

The Labour Market Information Systems (LMIS) website was relaunched allowing for Labour Market Intelligence, Electronic Labour Exchange, a Skills Bank and Labour Market Services.

### **Labour Market Study**

A Labour Market study was done in 2009 to determine the demand for and supply of skilled workers in Jamaica and its findings shared with stakeholders from secondary and post secondary educational institutions as well as policy makers. The study identified:

- Areas of actual and potential growth in employment.
- Gaps in the labour force as it relates to skilled labour.
- Changes and anticipated changes in the demand for skilled workers.
- The extent to which migrant skilled workers are being employed at the expense of Jamaicans.
- Employment opportunities for persons with disabilities.

### **Overseas Employment Programmes**

Despite the ravages of the recession, the Ministry continued to recruit workers to the United States and the Canadian Overseas Employment Programmes. Additionally, the Overseas Employment Programme was diversified through the recruitment of skilled workers such as Licensed Practical Nurses and Resident Care Aides, Heavy Duty Mechanics, Chefs, Bus Drivers, Pipe Fitters and Welders for the Canadian Labour Market. **348** persons have so far been recruited under these programmes.

### **The Family Services Unit**

The Family Services Unit was established and fourteen (14) Social Workers were employed to carry out duties including liaising and dealing with the welfare of the families of workers who are away on the Overseas Employment Programme.

## **THE WAY FORWARD**

- Complete reform of labour legislation in order to create a more investment-friendly environment while protecting the rights of workers.
- Engage greater partnerships with local training institutions to ensure that the skills and qualifications individuals gain from these institutions meet the demands of the labour market. This will involve greater investment in research capacities so that secondary and tertiary training institutions can be assisted to structure their curricula to be more consistent with local, regional and international labour market requirements.
- Continue building the capacity of the Industrial Disputes Tribunal, especially in light of the Labour Relations and Industrial Disputes (Amendment) Act, which allows disputes involving non-unionised workers to be referred to the IDT.
- Ensure full implementation of Flexible Working Arrangements policy.
- Continue efforts to expand the Overseas Employment Programme in the fields of agriculture, hospitality, healthcare, construction, and automotive services.
- Strengthen the Family Services Unit in its work to secure the welfare of the families of workers who are away on the Overseas Employment Programmes.
- Continue implementing strategies to bring the Occupational Safety and Health Programme to international standards through:
  - (a) Increased inspections/monitoring of workplaces to ensure compliance with the Factories Act;
  - (b) Expansion of the Voluntary Compliance Programme
  - (c) Enactment of the new Occupational Safety and Health Act.
- Strengthen the TACKLE Child Labour Project.

## **THE POOR**

Jamaica has not been immune from the negative effects of the 2008/2009 global financial crisis. Through our tireless effort to stabilize the economy, though hard-pressed, Jamaica has not been crushed. Nevertheless, we acknowledge that the heaviest impact of the recession has been felt by the



poor and the vulnerable. The Jamaica Labour Party is committed to serving this oft-neglected segment of the population.

The poor and the vulnerable tend to be the post-script of many a political agenda, but we have sought to change that by instituting and improving initiatives to assist, and specifically empower, the poor and the vulnerable. We have increased benefits and expanded social safety nets. Yet, we can do even more to secure the well-being of these citizens.

The JLP pledges to increase our commitment to these groups by continuing to strengthen and expand our social welfare programmes, which seek to not only buoy the economically vulnerable, but more importantly, provide them with the resources and training that would lead to their economic and social empowerment.

We have a duty to provide for the poor by ensuring they have access to basic resources. To fulfil this duty, we have improved and expanded the Programme of Advancement Through Health and Education (PATH). But our greater commitment to the poor is to give them opportunities to improve their station and experience upward social mobility. We do this not only by creating employment, but also by improving access to education and training, so they can bolster their innate creativity and resourcefulness with the knowledge and skills to gain meaningful employment and start – and successfully manage and grow – their own businesses.

We also do this by providing micro business grants to help business persons achieve their entrepreneurial dreams. We have stayed true to our commitment by implementing social intervention programmes, such as the Special Youth Employment and Training (SYEAT), the Youth Empowerment Strategy (YES) and the Steps to Work (STW) Projects.

## **MAJOR ACHIEVEMENTS**

### **Programme for the Advancement Through Health and Education (PATH)**

- Increase in PATH beneficiaries:
  - (a) In order to accommodate more needy persons under PATH, thus ensuring that more families have an opportunity to benefit from the objective of escaping poverty through health and education, a policy decision was taken to increase the number of targeted beneficiaries from two hundred and forty-five thousand (245,000) to three hundred and sixty thousand (360,000) - an increase of approximately 47%.
  - (b) A special project was undertaken in 2010 to add ten thousand (10,000) elderly and disabled beneficiaries to PATH.
- Increase in PATH benefits:
  - (a) In 2008, the benefit was increased from \$530 to \$650 per month.
  - (b) In 2008, differentiated benefits were introduced for students ranging from \$650 to \$1,100 based on gender and grade levels to encourage school attendance (especially for boys).

- (c) In 2009, a \$15,000 Tertiary Grant was introduced for students leaving high school and entering tertiary institutions.
  - (d) In 2010, the benefit was increased from \$650 to \$900 per month.
  - (e) Differentiated benefits for students were increased from \$650 to \$1,100 up to a range of \$825 to \$1,150.
  - (f) A base benefit of \$400 was introduced to ensure the provision of a minimum social protection floor.
  - (g) These initiatives have resulted in \$2.9 billion in PATH payments being made to 320,617 beneficiaries in 2010/2011 compared to \$1.2 billion in PATH payments being made to 216,000 beneficiaries in 2006/2007. This equates to over 140% increase in the expenditure of benefits to the most vulnerable.
  - (h) Steps-to-Work is an initiative implemented in 2008, that targets working-age/economically active members of PATH households for customised intervention for job-readiness, entrepreneurship development and post-secondary education, including remedial education. To date, over five thousand four hundred (5,400) individuals have benefitted from the skills training and job readiness interventions.
  - (i) This financial year, budgetary allocation was made to provide entrepreneurial grants to trained beneficiaries who have developed viable project proposals for establishing micro-businesses.
  - (j) To date, two hundred and fourteen (214) individuals have received \$10.6 million in entrepreneurship grants.
- The Beneficiary Identification System (BIS) was revised in order to improve the selection of beneficiaries.
  - A new Beneficiary Management Information System (BMIS) was introduced to improve the efficiency of service delivery to PATH beneficiaries.

### **Special Youth Employment and Training (SYEAT) Project**

SYEAT was implemented to assist youths aged 18–25 to develop employability skills and to place them in employment as trainees/apprentices. Since inception in 2008, 4,500 persons were registered on the Project, with 1,984 receiving training in employability skills, 417 referred to the Jamaica Foundation for Lifelong Learning, 517 successful in achieving HEART Certificates of Participation in at least one unit in Business Administration, and 350 placed in employment. There are sixty (60) participating companies with the Project.

### **Youth Employment Strategy (YES) Project**

YES was established to assist persons 18-35 years who have been drop outs from schools to further their education or to provide entrepreneurial grants to enable unemployed persons to earn a livelihood.

## **THE WAY FORWARD**

- Expand social safety net programmes to accommodate all persons below the established poverty line.
- To re-structure the PATH programme to include new aspects and criterion which incentivize positive behaviours in relation to education and skills training; disincentivize high risk/ unhealthy behaviours, and ensure that benefits are channeled and allocated as optimally as possible.
- Provide even more support in the form of economic empowerment, whereby individuals can escape poverty by undertaking income-generating projects.
- Strengthen the Steps-to-Work, SYEAT and YES Projects so that more individuals can benefit from employment opportunities, skills training, job readiness intervention, and entrepreneurial grants.
- Enact a National Assistance Act to provide legislative framework for social assistance.

### **THE ELDERLY**

Improved healthcare and increased access to such healthcare (especially by our abolition of hospital user fees) mean that many Jamaicans are living longer. Declining birth rates coupled with relatively low death rates have led to population ageing. This phenomenon is evident in the decreasing 0-14 age group and the growing working age, 15-64, and dependent elderly (65+) age groups. As the number of Jamaican senior citizens increases, so must we strengthen our commitment to this demographic.

The JLP is working to ensure that those who have given their most productive years, directly and indirectly, in the service of this great country are adequately cared for. To this end, we have increased the NIS benefits and grants awarded to pensioners, and we have added more dependent elderly to PATH. However, there is plenty we must continue to do. The dependent elderly must be registered, with their basic needs assessed and subsequently attended to. Homes for the aged must be refurbished, and effectively staffed and managed; staff must be trained to provide residents with the best possible care.

Pensioners must receive payments that can comfortably cover their living expenses and any additional cost of healthcare. Furthermore, given Jamaica's ageing population, the current pension scheme for public sector workers is not sustainable; as such, we must establish a contributory pension scheme to ensure that there is adequate funding for each worker to not just subsist but thrive in their retirement.

## **MAJOR ACHIEVEMENTS**

### **National Insurance Scheme**

The value of the National Insurance Fund (NIF) was increased by \$20 Billion or 40%, from \$50 Billion at March 31, 2007 to \$70 Billion at September 30, 2011.

The total number of pensioners increased to 97,000 at November 1, 2011. This represents a net increase of 20,000 or 25% in total number of NIS pensioners over 5 years.

NIS pension benefits and grants were increased:

- In 2008, a 33 1/3% increase in basic pensions and grants was awarded. In 2010, a further 20% increase in these benefits was also awarded. Total annual disbursement of NIS benefit payments was increased from \$5.5 Billion in 2006/2007 to \$10.4 Billion in 2010/2011, or by approximately 90%.
- The maximum pension payable to a new pensioner as at October 1, 2011 is approximately \$16,000 per month. The maximum payable in October 1, 2007 was approximately \$10,200 per month. This represents an increase of approximately 55%.
- The maximum pension payable to a new pensioner who also receives a spouse allowance as at October 1, 2011 is approximately \$19,500 per month. The maximum payable in October 1, 2007 was approximately \$12,350 per month. This represents an increase of approximately 58%.

In 2010, NIGOLD annual maximum benefits were increased:

- Prescription Drugs increased from \$4,000 to \$5,000 (20%).
- Diagnostic Services increased from \$3,000 to \$4,000 (33 1/3%).
- Dental & Optical Services increased from \$2,000 to \$3,000 (50%).

These increases resulted in an annual NIGOLD benefit payout of approximately \$384 Million in 2010/2011 compared to approximately \$302 Million in 2006/2007, an increase of approximately 27%.

In 2010, NIS contributions were increased:

- In order to ensure the long term viability and sustainability of the NIF, and based on the recommendations of an Actuarial Evaluation commissioned by the Honourable Minister, the following adjustments were made to the contribution structure in order to enhance the growth of the Fund:
  - (a) The Insurable Wage Ceiling (IWC) was increased from \$500,000 to \$1Million per annum.
  - (b) The Flat Rate Contribution increased from \$20 to \$50 per week.

The National Insurance Act was amended to allow for Members of Parliament and JDF Soldiers to contribute from payroll deductions up to the IWC instead of via Flat Rate contributions. These initiatives resulted in total annual NIS contributions of \$7.6 Billion in 2010/2011 compared to \$4.9 Billion in 2006/2007, an increase of approximately 55%.

New NIS offices were acquired:

- In a continued bid to ensure the efficient delivery of services in a comfortable environment for customers and staff, new NIS Parish Offices acquired in three parishes.

A new office was constructed in the parish of St. Mary (2007) and another was purchased and renovated in St. Elizabeth (2009). These new properties now form a part of the NIF's property investment portfolio. A new office was also rented in the parish of Portland this year.

These initiatives resulted in an increase of 55% in total annual contributions of \$7.6 billion in 2010/2011 compared to \$4.9 Billion in 2006/2007.

## **PATH**

In 2010, 10,000 elderly and disabled persons became beneficiaries of PATH.

## **THE WAY FORWARD**

- Continue to reform and strengthen the National Insurance Scheme to ensure it offers more meaningful benefits to contributors.
- Establish a contributory pension scheme for the public sector to replace on a phased basis the existing pension arrangements in which public sector workers are “granted” pensions but have no legal, enforceable entitlement to a pension and in which increases in pension benefits remain at the benevolence of the government.
- Provide the option for current employees of the public sector to enter the new funded scheme or remain with the existing arrangements.
- Continue developing a register of dependent elderly with an assessment of their basic needs and what assistance, if any, they are already receiving from any source.
- Continue refurbishing and maintaining adequate standards of nutrition and medical care at all public infirmaries and Golden Age Homes.
- Train staff to provide counseling and group therapy and organize productive activity programmes.
- Increase oversight of the operation of public infirmaries and Golden Age Homes.
- To re-structure the PATH programme to include new aspects and criterion which incentivize positive behaviours in relation to education and skills training; disincentivize high risk/ unhealthy behaviours, and ensure that benefits are channeled and allocated as optimally as possible.

## **PERSONS WITH DISABILITIES**

On March 30, 2007, Jamaica became the first country to sign and ratify the United Nations Convention on the Rights of Persons with Disabilities. As such, we have a special obligation to persons with disabilities by ensuring that we meet the provisions of the Convention. We must seek to eliminate any form of discrimination against persons with disabilities. One major aspect of that goal is removing impediments: more public buildings need to be accessible to persons with disabilities.

We must also ensure persons with disabilities have access to basic resources and opportunities for economic and social empowerment. To this end, we have added more disabled persons to PATH, and we have provided hundreds of disabled persons empowerment grants to start micro-businesses. This Administration has also ensured that any new schools built adhere to Building Code that respect accessibility.

Additionally, it is important that we, through the Early Stimulation Programme, discover disabilities early in a child's life. By then formulating and implementing an intervention programme that best suits that child, we can offer him/her the best chance to function as highly as possible within, and even beyond, the limitations of his/her disabilities.

## **MAJOR ACHIEVEMENTS**

In 2008, through a special intervention by the Honourable Prime Minister, special budgetary allocation was made for the provision of Economic Empowerment Grants for persons with disabilities wishing to establish micro-businesses. To date, 571 persons with disabilities have received grants totalling approximately \$19.5 Million.

Since 2008, there have also been fifty eight (58) persons with disabilities who have received approximately \$3.4 Million in grants to purchase assistive aids.

In 2010, 10,000 elderly and disabled persons became beneficiaries of PATH.

## **THE WAY FORWARD**

- Fast-track enactment of the National Disability Act, and review all other relevant statutes and policy initiatives to remove provisions that discriminate against persons with disabilities.
- Strengthen existing programmes such as vocational training and early stimulation for persons with disabilities and support the efforts of the Jamaica Council for Persons with Disabilities and the Abilities Foundation.
- Organize more special projects for persons with disabilities. These projects will take the form of skills training, economic support, economic empowerment and employment.

- Provide islandwide early stimulation services to children with disabilities.
- Continue developing a register of all persons with disabilities

### **HOMELESS PERSONS**

The homeless are perhaps *the* most neglected group of citizens. We have a duty to treat them with the utmost dignity. We must provide them with access to shelter, food, and healthcare. We must also help them to reconnect with families. We must also give them opportunities to find employment, by equipping them with the necessary tools, like proper identification, paperwork, and training.

### **MAJOR ACHIEVEMENTS**

- The JSIF donated \$65 Million for the building of a shelter for the homeless on King Street in downtown Kingston. Construction of the shelter, which will house 150 men and women, is set to begin in 2012.
- Through the National Council on Drug Abuse and the Ministry of Health's '*Tek it to Dem*' Programme, the first ever health and wellness fair for more than 140 homeless persons took place in April 2011. Apart from availing themselves of medical and dental services and meals, the homeless had access to agencies like the Registrar General Department (RGD) and the NIS, which provided them with an opportunity to apply for important documents.

Persons also got presentations from the HEART Trust/NTA and the Jamaica Foundation For Lifelong Learning. The '*Tek It to Dem*' programme, targets mainly the homeless, HIV infected persons and substance abusers in the Corporate Area. The project offers services such as counselling, testing and care in addition to food, clothing and transportation to medical facilities and shelters.

### **THE WAY FORWARD**

- Establish in conjunction with churches and charitable and civic organizations shelters in major towns for homeless persons.
- Include these shelters in the routine programme of public health delivery to ensure proper medical and psychiatric evaluation and treatment.
- Assign social workers to assist those who can be reintegrated with their families or restored to a life of dignity.
- Assist the homeless to obtain official documents necessary for them to gain employment.



## **COMMUNITY RENEWAL**

The Government recognizes that achieving sustainable development is only possible through a systematic holistic approach towards development. The problem of poor housing conditions, overcrowding and rundown or undeveloped infrastructure is most acute in inner-city communities which display the most glaring manifestations of urban blight.

The country, despite being positioned for growth, like many other countries grapples with issues of poverty, unemployment, unstable families, high fertility rates, illegal or insecure tenure, and weak delivery of public services in many areas. Fundamental and transformative changes are required to address the entrenched problems of governance and social exclusion which are characteristic of many of the nation's inner-city communities.

The Government intends to bring focus to the recovery, growth, modernization and global competitiveness of the economy. There have long been multiple approaches to community renewal; however, these have not been synchronized. Consequently, there is a need for increased coordination and harmonization of initiatives which seek to strengthen governance, avoid duplication and maximise the impact of existing programmes. In this regard, a structured, targeted programme has been developed to address the decay and transform the communities into centers of life and prosperity.

### **Launch of the Community Renewal Programme (CRP)**

The CRP is a component of the PIOJ's Strategic Growth Plan, which will engage the residents of 100 communities in five (5) of the most crime-affected parishes (Kingston, St. Andrew, Clarendon, St. Catherine and St. James). The CRP seeks to bring about long-term transformation in the selected communities over a ten (10) year period.

The community development work of the CRP will be targeted to help address family and individual risk factors of violent crime and will focus on capacity building for self-empowerment at the individual and community levels. The programme seeks to enhance and stimulate commerce, develop the human capital of communities, create employment and reduce violence.

There is also a recognition that there needs to be specific focus on at-risk children, households headed by a single female and youth (particularly young males) who are the main victims and perpetrators of violent crime and are among the most excluded of populations from mainstream society. The CRP has been mandated by Cabinet as the vehicle for taking forward the National Crime Prevention and Community Safety Strategy (NCPCSS). This programme is a pro-active move by the Jamaica Labour Party Government to address the effects of the prolonged global economic crises on Jamaica's most vulnerable people.

Central to the objectives of the programme is the elimination of inefficient use of human and financial resources in the implementation of development projects. In this regard, the CRP provides a platform for the coordination and enhancement of the delivery of government and civil society services to volatile and vulnerable communities. The programme will not replace existing initiatives being implemented, but will, instead, be a mechanism to promote the harmonization and holistic approach to the implementation of community interventions.

## **THE WAY FORWARD**

The goals and initiatives of CRP, which are supported and will be promoted by the Jamaica Labour Party, include the following:

### **Strengthening legitimate and participatory governance.**

#### **Increasing safety and justice:**

- Tackling serious crime.
  - (a) Development and implementation of anti-gang strategies.
  - (b) Strengthening the legal framework to support the anti-gang strategies.
  - (c) Development and implementation of strategies to tackle domestic and gender-based violence.
  - (d) Implementation of strategies to rehabilitate and reintegrate high-risk offenders such as repeat youth offenders, gang members and deported persons.
- Supporting effective community-based policing.
- Enhancing evidence-based crime prevention.
- Increasing school safety.
- Increasing access to justice.
  - (a) Finalise and implement the National Policy on Restorative Justice.
  - (b) Establishing restorative justice centres (as part of Peace and Justice Centres or other civic centres) in target parishes.

### **Enhancing social transformation.**

- (a) Increasing social inclusion and cohesion.
- (b) Fostering personal and community empowerment.

### **Improving physical development.**

- Upgrading localised structures and formalising informal settlements.
- Establishing and enhancing connecting infrastructure.
- Developing public spaces.

### **Improving socio-economic development.**

- Improving employability.
- Providing employment opportunities.
  - (a) Establishing partnerships with the private sector to provide jobs for participants in training programmes.
- Promoting entrepreneurship.
  - (a) Promoting private sector investments in inner-city communities.
  - (b) Facilitating access to affordable micro-finance.

### **Promote the development of children and youth.**

- Promoting prioritisation of youth within CRP interventions.
- Supporting programmes for children and youths in need of care and protection.
- Facilitating programmes for prevention of teenage pregnancy and support to teenage parents.
- Supporting high-risk youth initiatives.
- Promotion of youths as assets in the development process.



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