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# **Government of Jamaica**

Ministry of Industry, Commerce, Agriculture & Fisheries

Strategic Business Plan  
2019/20 – 2022/23

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## MINISTER'S MESSAGE

In just over a decade from now, Jamaica, in accordance with our national vision 2030, intends to achieve several sustainable development goals as we seek to ensure a better way of life for our citizens.

Of the 17 sustainable development goals, 10 are aligned to the targets of the Ministry of Industry, Commerce, Agriculture and Fisheries, a portfolio that impacts 33% of the country's GDP and touches over 40% of the labour force.

The Ministry's business plan, therefore, includes subject areas across a wide- ranging spectrum from, inter alia, agriculture, fisheries, investment, through to manufacturing, services, commerce and trade.

The importance of this Ministry's assignment cannot be overstated. It is no easy task and it is certainly not one that the Ministry takes lightly.

We are committed to facilitating the achievement of the national goals for increased prosperity through economic growth and job creation and we are assiduously pursuing the strategies which will actually enable the implementation of the actions to achieve the necessary and stated outcomes.

In this regard, the Strategic Business Plan for the four-year period 2019/20-2022/23 documents the nuts and bolts of our plan of action to transform industries in agriculture, fisheries, manufacturing and the distributive trade.

We are resolute in our commitment to continue to increase production, productivity and international competitiveness in the productive sectors. It is time for us to maximize the use of our abundant natural resources to achieve these goals.

Now is the time for action. We anticipate action by all the stakeholders in this commitment to nation building.

We, at MICAFA, are seized of the opportunities that abound despite the challenges that cannot be ignored. This Strategic Business Plan 2019/20-2022/23 documents our course of action. We have done the research and as we communicate our vision and goals, we will engage our stakeholders to join us in creating a better Jamaica

It is action time!



**Hon. Minister Audley Shaw, CD, MP**  
**Minister of Industry, Commerce, Agriculture & Fisheries**

## **MINISTER WITHOUT PORTFOLIO MESSAGE**

The strategic decision to merge the portfolios of agriculture and fisheries with those of industry and commerce two years ago have started to bear economic fruit and greater prosperity. The much needed enabling environment is now beginning to take shape which has caused greater linkages leading to the return of growth and the creation of jobs throughout Jamaica.

The 2019/20-2022/2023 Strategic Business Plan binds the achievement and outlines the key outputs and key performance indicators to achieve the overall goals of the Ministry and its objectives. This document has been developed through stakeholders' consultation and an overall buy-in and acceptance.

Critical to the increased production and productivity required for economic growth is a structured agricultural sector. Agriculture is the core and foundation from which economic expansion will grow. When agriculture grows, the economy grows because primary agricultural produce is what fuels growth in manufacturing, with agri-based processing accounting for approximately 41% of manufacturing.

It is also expansion, diversification and increased production in local agriculture that will increase import substitution and food security even as it serves export markets.

A structured agricultural sector, employing precision agricultural methods in a coordinated manner as exemplified in the creation of agro-economic zones, is critical to the process of growth and development outlined in this Strategic Business Plan.

It is indeed time for action and I urge all stakeholders to recommit to achieving the outcomes as we all work towards growing Jamaica.



**Hon. J.C. Hutchinson, CD, MP**  
**Minister without Portfolio**

## PERMANENT SECRETARY’S MESSAGE

The Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF) is one of the most strategically configured and positioned Government of Jamaica entities. This Ministry and its agencies represent a major component of the country’s economy and have responsibility for over 30% of the gross domestic product and are responsible for employing 40.7% of the total labour force. Against this background MICAF approached the task of developing this Plan using our corporate strategy of **“Building synergies for inclusive and sustainable growth”** with a view of realizing the organizational synergies that are necessary to create the enabling environment to allow the appropriate mix of policies, legislation, human and capital resources and services to yield the type and levels of economic growth in a sustained manner for the country.

Since the merger of the portfolio components, MICAF has been working to streamline, rationalize and build its institutional capacity to provide transformed, responsive and resilient sectors that will support the economic growth thrust of the government beyond the less than optimal rates of growth which has been a feature over many years.

This Strategic Business Plan 2019 – 2023 identifies and describes the priority policies and actions to be pursued in order to build resilience and viability of the productive sectors. It is the road map to managing our programmes, projects and processes to engender transformational growth, job creation and a diversified economy. It is in this view, MICAF has factored in the impact of adverse weather on the agricultural sector and the economy in our planning. Our response is to pursue climate smart policies and programmes geared towards sustainable production and consistent level of support for the economy. Furthermore, efforts will continue to facilitate and promote the development of the Micro, Small and Medium sized Enterprises (MSMEs). The development of this sector is critical to the transformational growth envisioned for all sectors of the economy viz manufacturing, agriculture, logistics offshore services and tourism. These linkages must be encouraged. In this regard, programmes will be developed to facilitate the integration of MSME’s into the global supply and value chains.

Large tracts of former arable sugar cane lands on the southern plains of Clarendon and St. Catherine have become available for alternative production and will be used to support the expansion in agricultural production and productivity through the development of Agro-Economic Zones. This will diversify and expand the agricultural production under the Southern Plains Agricultural Development Programme (SPADP) and is expected to yield more opportunities to transform the agricultural sector and bolster its contribution to the national economy.

The development of new and emerging industries such as cannabis, bamboo, castor beans and capture fisheries will be pursued to enable further diversification towards internationally competitive, sustainable and inclusive agro-enterprises.

The strategies outlined to deliver programmes are seeking to not just build out productive capacities but to consolidate the gains made. Additionally, every opportunity to ensure adoption and application of new technology; promotion and facilitation of innovation; and application of best practices for optimal production and efficiency gains will be engaged and pursued.

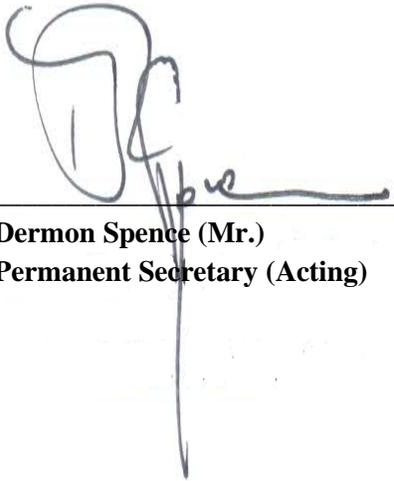
We are committed to pursuing the Ministry’s mandate of securing a modern and efficient economy within a framework of accountability and good governance.

**Permanent Secretary's Message**

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We also commit and embrace the value of this Strategic Business Plan as a means of measuring and evaluating performance of the Ministry and its affiliates.

It is therefore with a sense of continued commitment and appreciation of the value of our partnerships that we look forward to the successful implementation of our strategic business plan over the next four (4) years.

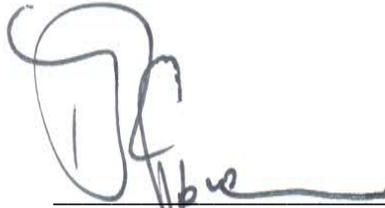
A handwritten signature in blue ink, appearing to read 'Dermon Spence', is written over a horizontal line. The signature is stylized and cursive.

**Dermon Spence (Mr.)  
Permanent Secretary (Acting)**

## ACCOUNTABILITY STATEMENT

This Strategic Business Plan for the next four years, commencing April 1, 2019 was prepared under my direction in accordance with the policy directives outlined by the Government of Jamaica, and the authority delegated to me under Section 16 of the Financial Administration and Audit (FAA) Act. The Plan outlines the Ministry's strategies that contribute to the achievement of the Government's agenda, and specifically, the planned policies, programmes and projects for which appropriate monitoring and evaluation mechanisms are being deployed to ensure their timely and cost-effective implementation.

The Ministry's priorities outlined in this Business Plan were identified in context of the Government's medium-term priorities and fiscal targets. I am, therefore, committed to achieving the planned results laid out in this Business Plan.



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Dermon Spence (Mr.)  
Permanent Secretary (acting)  
Ministry of Industry, Commerce,  
Agriculture and Fisheries

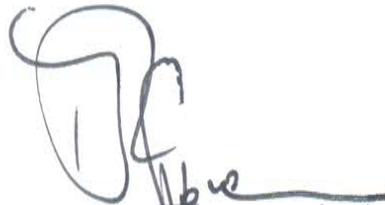
## QUALITY POLICY STATEMENT

**MICAF is committed to ensuring that our stakeholders<sup>1</sup> get consistent, good quality products and services by the use of quality procedures which will be operated and reviewed to meet or exceed the requirements of ISO 9001:2015 – Quality Management.**

MICAF's Quality Management System and overall implementation of the Ministry's Policies, Programmes and Projects will be reviewed quarterly by *Monitoring Committees (MCs)* and oversight is to be provided by the *Policy, Planning, Implementation and Monitoring Oversight Committee (PPIMOC)*. The *MCs* will research and conduct improvements to business processes or any aspect of the Ministry's operation that can improve the quality of service to both internal and external customers including improving the effective implementation of policies, programmes and projects.

Parallel to the *MCs*, MICAF's Oversight Committee will ensure the Ministry's Corporate Strategy of *"Building Synergies for Inclusive and Sustainable Growth"* is instilled in all areas of the Ministry's operations. MICAF's staff is graded under the Performance Management Appraisal System and all members of staff must demonstrate a minimum standard of level 3 (out of four levels) in customer service and minimum of 75% in work plan. Staff's work plans are interlinked to the Ministry's performance.

Therefore, MICAF's directors, management and staff commits to providing quality control through MICAF's Quality Management System, ensuring improvement by constant review with our stakeholders and ourselves.



Dermon Spence (Mr.)  
Permanent Secretary (acting)  
Ministry of Industry, Commerce,  
Agriculture and Fisheries

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<sup>1</sup> Our stakeholders are defined in MICAF's Citizens' Charter found at [www.micaf.gov.jm](http://www.micaf.gov.jm)

# 1. EXECUTIVE SUMMARY

## 1.1 Overview

The Ministry of Industry, Commerce, Agriculture and Fisheries (MICAFA) has been charged with the responsibility of driving the production of primary agricultural produce, livestock and fisheries to widen the supply chains; and to integrate production up the value chain. This will facilitate public value and full commercialization of outputs of the agriculture, manufacturing, and services sectors. Of equal importance, the Ministry is one of the pillars that supports business development and trade facilitation which contributes to sustainable economic growth.

MICAFA has thirty-nine (39) divisions, forty (40) agencies and one (1) department that covers over (64) portfolio areas that impact key areas of development such as food safety; food and nutrition security; the business growth agenda; investment promotion; national quality infrastructure and trade facilitation. In 2017, Jamaica had a 2 percent growth in GDP and the country's unemployment rate was under 10 percent for the first time in 11-years. MICAFA was responsible for 33% of the country's GDP and 40.7% of the employed labour.

In 2018, according to the Statistical Institute of Jamaica, the Jamaican economy grew by 2.2 per cent during the April – June quarter, when compared to the similar quarter of 2017. This increase was attributed to improved performances in both the Goods Producing industries (7.2%) and the Services industries (0.6%). The positive performance of the Goods Producing Industries was due to increased output in: Agriculture, Forestry & Fishing (12.5%), Mining & Quarrying (31.6%), Construction (2.9%) and Manufacturing (0.2%). The growth in agriculture was due to favourable weather conditions and Manufacturing increased is based on the food and beverages sub-industry.

MICAFA recognizes that the performance of the agriculture and fishing sectors is highly dependent on the impacts of erratic weather patterns caused by climate change and input prices, while the manufacturing and services sectors growth is dependent on a business environment that facilitates access to markets and finance. As such, the Ministry's medium-term priorities reflect efforts to reduce the impact of these constraints including achieving climate resilient industries.

Similarly, the Ministry is only one pillar in achieving the Government's Strategic Priority of inclusive sustainable economic growth and job creation. This means that there is a critical need to **build synergies** among portfolio agencies, and with other government entities and the private sector to develop a range of strategies aimed at **ensuring inclusive and sustainable growth in Jamaica**. Strategies employed would include legislation, programmes, projects, human resources and budgetary resources which would facilitate and advance the realization of the output targets within these productive sectors.

The Strategic Business Plan 2019/20 – 2022/23 defines the framework within which the strategy – “**Building Synergies for inclusive sustainable Growth**” - will be employed to guide MICAFA's implementation of its policies, programmes and projects over the medium term. This Business Plan is anchored by the goals enunciated in The Vision 2030 National Development Plan, the Sustainable

Development Goals, and the Medium-Term Socio-Economic Framework, the Agricultural Sector Plan and the Economic Growth Agenda 2020 as well as special reports which give support to the need for an improved competitive business environment. The Strategic Business Plan identifies the following as priorities: establishment of specialized agricultural zones to support economic activities; positioning of the local fisheries sector to benefit from the Blue economy; development of new local industries such as medical cannabis and bamboo; the development of the MSME sector; implementation of the trade facilitation programme; the strengthening of the national quality infrastructure; and establishment of policies, legislation and institutions which will ensure increased competitiveness within various industries within the agricultural through to the services sectors. These will be pursued through two main approaches – ***Promotion of Industrial Development and Production*** and the ***Development and Maintenance of an Enabling and Facilitating Environment*** for the development of local industries, businesses and the wider economy.

Throughout the medium-term, the Government of Jamaica through MICAF, *inter alia*, will play a leading role in tackling several key interlinked constraints that continue to inhibit private sector-led investments in the agricultural and business sectors. This is aimed at enhancing the overall resilience of Jamaica’s business environment and strengthening the country’s international competitiveness framework. This should result in increased production and the expansion of the capacity of all these sectors to drive inclusive and sustainable economic growth.

## 1.2 Ministry's Priority Policies/Programmes/Projects

The Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF) is an organization dedicated to facilitating and providing public value to the agricultural, fisheries, manufacturing and services sectors of Jamaica. Our **vision** and **mission** encapsulate our pledge to provide quality service to both the public and our co-workers:

### Vision

*By 2030, MICAF has achieved innovative, inclusive, sustainable and internationally competitive Jamaican industries in agriculture, fisheries, manufacturing and service sectors.*

### Mission

*To create an enabling environment which grows and sustains industries in agriculture, fisheries, manufacturing and service sectors; and ensures consumer protection while fostering gender equality and social inclusion in all our policies, programmes and projects.*

MICAF and by extension its portfolio agencies are committed to “**Building Synergies for Inclusive Sustainable Growth**” through our core values of:

- **Fairness** - We aspire to provide access to opportunities to everyone regardless of sex, age, socioeconomic status, creed and ability.
- **Accountability** - We commit to being answerable to the relevant authorities and laws governing Jamaica.
- **Integrity** - We will adhere to conducting transactions with transparency; high moral standards and professionalism.
- **Respect** - We acknowledge our differences and will provide a safe supportive environment in which all staff are valued and engage in interactive communication.
- **Excellence** - We commit to a high standard of service delivery to clients and co-workers through accurate, accessible and up-to-date data; innovation and continuous improvement.
- **Stewardship** - We interact and collaborate with all our stakeholders with understanding of our integral role to ensure the sustainable development in the agriculture, fisheries, manufacturing and service sectors
- **Transparency** - We standardize operating procedures that are accessible and understandable to all.

### **MICAF has three main long-term goals:**

1. Competitive, diversified and market-oriented agriculture, manufacturing and services sectors that proactively manages risk (environmental and financial).
2. Strengthened business environment including national quality infrastructure and reduced bureaucracy; sustainable agricultural health and food safety systems and food and nutrition security.
3. Protected consumers; fair business practices within competitive economic spaces; and institutionalised quality management systems within Ministry and its portfolio agencies.

These strategic goals, which are aligned to the Vision 2030 Goals and the GOJ's Strategic Priority – Sustainable Economic Growth and Job Creation, will be achieved through the identification and implementation of medium-term policy priorities. For 2019/20 – 2022/23, MICAF will be developing and implementing *eight (8) policy priorities* through the building of synergies along the value chain to provide an enabling and facilitating environment for growth in the productive sectors of agriculture, fisheries, manufacturing and services. They are

**1. Optimize the production and productivity of key local produce and products towards targeted markets**

Goal: (1) To increase agricultural production and productivity (2) To achieve food security by 2020 (FNS Policy) (3) Increase access of local produce to markets, finance and appropriate infrastructure and technology

**2. Increase access of select local industries to emerging and existing markets**

Goal: To facilitate the sustainability and viability of the select local industries through the integration of emerging and existing markets

**3. Strengthen MSMEs' contribution to Jamaica's economy**

Goal: (1) To improve the business environment regarding starting a business, business formalization, accessing credit, and resolving insolvency (2) To increase the formal operations of MSMEs through adequate business development support services including the micro productive sector ; (3) Increase the opportunities for youth, the disabled and women to utilize business and entrepreneurship to enhance their economic and social wellbeing.

**4. Build climate-resilient agriculture, fisheries, manufacturing and services sectors**

Goal: To develop a climate-resilient agricultural sector and to increase the adoption of climate resilient practices among targeted farming and fishing communities in Jamaica

**5. Improve the ease of doing business to facilitate investment in Jamaica**

Goal: Jamaica's trading environment is more transparent and predictable and traders have better access to trade information

**6. Strengthen the National Quality Infrastructure**

Goal: To create a national framework for the development of a sustainable “standards led, market driven” economy supported by a culture of quality to achieve global competitiveness and consumer protection.

**7. Strengthen Agricultural Health and Food Safety Systems**

Goal: To strengthen the national framework for agricultural food health and safety in Jamaica via standards advancements and protection.

**8. Build the capacity of Ministry and entities to efficiently and effectively implement policies, programmes and projects**

Goal: To increase efficiency and effectiveness of the Ministry's policies, programmes and projects and enhance the Ministry's service delivery to its clients

These policy priorities encompass a strategy – *Building Synergies* – which targets different categories of clients in the agriculture, manufacturing and services sector. These include:

- Subsistence farmers and fishers
- Emerging and MSME-type agribusinesses/non-agribusinesses and
- Commercial Businesses

The realization of the policy priorities requires strategic partnerships, commitment and dedicated buy-in from **ALL** stakeholders to succeed. The available resources within MICAF and its portfolio agencies will provide solution to some of the challenges faced by the agriculture, fisheries, manufacturing and services sector. However, other forms of support from partnerships will be required to enhance service delivery and the achievement of competitive, inclusive and sustainable industries of the productive sectors. Thus, Ministry's strategic support to the productive sectors is participatory and demand led/driven. Along with identified plans, policies and legislations to be developed/ amended, MICAF will implement the policy priorities through the following programmes and projects under two main strategies:

**Strategy 1: Promotion of Industrial Development and Production**

**Policy Priority 1: Optimize the production and productivity of key local produce and products towards targeted markets**

1. Agro-Parks and Agro-Economic Zone Development Programme
  - Holland Agricultural Development Project
2. Agriculture Competitiveness Programme Bridging Project (ACPBP)
3. Competitive Products Development Programme
4. Production Incentive Programme
5. Farm Roads Rehabilitation Project
6. Irrigation Development Programme
  - South Plains Agricultural Development (SPAD) Project
  - Feasibility Studies for GOJ Irrigation Projects

**Policy Priority 2: Increase access of select local industries to emerging and existing markets**

7. Fisheries Development Programme
  - Promoting Community Based Climate Resilience in the Fisheries Sector Project
  - Modernization of licensing and Registration Systems for Capture and Culture Fisheries Project (under Public Sector Reform Modernization Programme)
8. Industrial Development
  - Development of action plans for the following industries
    - i. Cannabis Development Project*
    - ii. Castor Bean Development Project*
    - iii. Bamboo Development Project*

**Policy Priority 3: Strengthen MSMEs' contribution to Jamaica's economy**

9. Micro, Small and Medium Enterprises (MSME) & Entrepreneurship Programme
10. Agricultural Extension Programme

**Policy Priority 4: Build climate-resilient agriculture, fisheries, manufacturing and services sectors**

11. Essex Valley Agriculture Development Project (EVADP)
12. Promoting Community-Based Climate Resilience in the Fisheries Sector Project

## **Strategy 2: Enabling and Facilitating Environment**

### **Policy Priority 5: Improve the ease of doing business to facilitate investment in Jamaica**

1. National Trade Facilitation Programme
2. Investment Promotion Programme
  - Global Services Sector Project
  - Implementation of the Business Reform Agenda

### **Policy Priority 6: Strengthen the National Quality Infrastructure**

3. National Quality Infrastructure Programme

### **Policy Priority 7: Strengthen Agricultural Health and Food Safety Systems**

4. Agricultural Health and Food Safety Programme
  - National Animal Identification & Traceability System (NAITS)
  - Frosty Pod Rot Disease Management Project
  - Beet Army Worm Disease Management Initiative

### **Policy Priority 8: Build the capacity of Ministry and entities to efficiently and effectively implement policies, programmes and projects**

5. Modernization and Transformation Programme
  - ISO Quality Management System
6. Research and Development Programme
  - Bodles Rehabilitation Project

## **Strategic Objectives**

In order to achieve the mission and vision of the Ministry within the medium-term framework of the Ministry's policy priorities (end of FY 2022/2023), the Ministry will seek to:

1. To increase the output of agriculture and fisheries resources including value-added production by Ten-percent (10%)
2. To increase the access of Jamaican Micro, Small, and Medium Enterprises (MSMEs) and other industry stakeholders to adequate infrastructure, access to finance and support services by ten percent (10%)
3. To develop and implement supporting policy, legal and planning frameworks that will protect agricultural lands, aquatic ecosystems, plant genetic resources, livestock genetic resources, fisheries resources, Jamaican brand, consumers and local businesses
4. To increase the application of appropriate technology by Jamaican MSMEs through research, development and innovation by twenty percent (20%)
5. To facilitate five (5) new Jamaican products with effective/efficient marketing framework (policies, structures, services, linkages, and supply and value chains, advantageous regional and international trade)
6. To facilitate through the use of standards and conformity assessments (inspection, certification, accreditation) an increase of access to markets for conforming Jamaican products
7. To develop and begin implementation of action plans of at least four (4) key industries in agriculture, fisheries, manufacturing, and/or service sectors.
8. To have at least 30% of participants into MICAFA's programmes which are geared towards training and certification; access to finance and other resources to work in/own and operate business/farm enterprises are youth, women, micro enterprises or any vulnerable group from the agriculture, fisheries, manufacturing and/or service sectors.

9. To increase Jamaica's ranking in by at least a level in one of the subcategories under the ease of doing business index every two years.
10. To decrease the incidence of select pest and diseases for select crops, livestock and food products
11. To achieve seventy-percent (70%) of the targets in the Ministry's Policies, Programmes and Projects based on agreed upon timelines and quality.
12. To allocate and expend financial resources based on agreed National and Ministry's policy priorities.

## **Strategic Outcomes**

It is expected that the following desired outcomes will result from the strategic priorities:

1. Increased contribution of local industries, agriculture, fisheries and micro, small, and medium enterprises (MSMEs) to GDP
2. High standard of quality for all Jamaican consumers of Jamaican products and services
3. Reduced improper usage of agricultural lands in Jamaica
4. Increased responsiveness to threats and opportunities such as the impacts of climate change, pest and disease outbreaks and global developments
5. Enhanced national quality infrastructure, food security, food safety, health and nutrition.
6. Reduction of Praedial larceny, theft from agriculture and other adverse agricultural-related issues
7. Flexible, responsive and robust systems to meet the demands of a dynamic local, regional and trading system.
8. An efficient and effective regulatory system to ensure the sustainable use of the country's global resources.

### **1.3 Ministry's Plans, Policies and Legislations**

The development of the Ministry's planning, policy and legislative framework is an on-going process which seeks to formulate and review plans, policies, and legislations in accordance with the objectives and goals of the Government of Jamaica's Strategic Priorities relating to the agricultural, fisheries, manufacturing and service sectors (excluding tourism, transport and mining). The listed plans, policies and legislations support the Ministry's strategic priorities to facilitate an enabling planning, legislative and policy framework to ensure food security, sustainable use of agricultural land & fisheries resources and facilitate an enabling local business environment:

#### **ACHIEVEMENTS TO DATE**

##### **Policy Programme**

- MSME & Entrepreneurship Policy received Cabinet approval as White Paper and implementation is on-going
- National Youth in Agriculture Policy and Implementation Plan submitted to Cabinet for approval as green paper
- Revised National Quality Policy to be submitted to Cabinet for approval as White Paper
- National Organic Agriculture Policy and Implementation Plan drafted
- Draft Medical Tourism Policy
- National Seed Policy approved as Green Paper

##### **Legislation Programme**

- National Fisheries Bill passed at both houses and to be enacted
- The Food Storage and Prevention of Infestation (Amendment) Bill tabled at the House of Parliament

#### **FY2019/20 POLICIES AND LEGISLATIONS**

##### **Planning Programme**

- Bamboo Strategy Action Plan
- National Medical Cannabis Action Plan
- Agri-Insurance Project
- Climate Change Strategy & Action Plan for Agriculture Sector
- Manufacturing Strategy

##### **Policy Programme**

Policies to be developed and submitted to be tabled in the Houses of Parliament as White Paper:

- National Seed Policy and Implementation Plan
- National Youth in Agriculture Policy and Implementation Plan
- Medical Tourism Policy
- National Craft Policy
- National Consumer Affairs Policy and Implementation Plan

Policies to be developed and submitted to the Cabinet as Green Paper:

- Agriculture Organic Agriculture Policy
- Agricultural Land Use Policy
- National Fisheries and Aquaculture Policy
- National Services Policy
- National Investment Policy
- National Industrial Policy

### **Legislative Programme**

Legislation to be passed in the Houses of Parliament and enacted:

- The Fisheries Bill
- The Co-operative Societies (Amendment) Act
- The Patents and Designs Bill,
- The Protection of Geographical Indication (Amendment) Act and Regulations
- The Trade Marks (Amendment) Bill
- The Food Storage and Prevention of Infestation (Amendment) Bill
- The Custom Duties (Dumping and Subsidies) Act
- The Insolvency (Amended) Act
- The Security Interest in Personal Property (Amendment) Act
- The National Compliance and Regulatory Authority Bill
- The Fair Competition (Amendment) Bill
- The New Plant Varieties Bill and Regulations
- The Nuclear Safety and Radiation Protection Regulations
- The Trade Scrap Metal Act
- The Copyright (Licensing Body) Regulations

Legislation to be submitted to the Legislation Committee:

- The Companies (Amendment) Bill No. 2
- The Co-operative Societies (Amendment) Act
- The Trade Marks (Amendment) Bill
- The Amendment to the Registration of Business Name Act
- The Legislation in relation to modified Insolvency Framework for Financial Institutions
- The Amendment to the Fair Competition Act to facilitate the Merger Regime
- The Amendment to the JAMPRO Act 1990

Legislation and regulations to be submitted to the Attorney General's Chamber:

- The Meat and Meat products and meat by products (Inspection and Export Regulation)
- The Plant and Plant Products (Inspection and Quarantine) Act
- The Animals ) Disease and Importation) (Change of Name and Amendment) Bill
- The Veterinary (Amendment) Bill

Drafting Instructions to be submitted to the Chief Parliamentary Counsel (CPC):

- The Plant and Plant Products (Inspection and Quarantine Act
- The Veterinary (Amendment) Act
- The Facilities for Titles (Amendment) Act

- The Trade (Motor Vehicle) Regulations
- The Amendment to the Fair Competition Act to facilitate the Merger Regime
- The Fishing Industry (Amendment) Regulations
- The Fishing Industry (Conservation of Conch) (Genus Strombus) (Amendment) Regulations
- The Fishing Industry (Spiny Lobster) (Amendment) Regulations

## 1.4 Policies, Programmes and Projects that Support Government Strategic Priorities

The priorities of the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF) support the government's strategic priority of **INCLUSIVE SUSTAINABLE ECONOMIC GROWTH AND JOB CREATION**. MICAF's supporting policy priorities respond to two major strategies – *Promotion of Industrial Development and Production* and the *Development and Maintenance of Enabling and Facilitating Business Environment*. The supporting policy priorities are:

### **STRATEGY 1: PROMOTION OF INDUSTRIAL DEVELOPMENT AND PRODUCTION**

#### **SUPPORTING POLICY PRIORITY 1: OPTIMIZE THE PRODUCTION AND PRODUCTIVITY OF KEY LOCAL PRODUCE AND PRODUCTS TOWARDS TARGETED MARKETS**

- **DESCRIPTION & CONTEXT:** MICAF will aggressively expanding domestic crop production focusing on yams, hot peppers, irish potato, onions, sweet corn, papayas, cassava, sweet potatoes, pineapple, spices (ginger, turmeric and pimento), dasheen and strawberry. A major thrust will see the development of orchard crops to include avocado, mangoes, breadfruit, ackee, citrus, coconuts, and other fruits along with small ruminants and castor bean, cannabis/hemp, bamboo and sea-island cotton, on the industrial crops agenda. Small farmers as well as large scale farmers will be targeted to ensure this new thrust. To absorb this expanded production from these initiatives MICAF will be targeting through linkages with other sectors and industries as well as exports. Four distinct markets will be targeted:
  - **Tourism - Hotels (and restaurants)**
  - **CARICOM (and CARIFORA under Brexit)**
  - **Diaspora and International exports**
  - **The GOJ's School feeding programme and local demand.**

The EXIM Bank will be used to facilitate the strategy of cost effective financing options to support the expected increased investment in agriculture as well as the rapid expansion in the small business development. Aggressive marketing will be used to target stakeholders, investors and selected destinations by JAMPRO, JBDC, AIC and other support services agencies.

This priority will focus on doing the above through research, access to finance; access to key infrastructure such as irrigated lands, processing facilities and farm roads; marketing information, training in good agricultural and manufacturing practices, incentives and the formation of public-private partnerships.

Essential to this priority is the promotion of the production and productivity of select crops/livestock which are categorized in terms of their value-added and export potential, import substitution and commodity profile within the context of adaptability to climate smart management and agronomic practices. The Ministry's *Production Incentive Programme (PIP)* will fund the main activities under this priority.

One of the key components of this priority is the utilization of previous cane lands which are being returned to MICAF which are being managed by the SCJ Holdings Limited as well as the aggressive development of the Agro Parks will play a major role in the realization of these goals. These lands will support the implementation of the programmes and projects being implemented under this priority. These includes

#### **I. Agro-Parks and Agro-Economic Zones Development Programme**

Selected investors will be provided infrastructure and lands to develop on key crop and livestock for import substitution and export production. The Ministry will begin phase 1 of operationalizing 1,200 hectares of previously sugarcane land into an agro-economic zone. Phase will include the installation of irrigation systems; construction of farm access way and water channel ways; establishment of sorting, processing and grading facilities; cold storage; establishment of a retail outlet and juice extractor hub. The Ministry is currently preparing a proposal to garner funding.

#### **II. Competitive Products Development Programme**

Identification of imported crops/produce with local comparative advantage - they are then promoted and supported for import substitution. In 2019/20 – 2022/23, the competitive products include irish potato, onion, and strawberry.

#### **III. Orchard Development Programme**

Facilitating the increase production of fruit crop inclusive of provision of seeds and targeted market research. This programme is in its nascent stage but at least 1000 acres have already been identified for mango orchards. These mangos and any value-added product created are expected to be export-ready by 2023. Under the Ministry's ACP Bridging project , the establishment of the mango orchard and the operationalization of the hot water (irradiation) treatment facility to facilitate export of mangoes will begin in 2019/20.

#### **IV. Revitalization of traditional export crops**

The Ministry will provide a facilitating and regulatory environment for traditional export crops such as banana, coffee, cocoa, coconut and spices. The Ministry has divested the commercial functions of these crops with the exception of banana; and they are regulated under the newly established Jamaica Agricultural Commodities Regulatory Authority (JACRA). In 2019/20 – 2022/23, the ministry will provide a regulatory framework that promotes growth and expansion of each industry to markets and along the value chain. It is expected that over the next four years,

- The coffee industry will produce 235,000 to 260,000 boxes of Jamaica Blue-Mountain Coffee (JBM) and 28,000 to 34,000 boxes of Jamaica High Mountain (JHM) with an average of less than 10% defects.
- A marketing and investment plan for Blue Mountain Coffee
- The cocoa industry will produce between 15,000 to 30,000 Cocoa Beans with an average of less than 5% defects.
- The pimento industry will produce between 200 to 300 Metric Tonnes of whole berries

#### **V. Farm Roads Rehabilitation Project**

The Ministry through the Rural Agricultural Development Authority (RADA) will continue the rehabilitation of farm roads across the island. It is expected that for the medium-term, 350 roads (700 km) will be rehabilitated and there will be increase access to markets for farmers in these areas.

#### **VI. Irrigation Projects**

- **Essex Valley Agricultural Development Project (see policy priority 4)**
- **Southern Plains Agricultural Development Plan (SPAD)**

The project seeks to increase the areas under irrigation in keeping with the mandate of the NIC. In addition, the NIC is coordinating with other agencies, notably AIC and SCJH under MICAFA to deliver on land allocation and development objectives. SPAD is funded through a grant of approx. £17.5 million from the United Kingdom Caribbean Infrastructure Funds (UK-CIF), administered by the Caribbean Development Bank (CDB).

Three (3) parcels totalling 795 hectares have been selected for this project as detailed in Table 1:

Parish	Site	Gross Area (ha)	Key Infrastructure Activities
St. Catherine	Amity Hall/ Bridge Pen	480	Installation and rehabilitation of irrigation, drainage and farm roads
Clarendon	Parnassus	315	Rehab of Irrigation, Drainage and farm roads
<b>TOTAL</b>		<b>795</b>	

- **Pedro Plains Feasibility and Preliminary Design Studies**

The Ministry through the National Irrigation Commission will conduct a Feasibility Study and Design for the expansion of the Pedro Plains Irrigation System utilizing surface flows from the Black River. The Feasibility Study will seek to present three (3) comprehensive alternative developmental scenarios of hydraulic development for the identified project area in the context of the environment impact and assessment and prepare engineering designs of the chosen developmental scenario. The command area comprises 10,458 hectares and it is expected to increase the area under irrigated agriculture by approximately 1,450 ha. The project seeks to address the threat of saline intrusion from over pumping the aquifer and is expected to generate a surplus of water supply that will be available to satisfy expanded demand for domestic, tourism and agricultural purposes in the area. Funding of the Feasibility Study will be done through FASEP (Fonds d'etude et d'Aide au Secteur Prive) which is a French fund designed to benefit developing countries, in particular emerging markets, with French industrial know-how and engineering.

- **GOAL(S):** (1) To increase agricultural production and productivity including self-sufficiency in Irish potato, onion and strawberry by 100%, 60% and 50% respectively (2) To achieve food security by 2020 (FNS Policy) (3) Increase access of local produce to markets, finance and appropriate infrastructure and technology

- **PLANNED BUDGET: \$3.4B**

[\$1B – PIP, \$1.188B – Farm Roads, \$1B – Agro-Parks (ACPBP), \$186M – Feasibility study]

- **END-OF-YEAR TARGET:**

- I. **Agro-Parks and Agro-Economic Zones Development Programme**

- Spring Gardens Agro-Parks 60% established
- Hounslow Extension Agro-Park 505 established
- Approved Proposal for the development of an Agro-Economic Zone at the previous Holden Sugar Plantation in St. Elizabeth initiated

## II. Competitive Products Development Programme

- Strawberries
  - Greenhouse for strawberry planting material at Top Mountain Research Station (TMRS) established
  - Geographical areas suitable for strawberry production identified
  - 16 small-scale growers trained including women and youth
- 100% self-sufficiency in irish potato
- 45% self-sufficiency in onion

## III. Orchard Development Programme

- 1,215 hectares (3,000 acres) of land secured for mango orchards
- An irradiation (hot water treatment) facility at the export facility at the Norman Manley international Airport (NMIA) established
- Root stock and grafting material to establish mango orchards produced

## IV. Revitalization of Traditional Export Crops and Development of Non-Traditional Export Crops

- Full establishment of the Jamaica Agriculture Commodities Regulatory Authority
- Development of a Marketing Strategy for local Coffee
- Jamaica Sweet Potato Industry
  - 80 acres to be planted
  - 2,000 - 3,000 tons to be harvested
  - Three satellite nurseries outside of the main one at Bodles Research Centre established
  - Two “clean” local varieties distributed
- Ginger Expansion
  - At least 50% increase in productivity per holding
  - 45 hectares of ginger established
  - 225 farmers assisted
  - 102,262.5 kg of planting material available to farmers
  - 630 tons of green ginger produced
- Yam Development
  - 45 hectares of sweet yam established
  - 450 farmers targeted
- Dasheen Expansion
  - Dasheen production increased by 96.5 hectares
  - 537 dasheen farmers trained in good agricultural practices
- Pineapple Expansion and Rehabilitation
  - 112 hectares to be planted
  - 3,529 tons to be harvested (15% increase)
- Hot Pepper Production
  - 5% increase in the production of Quality Declared Scotch Bonnet Seeds
  - Pest and Management Guideline for the Tobacco Etch Virus (TEV) and ‘black seed’ (*Alternaria spp*) in SB peppers developed
  - Pest and Disease Management programme for hot peppers in Jamaica developed

## V. Farm Roads Rehabilitation Project

- 100 farm roads (198 km) to be rehabilitated

## VI. Irrigation Development Programme

- EVADP
- SPADP – engage PEU staff; complete engineering designs and land survey
- Feasibility Study and Designs for Pedro Plains completed

### ■ ACHIEVEMENTS TO DATE:

#### 1. Agro-Parks and Agro-Economic Zones Development Programme

- a. 80% of Spring Gardens Agro-Parks established

#### 2. Competitive Products Development Programme

- a. Strawberries
  - Identification and test for appropriate varieties of strawberries conducted
  - Designs for the establishment of greenhouse and the accompanied security features at the Top Mountain Research Station (TMRS) prepared
- b. Onions
  - 33 hectares in production with 455 tonnes being harvested
  - Three farmer engagement meetings were conducted which provided farmers with information on types of microcredit options available from financial institutions.
  - There has been an increase in acreage with over 86 new entrant farmers in cultivation, cost of production and marketing of onions.
- c. Irish Potato
  - 85% self-sufficiency
  - 895 hectares planted
  - 590 hectares reaped
  - 7,537 tonnes harvested
  - 3,745 farmers benefitted from 21 sensitization workshop sessions

#### 3. Orchard Development Programme

- a. Materials and inputs procured to establish mango plantlets for mango orchards
- b. Stakeholder consultation held for the establishment of a modular Hot Water Treatment Plant at the Norman Manley International Airport (NMIA) to facilitate the export of mangoes

#### 4. Revitalization of traditional export crops and development of non-traditional export crops

- a. Sugar Transformation Programme
  - The programme is in its close out phase.
  - Close out activities are being carried out.
  - Prepare final Close Out reports for submission in December 2018
- b. Jamaica Sweet Potato Industry
  - 44 acres in production with an expected 440 – 660 tonnes to be harvested
  - 2 Demonstration plots established to expose the Beauregard variety to farmers
- c. Ginger Industry

- Production of clean planting material for ginger using tissue culture (in collaboration with Scientific Research Council)

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**5. Farm Roads rehabilitation project**

- a. 69 farm roads (98.9 km) rehabilitated
- b. 25 farm roads are in the process of rehabilitation

**6. Feasibility Study and Designs for Pedro Plains**

- a. FASEP Grant approval of €692,540 to Societe du Canal de Provence (SCP)
- b. Signed MOU between NIC on behalf of GOJ and Steering CP
- c. Visit scheduled for Dec. 2018 by SCP to agree work plan.

**7. SPAD Plan**

- a. Sites Identified and confirmed
- b. Signed Grant Agreement for Feasibility Study
- c. Hired Consultants to complete assessment of sites and provided information to allow for completion of CDB Appraisal Report for approval by Dec. 2018

**SUPPORTING POLICY PRIORITY 3: INCREASE ACCESS OF LOCAL INDUSTRIES TO EMERGING AND EXISTING MARKETS**

- **DESCRIPTION:** The Ministry recognizes that to optimize production and productivity across the agriculture, manufacturing and services sector, implementation of market research for select industries should be prioritize and given concentrated funding. In 2019/20 – 2022/23, the Ministry will focus on four (4) main industries and the emerging markets and trends. They are the:

- I. **Fisheries Industry and the Blue Economy**
- II. **Local Cannabis Industry**
- III. **Castor Bean Industry**
- IV. **Bamboo Industry**

The Ministry is in the process of developing action plans for the above industries including marketing strategy for their sustainability and viability. The Ministry seeks to create an enabling environment to support growth in these industries – build global and local competitiveness; diversify local production along the value chain; and conservation and sustainable use of local resources. One of the main activities is to amend/develop legislations to support these industries especially in the case of fisheries and cannabis as it relates to their use and distribution. This includes the strengthening of the regulatory authorities namely Fisheries Division and Cannabis Licensing Authority.

- **CONTEXT:** The United Nations Conference on Trade and Development (UNCTD) notes that the oceans and seas cover over two-thirds of the earth’s surface, provide food and minerals, generate oxygen, absorb greenhouse gases, determine weather patterns and temperatures and serve as highways for sea-borne international trade. The Oceans Economy commonly known as the **Blue Economy** encompasses all economic activities emanating from oceans, wetlands and coastal zones. It is recognized worldwide that the development of this economy must emphasize greener, more sustainable and inclusive paths. Jamaica’s Blue Economy encompasses twenty-five times that of its land mass but Jamaica is barely reaping any benefits while losing resources due To Illegal, Unregulated and Underutilized (IUU) Fishing. Similarly, with the advent of the local decriminalization of ganja and the international acceptance of medical cannabis, as well as existing local and export markets, Jamaica’s cannabis is ripe for research and commerce. The Ministry must create an enabling environment for the growth of both the fisheries (deep sea) industry and local cannabis industry while regulating to ensure proper usage.

Moreover, both castor bean and bamboo are primary produce that yield high-value added products that can be produced locally. With the advent of the available arable previously owned sugar lands, the production of these produce can be ramped up and distributed for value added production.

- **GOAL(S):** To facilitate the sustainability and viability of the select local industries through the integration of emerging and existing markets
- **PLANNED BUDGET:** Fisheries component – \$132.72M

■ **END-OF-YEAR TARGET:**

- I. Action plans for cannabis, bamboo and castor beans completed
- II. Access to finance for licensed/conditional licensed cannabis provider
- III. Fisheries Industry development
  - Drafting of supporting regulations for the Fisheries Bill
  - The modernization of the Fisheries Division to a new performance based institution in line with the establishment of the National Fisheries Authority by the Fisheries Act of 2018.
  - Modernize the Fisheries Licensing and Registration systems phase 1
  - Standards for the production and exports of Live Lobsters to international markets.
  - 5% of coastal fishery water (down to 30 meters) protected as Fish Sanctuaries

■ **ACHIEVEMENTS TO DATE:**

- Improving the regulatory framework for sound and sustainable fisheries governance. The passing of the Fisheries Act 2018 is one major milestone along that path.
- Jamaica hosted the Caribbean International Bamboo Symposium (CIBS) on November 27 – 28, 2018

### **SUPPORTING POLICY PRIORITY 3: STRENGTHEN MSMEs' CONTRIBUTION TO JAMAICA'S ECONOMY**

- **DESCRIPTION:** The intention of this programme is to facilitate the expansion, productivity and sophistication of the Micro Small and Medium Sized Enterprises in Jamaica by building out supporting mechanisms directed at improving the performance of the sector and fostering inclusive growth. The potential linkages among MSMEs, in manufacturing services, agriculture, tourism and craft are highly transformational. The MSME & Entrepreneurship Programme spans a series of activities aimed at improving financing opportunities and options for MSMEs, increasing access to markets inserting MSMEs in supply and value chains and providing agricultural extension services; fisheries extension services; and business development support through, *inter alia*, a network of Small Business Development Centres (SBDCs) Island-wide, fostering and promoting a deep-seated culture of entrepreneurship and social value creation. In addition, there is recognition that farmers and fishers need to be integrated into business culture and as such the Ministry will be interlinking the duties of all its Business Development Organizations including Rural Agricultural Development Authority (RADA) and Jamaica Business Development Corporation (JBDC).
- **CONTEXT:** The importance of business participation to the economic growth and development of any country is fully accepted and endorsed by policy makers, scholars and economists. The Jamaican business landscape is characterized by large numbers of small and agile firms, the majority of which are in the MSME sector. It is estimated that over ninety percent (90%) of new employment comes from the MSME sector and that over 97% of classified taxpaying businesses are MSMEs, which indicates the importance of the MSME sector to Jamaica's development. The sector is a major catalyst in any effort to induce inclusive growth, social development and job creation. Moreover, the sector is indispensable to achieving broad-based and inclusive growth. The development of the MSME sector is critical to the transformational growth envisioned for other sectors of the economy such as manufacturing, agriculture, logistics, offshore services and tourism.

Policy efforts are needed to facilitate the integration of MSMEs into the global supply and value chains. To this effect, enabling the participation of these firms into the Special Economic Zone (SEZ) regime and a multimodal approach to exports is of paramount importance, particularly as we aim to ensure that the benefits of attracting foreign and domestic direct investment in these zones is shared among smaller local players. This will only be possible if they are empowered to take advantage of these possibilities by increasing their capacity to supply the international market place with increased quality in goods produced and service delivery. MSMEs are the largest segment of the private sector by number of firms at 83% and must therefore be provided with the capacity to integrate into dynamic value chains, thereby tapping high-growth business opportunities. Without a robust and dynamic MSME sector, the growth that is expected to result from the large-scale and strategic investments would only serve to reinforce the “enclave economy” which has characterized the pattern of economic growth and development throughout the country's entire history. The Government of Jamaica is therefore actively pushing for increased participation by more local firms in the formal economy.

MICAF will be seeking to implement the Updated MSME and Entrepreneurship Policy. The Ministry also recognises that some special attention will be directed to the micro productive enterprises to encourage their integration into the formal economy and to facilitate their access to funding sources that meets their direct objectives. Very importantly, the MICAF will continue to strengthen financing and linkages for the MSME sector, including the severely under-served micro-enterprises.

■ **GOAL(S):**

- To improve the business environment regarding starting a business, business formalization, accessing credit, and resolving insolvency
- To increase the number of MSMEs being integrated into global supply and value chains and participating in export activities
- To increase the formal operations of MSMEs through adequate business development support services
- To increase financing opportunities/options for MSMEs including the micro productive sector
- To increase linkages between MSMEs in Manufacturing, agriculture, services including offshore services, craft and tourism.
- To maximise the opportunities for social value creation, leveraging the social enterprises model
- Increase the opportunities for youth, the disabled and women to utilize business and entrepreneurship to enhance their economic and social wellbeing.

■ **PLANNED BUDGET: \$38,612,057.00**

■ **END OF YEAR TARGETS**

- Comprehensive review of the Secured Interest in Personal Property Act (SIPPA)
- 3 Small Business Development Centres established targeting 400 clients
- 5 new high schools with embedded entrepreneurship programmes
- 4 beneficiaries of the Women Entrepreneurship Support Project awarded grants for business creation and expansion (joint project with Bureau of Gender Affairs)
- Concessionary loan facility for the micro productive sector
- Code of conduct established for Social Enterprises
- Action Plan developed for the legal form of Social Enterprises
- Facilitate a Value Change Linkage Project in partnership with other stakeholders
- Develop an online directory of MSME support services providers
- Design a comprehensive programme to provide farmers with business training
- Micro credit legislation reflective of MICAF's position

■ **ACHIEVEMENTS TO DATE:**

- Updated MSME & Entrepreneurship Policy tabled as White Paper
- Catalogue of MSME related initiatives published on MICAF's Website
- Finalized Set Aside Regulations for the Government Procurement Act
- MSME National Policy Implementation Committee established
  - 4 MSME sub-working groups established
- Facilitated the production of 3 Industry Value Chain Reports
- Secured Consultancy for exploring the efficacy of the Unclaimed Funds Scheme
- Established budget for the expansion of the SBDC Network across the country
- Establishment of Jamaica as a member of the Caribbean SBDC Network
- Streamlining of MSME related agencies – SSF, MIDA & the EXIM Bank
- Preparation of Discussion Paper on informality in the MSME Sector

## **SUPPORTING STRATEGIC PRIORITY 4: BUILD CLIMATE-RESILIENT AGRICULTURE VALUE CHAINS**

- **DESCRIPTION:** The Ministry will review and update the National Agriculture Sector Plan (Vision 2030) by mainstreaming climate resilience and inclusivity. This 10-year Action Plan will incorporate climate variability and crop/livestock/fisheries modelling in determining priority production. In addition, key age/gender/social inclusive strategies and actions will be developed to ensure inclusion of all groups in the development of the sector. Parallel to the development of this Plan, on-going climate and gender training of policy-makers, extension officers and technical officers will be implemented and climate resilience along with social inclusiveness will be a requirement to all future and current MICAF's policies, programmes and projects. Further research on climate risk management along the agricultural value chain will be incorporated in planning including research on climate resilient inputs and products. Key programmes and projects include
  - **Essex Valley Agricultural Development Project**

The Essex Valley Agriculture Development Project (EVADP) will supply irrigation water to over 700 hectares of farmland in Essex Valley, positively impacting the livelihoods of over 700 farmers. The major components under EVADP include:

    1. Improved Irrigation Systems
    2. Enhanced Agricultural Production, Marketing Facilities and Systems
    3. Energy Efficiency/Renewable Energy
    4. Technical Assistance
  - **RADA Production Incentive Project**

This project supports climate resilience in select agricultural initiatives by funding the inputs needed to prepare, maintain and harvest produce demonstrating climate-smart techniques. In addition, this project funds inputs needed to resurrect farms impacted by disaster – floods, drought, and hurricane. Similarly, to other programmes, its success is based on the synergy built among the government and private sector.
  - **Promoting Community-Based Climate Resilience in the Fisheries Sector Project (PCBCR):** The Promoting Community-Based Climate Resilience in the Fisheries Sector Project is a US\$4.875M, five year project which was granted effectiveness March 2018. It is expected to end March 31, 2023. The Project seeks to build community-based climate resilience among targeted fishing and fish farming communities. The key outcomes expected from the Project include:

- I. Strengthened and climate-smart fisheries and aquaculture policy and regulatory framework;
- II. Reduced vulnerability of the targeted fishing and fish farming communities to climate shocks;
- III. Diversified and strengthened livelihoods of targeted artisanal fishers and fish farmers.

The above-mentioned outcomes will be accomplished through:

- IV. Component 1: Strengthening the Fisheries and Aquaculture Policy and Regulatory Framework.
- V. Component 2: Diversification, Alternative Livelihoods and Aquaculture for Sustainable Fisheries and Aquaculture including: i) Community-based Aquaculture, ii) Coastal Mariculture/Poly-culture, and iii) Artisanal Longline fishery for Pelagic species. And,
- VI. Component 3: Capacity Building and Awareness Raising including: i) Training, ii) Support to fishers' and fish farmers' organizations, and iii) Awareness building and behaviour change.

The Promoting Community-Based Climate Resilience in the Fisheries Sector Project is to be executed over a 5-year period by the Fisheries Division of the MICAFA.

- **CONTEXT:** According to climate models, by 2050, a major portion of the impacts of climate change will be manifested through an increase in climate variability and extreme weather events. Projections for climate variability include: a decrease in the length of the rainy season by 7-8%; an increase in the length of the dry season by 6-8%; a 20% increase in the frequency of intense rains, and an increase in the frequency of more intense hurricanes. Based on the experience of the past and these projections: agriculture on hilly slopes will experience further degradation with increased incidence of drought and intense rainfall; crops will become more exposed to pests and diseases; water availability will be uncertain with changes in rainfall patterns; soil productivity will be reduced overtime; traditional crops and livestock may not be able to withstand increased temperatures and other extreme climate conditions.

Climate change represents an immediate threat to the sustenance of the livelihoods of persons in coastal communities, and fisheries represents one of the sectors that is most vulnerable to the vagaries of climate change. Recognising this, the project has been implemented to build resilience of persons who operate in the fisheries sector to climate change. Resilience will be built through ensuring that policy and legislation for fisheries is climate-smart, fisher folk and fish farmers have access to climate resilient livelihood opportunities and improved community led sustainable fisheries management to build resilience of the marine and coastal ecosystems.

Climate change poses a serious risk to agriculture. Unpredictable weather can be disastrous for agricultural production, but climate change's impacts extend beyond just production: they affect the entire agricultural value chain, from the quality of seeds through to how food is processed, transported and consumed. To date, most of the action taken to address climate challenges in agriculture has focused on production alone. However, MICAFA recognizes that we need policies and approaches that recognize that climate risks affect the entire value chain. Currently, MICAFA and select portfolio agencies are promoting climate- smart agriculture and will be mainstreaming climate resilience in all policies, programmes and projects geared towards development of the agricultural sector.

- **GOAL(S):** To develop a climate-resilient agricultural sector and to increase the adoption of climate resilient practices among targeted farming and fishing communities in Jamaica
- **PLANNED BUDGET:** \$830M
- **END-OF-YEAR TARGET:**
  - I. Ten-year Agriculture Sector Plan 2020 - 2030
  - II. **EVADP**
    - Six irrigation wells drilled
    - 100% of Global GAP infrastructural designs completed
    - 50 farmers trained
    - 50% of Climate vulnerability assessment completed
    - 10% of crop vulnerability assessment completed
    - 50% of farm roads design completed
  - III. Phase 1 of PCBR Project completed
- **ACHIEVEMENTS TO DATE:**
  - I. GOJ/Adaptation Fund Programme completed
    - 43 Roof catchment Systems installed
    - 15 rainwater harvesting systems using ponds/tanks installed

## **II. PCBR Project**

- One (1) Project Implementation Unit Consultant hired
- Terms of references for consultancies being developed
- Annual Operational Budget approved
- Procurement Plan approved

**STRATEGY 2: DEVELOPMENT AND MAINTENANCE OF ENABLING AND FACILITATING BUSINESS ENVIRONMENT**

**SUPPORTING POLICY PRIORITY 5: IMPROVE THE EASE OF DOING BUSINESS TO FACILITATE INVESTMENT IN JAMAICA**

1. **DESCRIPTION:** For 2019/20 – 2022/23, the Ministry has two main programmes with projectised activities to ensure effective implementation of TF Action Plan while supporting current and future investments. The two main programmes are Trade Facilitation Programme and Investment Promotion Programme which are led by the Ministry’s Trade Unit and Jamaica Promotions Corporation (JAMPRO) respectively. In addition, they are supported by MICAFA Business Development Entities (BDEs)<sup>2</sup> including Consumer Affairs Commission (CAC) and Fair Trade Commission (FTC).

The Trade Facilitation Programme seeks to implement the trade reforms, while simultaneously ensuring that appropriate trade policy prescriptions are in place to preserve the livelihood of our farmers, fishers and to ensure the nation’s food safety and security. Concurrently, the Investment Promotion Programme seeks to ensure that Jamaica’s business environment support the increase in Foreign Direct Investments (FDIs), Local Direct Investments (LDIs), local jobs and businesses. All this development is premised on the protection of consumer rights and the upholding of fair competitive spaces.

In addition, it also prioritizes the strengthening of the capacity of local industries to take advantage of/protect from regional and global trade agreements.

Key to the success of these programmes is a mandate of job creation and inclusion through synergies with both government entities and private sector including Community-Based Organizations.

2. **CONTEXT:** In 2016, Cabinet approved the implementation of the Trade Facilitation (TF) Road Map and Action Plan. The TF Action Plan outlines 113 individual activities. These 113 activities are grouped into 6 Outputs, and MICAFA has been assigned responsibility for the implementation of Outputs 4 and 5, which aim to improve transparency and predictability in the trading environment as well as the enhancement of the country’s trade support services. In addition, MICAFA host the secretariat of the Trade Facilitation Programme.

3. **GOAL(S):** Jamaica's trading environment to be more transparent and predictable and traders have better access to trade information

4. **PLANNED BUDGET:**

5. **END-OF-YEAR TARGET:**

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<sup>2</sup> MICAFA’s Business Development Entities include Office of Government Trustee; Jamaica Business Development Corporation;

- 10% of the National Trade Facilitation measures which includes
    - Further build out of the TF secretariat – staffing, equipment and capacity building including global international training and conferences
    - Jamaica Trade Information Portal operational
    - 4 out of 8 BRAs will be plugged into Electronic Single Window
    - Organizational redesign for border regulatory agencies completed
    - Risk Management Unit at National Compliance Regulatory Authority
    - Feasibility (Cost- Benefit) study on the TFAP will be completed
  - Increase investment in Jamaica which includes
    - FDI & LDI = US\$719.3M
    - Export Sales = US\$614.8M
    - Jobs created through programme = 14,864
    - National Branding Strategy developed
    - Targeted innovative promotions and marketing initiative continues
- **ACHIEVEMENTS TO DATE:**
- I. Trade Facilitation secretariat established under MICAF’s Trade Unit
  - II. Funding approved for Feasibility Study on Trade Facilitation Programme
    - Launch of Online Trade Information Portal Consultancy
    - Full streamlining of border regulatory agencies (BRA) in ASYCUDA system – all (7) MICAF’s BRAs is integrated in the ASYCUDA
  - III. Secured consultant for the development of the National Branding Strategy

## SUPPORTING STRATEGIC PRIORITY 6:

## STRENGTHEN THE NATIONAL QUALITY INFRASTRUCTURE

- **DESCRIPTION:** This priority seeks to create a strategic framework for the National Quality Infrastructure (NQI) in Jamaica through the strengthening of its institutions and regulatory framework. It seeks to facilitate the implementation of programmes geared towards meeting international standards and quality via **standards development, accreditation, and certification**; and is implemented chiefly through three (3) public bodies under the ambit of the Ministry namely, the Bureau of Standards Jamaica (BSJ), the Jamaica Agency for National Accreditation (JANAAC), and the National Certification Body of Jamaica (NCBJ).

One of the major strategies to strengthen the NQI was the separation of regulatory and standards development functions of the Bureau of Standards. This led to the formation of the National Compliance and Regulatory Authority (NCRA). MICAF will continue to revise the functions of the NCRA to ensure enforcement of mandatory standards (public safety) parallel to the transformation of market standards (best practice) from mandatory to technical (voluntary). As well as implement the National Quality Infrastructure Policy.

- **CONTEXT:** To facilitate trade, industrial growth and the protection of health and public safety, the Government of Jamaica (GOJ) must develop and implement an effective quality infrastructure that meets the needs of domestic industry and is fully compliant with the country's international and regional trade commitments. Developing and implementing a National Quality Infrastructure enables Jamaican enterprises to meet the demands of a multilateral trading system and provide credible proof that Jamaican products conform to international standards. Furthermore, this programme supports the achievement of the National Development Goals as expressed in the National Development Plan – Vision 2030 Jamaica by facilitating the production and export of quality goods and services through the establishment and use of the National Quality Infrastructure (NQI) to ensure compliance with global market requirements.
- **GOAL(S):** To create a national framework for the development of a sustainable “standards led, market driven” economy supported by a culture of quality to achieve global competitiveness and consumer protection.
- **PLANNED BUDGET:** See Section 2.7
- **END-OF-YEAR TARGET:**
  - I. National Quality Policy tabled as a white paper
  - II. Compliance programme strengthened
    - Over 11,700 inspections conducted
    - 4,100 samples collected
    - 9,100 weighing and measuring devices verified

- 100% of enforcement actions taken against non-compliant products and entities identified
    - 20% of product sampling and inspection employs a risk-based approach
  - III. Accreditation and Certification programme strengthened and continued
    - Four (4) new clients accrued
    - 31 Accreditation certificates awarded
    - 2% increase in regional clients supported by JANAAC
- **ACHIEVEMENTS TO DATE:**
  - I. Draft National Quality Policy tabled in Cabinet
  - II. Compliance programme strengthened
    - 11,640 inspections conducted
    - 4,056 samples collected
    - 9,048 weighing and measuring devices verified
    - 100% of enforcement actions taken against non-compliant products and entities identified
    - Risk Management Unit established
  - III. Accreditation and Certification programme strengthened and continued
    - Three (3) new clients accrued
    - 30 Accreditation certificates awarded
    - 31% of clients are regional clients supported by JANAAC

## **SUPPORTING STRATEGIC PRIORITY 7: STRENGTHEN AGRICULTURAL HEALTH AND FOOD SAFETY SYSTEMS**

- **DESCRIPTION:** The AHFSS is an essential component of strengthening the National Quality Infrastructure and aims to promote the development and implementation of a strategic framework for Agricultural Health and Food Safety in Jamaica that includes the strengthening and harmonizing of the existing local plant and animal health standards, food safety standards for production, consumption and trade in food products. This programme is executed by the Food Storage and Prevention of Infestation, the Veterinary Services and the Plant Quarantine branches of the Ministry. For the Medium-Term, to strengthen the Agricultural Health and Food Safety, the Ministry will focus on managing the emergent Frost Pod Disease which is destroying the local Cocoa Industry – a key export crop.
- **CONTEXT:** To facilitate trade, industrial growth and the protection of health and public safety, the Government of Jamaica (GOJ) must develop and implement an effective quality infrastructure that meets the needs of domestic industry and is fully compliant with the country's international and regional trade commitments. Developing and implementing a National Quality Infrastructure enables Jamaican enterprises to meet the demands of a multilateral trading system and provide credible proof that Jamaican products conform to international standards.

### ***Frosty Pod Rot Disease (FPRD) Management Project***

In August 2016, Jamaica's Ministry of Industry, Commerce, Agriculture and Fisheries (MICAFA) began management activities for the Frosty Pod Rot (FPR) (*Moniliophthora roreri*) disease affecting cocoa pods. FPR disease was first detected in the parish of Clarendon; since then it was found in the parishes of St. Catherine, St. Andrew and St. Mary. The management of the FPR disease was given to the Plant Quarantine Produce Inspection Branch as the National Plant Protection Organization (NPPO) of Jamaica in September 2017 with a management structure including a technical management committee and the reissuance of a Frosty Pod Rot Order 2017. In January 2018, the Government of Jamaica granted budgetary approval of Two Hundred Million Dollars (\$200,000,000.00) for the management of the FPR project in phase I.

However, due to the length of procurement and human recruitment process which does not regard the emergency nature of the project, phase 1 will not be completed in FY2018/19. The Ministry will continue to implement phase 1 and expedite phase 2 to address the continued spread of the Frosty Pod Rot Disease.

- **GOAL(S):** To strengthen the national framework for agricultural food health and safety in Jamaica via standards advancements and protection.
- **PLANNED BUDGET:** See section 2.7

▪ **END-OF-YEAR TARGETS:**

- 20% of butchers and processors certified under the new training curriculum system
- Baseline survey for livestock farms to broaden local food safety certification
- Continued Implementation of the National Identification and Traceability System for Cattle. 8,000 cattle to be tagged.
- Implement 25% of Consultancy Recommendation to modernize PQ Branch
- 1,600 imported plants, plant products, and regulated articles certified for entry
- Tarpaulin and hot water treatment plant established
- Continue Pest Risk Analysis (PRA) completed by PQ Branch
- Conduct 17,040 inspections (ships, shipping containers, food establishments, post-harvest facilities)
- Conduct 1,100 disinfestation operations

▪ **ACHIEVEMENTS TO DATE:**

- Training curriculum for butchers and meat processors developed in conjunction with HEART.
- Standards and protocol to guide establishment and operation of abattoirs in accordance to international standards
- 10,000 cattle tagged
- 15,035 inspections (ships, shipping containers, food establishments, post-harvest facilities) conducted by FSPID
- 880 disinfestation operations conducted
- 1,200 imported plants, plant products, and regulated articles certified for entry
- Frosty Pod Rot Disease Management response initiated
  - Two Contracts were awarded to undertake the implementation of the cultural to contain and reduce the spread of the disease. One of the two pruning and stripping contract was received on August 23, 2018 and works began on September 3, 2018. Second contract was awarded on October 11, 2018 and work began on October 16, 2018.
  - To date ninety (90) acres have pruned, stripped and shade management practices employed under the management activities. Ninety (90) farmers have benefitted from twelve (12) communities in St. Mary.

**SUPPORTING POLICY PRIORITY 8: BUILD THE CAPACITY OF MINISTRY AND ENTITIES TO EFFICIENTLY AND EFFECTIVELY IMPLEMENT POLICIES, PROGRAMMES AND PROJECTS**

- **DESCRIPTION & CONTEXT:** The Ministry of Industry, Commerce, Agriculture and Fisheries is always seeking to raise its bar on performance, especially regarding the delivery of first-class service to its clients. The Ministry is, therefore, in a continuous cycle of development and enhancement of itself as a regulator and a service delivery entity. Consequent on other recent initiatives, the Ministry is focused on the restructuring of critical Divisions and facilitating the strengthening of the institutional capacity of the Ministry. Thus, the Ministry will embark on the following initiatives under this programme:
  - i. Implementation of ISO 9001:2015 Quality Management System (QMS) across the Ministry and its Departments and Agencies;
  - ii. Accreditation of select laboratories for tests and inspection;
  - iii. Restructuring of critical Divisions and Entities, including mergers such as
    - a. Complete operationalization of JACRA
    - b. Establishment of the National Fisheries Authority
    - c. Implementation of recommendations for PQ/PI branch restructuring
    - d. Establishment of MICAF's Customer Services Branch
  - iv. Restructuring of the National Compliance & Regulatory Authority (NCRA)
  - v. Rehabilitation of the Bodles Research Station (BRS) - five year development plan which seeks to transform the BRS into a Centre of Excellence by 2022. As part of the Bodles Rehabilitation Development Plan, an infrastructure project has begun in January 2018 to improve specific infrastructure over the five-year period.

The main challenges and issues facing the Ministry are inadequate budget which has resulted in an ad hoc roll out of major changes; and inadequate human resource skills. Nevertheless, the key initiatives for 2019– 2023 will include developing and implementing improvement programmes under Business Continuity Planning; Change Management; Service Delivery; Performance Management; Knowledge Management and Business Processes; and Customer Service.

- **PLANNED BUDGET:** Budget for each activity is outlined in respective Ministry's Entities and Divisions Plans.
- **GOAL(S):** To increase efficiency and enhance the Ministry's service delivery to its clients.
- **END-OF-YEAR TARGET:**
  - I. ISO QMS Targets:
    - Achieve ISO 9001:2015 QMS pre-certification status four (4) external entities
    - Achieve ISO 9001:2015 QMS pre certification status for one portfolio entity namely Anti-Dumping & Subsidies Commission (ADSC) – submit application to National Certification Board of Jamaica (NCBJ)
    - Application made for External ISO Certification of MICAF by NCBJ (1<sup>st</sup> Ministry to attain international accreditation)
    - **15 Agencies ISO 9001:2015 QMS Certified**
  - II. At least 2 out of 5 critical laboratories will be internationally accredited for select lab tests
  - III. Modernization initiatives on-going;

- Complete review of technical divisions under the Industry and Commerce portfolios
  - Implementation of the modernisation plan for Research & Development Division; Fisheries Division and Plant Quarantine/Produce Inspection Branch
- IV. On-going development/amendment of legislations to clarify NCRA roles
- NCRA Act (New)
  - Petroleum (Quality Control) (Certification of Quality) Regulation 2017 (New)
  - Standards Act 1968 (amendment)
  - Processed Foods Act 1959 (repealed)
  - The Processed Food Act 2017 (amendment)
  - Weight & Measures Act 1976 (repeal & replace with a Metrology Act)
- V. Bodles Rehabilitation Development Infrastructure Project continues
- **COMPONENT1: Infrastructure upgrade**
  - **COMPONENT 2 Research and tech. improved.**

▪ **ACHIEVEMENTS TO DATE:**

I. Achieve ISO 9001:2015 QMS pre certification status<sup>3</sup> for seven entities:

- FTC – Fair Trade Commission
- JIPO – Jamaica Intellectual Property Office
- CAC - Consumer Affairs Commission
- COJ – Companies Office of Jamaica
- DCFS – Department of Cooperatives and Friendly Societies
- FSPID – Food Storage and Pest Infestation Division
- TBL – Trade Board Limited

**Application for Certification made to NCBJ for all seven entities**

- Pre-certification tasks in progress for one portfolio entity: ADSC
- Pre-certification tasks in progress for MICAF

II. Two (2) laboratory tests 50% complete towards accreditation

III. Modernization initiatives on-going

- Fisheries Division
- Plant Quarantine and Produce Inspection Branch
- Customer Service Branch

IV. Bodles Rehabilitation Development Infrastructure Project:

**COMPONENT 1 Infrastructure upgrade**

- **Security system overhauled** – Some security paraphernalia procured and ready to be installed. Security Access to refurbished Project Office and Lighting for renovated houses 100% completed.
- **Farm machinery procured** – Bid evaluation completed and to be awarded
- **Selected residences, offices & sanitary facilities renovated** – Two residences and an absorption pit 100% completed; One Office 100% completed; Two others (Crop Research and Customer Service) 35% completed; Sanitary facilities 35% completed; Plinth for Generator 100% completed
- **Dairy Parlour and barn rehabilitated** – Existing Dairy Parlour 100% rehabilitated; Dairy Barn construction 35% completed

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<sup>3</sup> Pre-certification status include Quality Manuals compiled; Mock Audits 1 & 2 conducted; documentation prepared for Corrective Action (CA), Root Cause Analyses (RCA) & Management Review (MR)

- **Designs and drawings for selected buildings** – Designs and drawings 40% completed
- **New piggery Unit designed** – Farrowing pen along with roof 100% rehabilitated; Farrowing Crates to be delivered in Jan. 2019.
- **Irrigation system and solid waste disposal systems upgraded** – Three Irrigation Travelers procured. Recommissioning of Domestic Well Contract to be signed January 2019.
- **Post- Harvest laboratory renovated** – Post Harvest Lab renovation 35% completed
- **Biological Control facility renovated** – Bio control Lab commenced renovation Jan. 4, 2019 – 5% completed.
- **Aero & Hydroponics systems constructed** – Hydroponics system bid evaluated and to be awarded.

#### **COMPONENT 2 Research and tech. improved.**

- **PEQ Laboratory upgraded and certified** – Lab equipment ordered, servicing of other equipment procured, and Certification is pending delivery of these

#### **COMPONENT 4 Institutional Strengthening**

- **Specialized Consultants hired** – Consultancy to address the Restructuring/ Modernisation of the Research and Development Division is 30% completed.

Two Livestock Consultancies were procured but neither were able to sign contracts as they could not provide a Tax Compliance Certificate. The Procurement is being done through Direct contracting with the UWI for DNA mapping of the Jamaica Hope dairy herd. The Embryo Transfer consultancy is deferred to FY 2019/2020.

- **Project Management service procured** – Three of five Project Management Service providers have been contracted i.e. Project Manager, Administrative Assistant; Building Officer and two Clerk of Works in place. Other services are being procured. Office Equipment and Supplies in place.

I.

## 1.5 Institutional Framework and Strategies

In order to realize the Ministry's strategic objectives and desired outcomes outlined, the Ministry plans to implement its programmes and projects through the following strategies:

- **Efficient and Effective Procurement:** The Ministry will ensure that value for money is obtained for all its expenditure. In keeping with directives of the Ministry of Finance & the Public Service, the Ministry will procure, monitor, manage and control all purchasing of goods and services by the Ministry and its entities in accordance with FAA Act, Government of Jamaica's Handbook of Public Sector Procurement Procedures, and the Public Sector Procurement Policy and any other procurement Guidelines. These activities will be carried out through the on-going assistance of the Ministry's Procurement Committee consisting of members with select knowledge base. The Ministry will place emphasis on the integration of procurement planning within all its programmes and policies through the facilitation of training of select staff in the Ministry and all its entities, as well as constantly updating and adapting the procurement system to fit the procurement needs of the Ministry. The Ministry also intends to implement the new "Set Aside" procurement policy in relation to MSMEs as soon as the appropriate arrangements are in place.
- **Environmental Sustainability:** The Ministry and its entities will continue to promote best practices, and national/international standards in the development and implementation of all its programmes, policies and projects. Moreover, the Ministry recognizes that its activities are a part of a whole and will continue to build partnerships with other Ministries, the private sector, tertiary and research institutions and local and international NGOs to ensure sustainability of all natural resources and food safety and security.
- **Enhanced Communications:** An effective communications strategy will be designed to ensure that there is clear information provided to external and internal stakeholders.
- **Financial Management and Accountability:** The Ministry, in keeping with the directives of the Ministry of Finance and the Public Service, will continue to ensure uniformity and harmonization in accounting practices and will satisfy the reporting requirements of users, in accordance with International Standards as well as special requirements of project donors. There is a continued commitment to prudent fiscal management of resources while maximising results.
- **Formulation and implementation strategies for Policies and Programmes:** The Ministry will formulate policies in accordance with Policy Development Framework outlined by the Cabinet Office. The Ministry will continue to implement a mechanism which will ensure that all policies and programmes are developed to incorporate relevant information in a transparent manner, and with full stakeholder participation and consultation.
- **Human Resources Management:** The Ministry will continue to strengthen its capacity by developing training programmes for all staff based on needs assessment; assist in the smooth transition of change management in newly transformed and modernized entities; facilitate a performance-based environment and; promote the use of succession planning and pre-retirement planning throughout the Ministry.
- **Modernized Information Systems and Technologies:** The Ministry will continue the adoption, development and application of affordable and cost effective Information and Communication

Technology (ICT) solutions to improve organizational efficiency. The Ministry will continue to apply cost effective solutions and applications in the Extension Services, Marketing, Research and Development as well as in Corporate Services with a view to improving service delivery to national and international customers and stakeholders. Information is the life blood of an organisation, and consequently, MICAF is committed to continual improvement and the deployment and use of cutting-edge technology.

- **Mainstreaming of Gender and Social Inclusion:** The Ministry, with accordance to the National Policy for Gender Equality, has appointed a Gender Focal Point to continue to lead the development of equal access to all opportunities regardless of sex, age, class and/or disability. The Ministry will seek to develop and implement a Gender Mainstreaming action plan that will seek to respond to both external and internal stakeholders.
- **Monitoring and Evaluation:** All programmes and projects will be monitored and evaluated on an on-going basis with formal quarterly reports being prepared for review and submission to the Office of the Cabinet, Ministry of Finance & the Public Service and other relevant stakeholders. This evaluation will be done with the view to track and or amend targets, suspend programmes, transfer resources and add activities to suit emerging issues. *[Please see details in the Monitoring and Evaluation Plan at Appendix C].*
- **Risk Management and Climate Change Adaptation:** The agricultural and other productive sectors are highly susceptible to a variety of threats, be they natural or man-made. The Ministry will be developing a Climate Change Strategy for the Agricultural Sector and mainstream adaptation and mitigation strategies in all its plans and policies. This will be led by the Ministry's Planning, Policy and Development Directorate through the Ministry's Climate Change Focal Point using a multi-sectoral approach to encompass all threats exacerbated by climate change and which will impact adversely Agricultural development. Moreover, the Ministry has developed a **Risk Management Plan (Appendix A)** which identifies, assesses and monitors risks faced by it and its portfolio agencies, and will seek to manage and mitigate these risks relative to its programmes and projects via mitigation responses to be pursued. The Ministry's responses to climatic risks to agriculture including disaster risk reduction are handled by the multi-agency Disaster Management Committee directed by the Rural Agricultural Development Agency (RADA).
- **Stakeholder Consultation:** The Ministry will consistently engage its stakeholders to solicit feedback prior to implementing policies and is thus committed to regular meetings with its key stakeholders, with a special emphasis on umbrella associations.
- **Youth Inclusivity:** The Ministry recognizes that participation of youth in all industries is essential to Jamaica's social and economic development. As such, the Ministry will collaborate with tertiary institutions to ensure that their curriculum integrates the current and future needs of a modern, efficient and competitive agricultural, manufacturing, business and service sector. Moreover, all main programmes and projects will institute a youth component that focuses on attracting and providing opportunities for youths. The Ministry will place special focus on developing youths in industries in the agricultural and creative sectors as well as in MSMEs through their various entities such as Jamaica 4-H and youth NGOs.

- **Customer-Focused Service:** The Ministry will provide sector-leading service standards to build lasting relationships that enable the expectations of the Ministry’s clients to be met and the Ministry to achieve its organizational goals. The leading tool and guiding framework is the Ministry’s Citizen’s Charter which incorporates the core values: Fairness, Accountability, Integrity, Respect, Excellence, Synergy, and Transparency.

In 2019/20, the Ministry will be implementing its 2019 – 2022 Customer Service Improvement Plan.

The Ministry drives its strategic mandate utilizing the following structures:

### 31 Divisions

1. **Executive and Administrative Divisions:** Permanent Secretary, Director General Office, Legal Office, Chief Technical Directors, Internal Audit, Principal Directors, Finance, Accounts, Budget, Human Resources Management & Development, Communications & Public Relations, Facilities & Property Management, Information, Communication & Technology, Strategic Planning, Performance Monitoring and Evaluation, Project Management and Coordination, and ISO Quality Management System
2. **Technical Divisions:**
  - **Agriculture & Fisheries** - Policy, Praedial Larceny Prevention Coordination, Agricultural Marketing Information, Economic Planning, Plant Quarantine & Produce Inspection, Public Gardens, Research & Development (R&D), Veterinary Services Division, Agriculture Land Management, Food Storage and Prevention of Infestation Division and Fisheries
  - **Industry & Commerce** - Industry, Commerce, MSME, International Trade.

### 1 Department (External)

1. Department of Cooperatives & Friendly Societies
  - Agricultural Credit Board (absorbed)

### 39 Agencies

#### **Public Bodies that are partially/fully supported through the Consolidated Fund:**

1. Agro-Investment Corporation (AIC)
2. Anti- Dumping and Subsidies Commission (ADSC)
3. Banana Board
4. Cannabis Licensing Authority (CLA)
5. Consumer Affairs Commission (CAC)
6. Fair Trading Commission (FTC)
7. Hazardous Substances Regulatory Authority (HSRA)
8. Jamaica 4-H
9. Jamaica Agricultural Society (JAS)
10. Jamaica Business Development Corporation (JBDC)

11. Jamaica Dairy Development Board (JDDB)
12. Jamaica Exotics Flavour Essence (JEFE)
13. Jamaica Intellectual Property Office (JIPO)
14. Jamaica Promotions Corporation (JAMPRO)
15. Jamaica Agricultural Commodities Regulatory Authority (JACRA)
  - a. Cocoa Industry Board
  - b. Coconut Industry Board (Regulatory functions only)
  - c. Coffee Industry Board
  - d. Export Division
16. National Irrigation Commission (NIC)
17. Office of the Government Trustee (OGT)
18. Office of the Supervisor of Insolvency (OSI)
19. Plant Genetics Resources for Food and Agriculture (PGRFA) Authority
20. Rural Agricultural Development Authority
21. Trade Board Limited

**Public Bodies that are not supported through the Consolidated Fund**

22. Agricultural Development Corporation (ADC)
23. Agricultural Marketing Corporation (AMC)
24. Agricultural Support Services and Productive Projects Fund Limited (ASSPFL)
25. Banana Insurance Fund
26. Bureau of Standards Jamaica (BSJ)
27. Coconut Industry Board
28. Companies Office of Jamaica (COJ)
29. EXIM Bank Limited
30. Fisheries Management Fund
31. Jamaica Commodity Trading Company (JCTC)
32. Jamaica National Agency for Accreditation (JANAAC)
33. Jamaica Veterinary Board
34. Micro Investment Development Agency (MIDA)
35. National Compliance and Regulation Authority (NCRA)
36. SCJ Holding Ltd.
37. Self-Start Fund
38. Sugar Commodity of Jamaica (SCJ) Legacy
39. Sugar Industry Authority (including Sugar Industry Research Institute)

Additionally, the Ministry implements key Projects to focus on critical priority areas. These are

■ **Agricultural Competiveness Programme Bridging Project - (ACPBP)**

The ACPBP is designed and implemented to facilitate the placement of Jamaica in a competitive position that will provide solutions to the structural challenges that are confronted by the local agriculture sector whilst at the same time providing an opportunity and laying a solid foundation to fully exploit the market potential which exist for Jamaican fresh produce, locally and internationally. To achieve these objectives, the following components are being financed by the project:

1. The Development of the Spring Gardens Agro Park;
2. Enhance the capacity of MICAF's departments and Agencies;

3. Agri-business Value Chain Development and Financial Modeling
  - a. Strawberry Industry Development
  - b. Development of the Mango Industry;
  - c. Staffing the Programme Implementing Unit (PIU) and Key Experts for the project's implementation

■ **Agribusiness Development Support Project – Strengthen MSMEs’ including farmers and fishers’ contribution to Jamaica’s economy.**

This project aims to strengthen and support farmers and early stage agro processors with business training and additional business development support services. The project has three phases to be implemented over a three (3) year period and provides technical training and business registration to farmers.

Phase 1: targets 100 beneficiaries for the 2019/2020 fiscal year

Phase 2: aims to increase the number of beneficiaries to 200 during 2020/2022 fiscal year

Phase 3: increase the number of beneficiaries to 400 in the 2021/2022 fiscal year

■ **Essex Valley Agriculture Development Project (EVADP)**

The project will supply irrigation water to over 700 hectares of farmlands in Essex Valley, positively impacting the livelihoods of over 700 farmers. The major components under EVADP are: Improved Irrigation Systems, Enhanced Agriculture Production, Marketing Facilities and Systems, Energy Efficiency/Renewable energy and Technical Assistance.

■ **Farm Roads Project**

This project aims to provide improved direct access to an estimated 11,506 farmer’s island wide for the “Farms to market” transportation of farm produce, while also catering to the commute for the general public and the surrounding communities. This project is being implemented by the Rural Agricultural Development Authority, main provider of agricultural extension service for the Ministry.

■ **Pedro Plains Feasibility and Preliminary Design Studies**

The conduct of a Feasibility Study and Design for the expansion of the Pedro Plains Irrigation System utilizing surface flows from the Black River. The Feasibility Study will seek to present three (3) comprehensive alternative developmental scenarios of hydraulic development for the identified project area in the context of the environment impact and assessment and prepare engineering designs of the chosen developmental scenario.

The command area comprises 10,458 hectares and it is expected to increase the area under irrigated agriculture by approximately 1,450 ha. The project seeks to address the threat of saline intrusion from over pumping the aquifer and is expected to generate a surplus of water supply that will be available to satisfy expanded demand for domestic, tourism and agricultural purposes in the area.

Funding of the Feasibility Study will be done through FASEP (Fonds d'etude et d'Aide au Secteur Prive) which is a French fund designed to benefit developing countries, in particular emerging markets, with French industrial know-how and engineering.

■ **Production Incentives Programme**

This project aims to support farmers within the Long Pond and Hampden sugar-growing areas with the transportation of harvested canes to factories in St. Catherine, Westmoreland and St. Elizabeth as well as to mitigate the effects of drought conditions on agricultural production in drought-prone parishes. This project is being implemented by the Rural Agricultural Development Authority, main provider of agricultural extension service for the Ministry

■ **Promoting Community Based Climate Resilience in the Fisheries Sector**

This project aims to support Jamaica in the preparation of the initiative Promoting Community Based Climate Resilience in the Fisheries Sector, which aims to enhance community-based climate resilience among targeted fishing and fish farming communities.

■ **South St. Catherine and Clarendon Agricultural Development Project (SCCADP)**

The project seeks to increase the areas under irrigation in keeping with the mandate of the NIC. In addition, the NIC is coordinating with other agencies, notably AIC and SCJH under MICAFA to deliver on land allocation and development objectives. SCCADP is funded through a grant of approx. £17.5 million from the United Kingdom Caribbean Infrastructure Funds (UK-CIF), administered by the Caribbean Development Bank (CDB). Three (3) parcels totalling 795 hectares have been selected for this project.

■ **Women Entrepreneurship Support Project – MSMEs’ including farmers and fishers’ contribution to Jamaica’s economy**

The project aims to strengthen and support women in the field of entrepreneurship in Jamaica. The project has three (3) phases to be implemented over a three (3) year period and provides a grant to selected/shortlisted women entrepreneurs. Initially, the project was to commence with four grants of \$250,000 during the course of the fiscal year and a capacity building workshop offered through the JBDC, however, at the launch of the project on November 13, 2018, Hon Minister Shaw and Hon. Minister Grange announced that the grant size should be increased (to approximately \$500,000) and for the number of grantees to increase to 10. This is now being reflected in the project brief.

Phase 1: provision of an entrepreneurial grant to ten (10) shortlisted recipients for the 2019/2020 fiscal year

Phase 2: aims to increase the number of recipients to fifteen (15) during the 2020/2021 fiscal year

Phase 3: increase the number of recipients to twenty (20) in the 2021/2022 fiscal year

## 1.6 Legislations under MICAFA Portfolio

### Existing Legislation

Industry & Commerce	Agriculture	Fisheries
1. Charities Act	1. The Agricultural Credit Board Act, 1961/Amendment Act, 2004	1. The Morant and Pedro Cays Act, 1907
2. Companies Act	2. The Agricultural Produce Act, 1926/ Amendment Act, 2004	2. The Fishing Industry Act, 1976
3. Consumer Protection Act	3. The Animal (Diseases and Importation) Act, 1948	3. The Fishing Industry (Amendment) Act, 2015
4. Co-operative Societies Act	4. The Animal Diseases (Importation) Control Regulations, 1948	4. The Fishing Industry Regulations, 1976
5. Copyright Act and Regulations	5. The Animal Diseases (Importation) Control (Amendment) Regulations, 2012	5. The Fishing Industry (Amendment) Regulations, 2011
6. CARICOM Regional Standards and Quality (CROSQ) Act	6. The Animals (Diseases and Importation) (Marking of Bovine Animals) Regulations, 2015	6. The Fishing Industry (Amendment of Schedule) Order, 2000
7. Custom Duties (Dumping and Subsidies) Act	7. The Animals (Control of Experiments) Act, 1949	7. The Fishing Industry (Declaration of Close Season) (Lobsters) Order, 1987
8. Design Act	8. The Animals (Control of Experiments) Regulations, 1951	8. The Fishing Industry (Spiny Lobster) Regulations, 2009
9. Fair Competition Act	9. The Bees Control Act, 1918	9. The Fishing Industry (Spiny Lobster) (Amendment) Regulations, 2014
10. Food Storage and Prevention of Infestation Act	10. The Bees (Importation of Queen Bees) Regulation, 1920	10. The Fishing Industry (Fishery Management Areas) Order, 2000
11. Friendly Societies Act	11. The Bees (Importation of Cayman Islands Honey) Regulations, 1921	11. The Fishing Industry (Conservation of Conch (Genus Strombus)) Regulations, 2000
12. Geographical Indications Act and Regulations	12. The Bees (Transshipment of Honey and Beeswax) Regulations, 1934	12. The Fishing Industry (Declaration of Close Season) (Conch Genus Strombus) Orders
13. Hire Purchase Act	13. The Bees (Importation of Metal Containers For Honey) Regulations 1959	13. The Fishing Industry (Conservation of Conch (Genus Strombus)) National Total Allowable Catch
14. Industrial & Provident Societies Act	14. The Bees (Protection from Disease) Order, 1940	14. The Fishing Industry (Special Fishery Conservation Area) Regulations, 2012
15. Insolvency Act	15. The Bees (Transportation) Rules, 1920	15. The Aquaculture, Inland and Marine Products and By-Products (Inspection, Licensing and Export) Act, 1999
16. Layout-Design (Topographies Act)	16. The Banana Board Act, 1953	
17. Patents Act	17. The Banana Insurance Act, 1946	
18. Processed Food Act and Regulations	18. The Citrus Plant (Certification) Regulations, 1999	
19. Protection of the Right of Breeders of New Plant Varieties Act	19. The Citrus Plant (Certification) (Amendment) Regulations, 2012	
20. Registration of Business Names Act	20. The Coconut Industry Control Act, 1945	
21. Safeguards Act	21. The Coconut Industry Control Regulation, 1945	
22. Sale of Goods Act	22. The Coconut (Regulation of Sales) Regulations, 1958	
23. Security Interests in Personal Property Act	23. The Coconut Industry Control (Coconut Products) Regulation, 1977	
24. Standards Act and Regulations	24. The Coconut Control Board (Additional Powers) Orders, 1957	
25. Trade (Scrap Metal) Regulations	25. The Coconut Insurance Act, 1949	
26. Trade Act		
27. Trademarks Act		
28. Weights and Measures Act and Regulations		

**Industry & Commerce****Agriculture****Fisheries**

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| 26. The Coconut Windstorm Insurance Regulations, 1949  | 16. The Aquaculture, Inland and Marine Products and By-Products (Inspection, Licensing and Export) (Change of Name and Amendment) Act, 2013 |
| 27. The Coconut Lethal Yellowing Insurance Regulations, 1966   | 17. The Aquaculture, Inland and Marine Products and By-Products (Inspection, Licensing and Export) Regulations, 2000                        |
| 28. The Coconut Industry Aid Act, 1932   | 18. Inspection and Certification of Fishery Facilities (Prescribed Forms) Regulations, 2002   |
| 29. The Coconut Industry Aid Rules, 1932   | 19. The Aquaculture, Inland and Marine Products and By-Products (Inspection, Licensing and Export) (Amendment) Regulations, 2002            |
| 30. The Coconut Products Board Order, 1932   | 20. The Aquaculture, Inland and Marine Products and By-Products (Inspection, Licensing and Export) (Amendment) Regulations, 2006            |
| 31. Cocoa Industry Board Act, 1957   | 21. The Aquaculture, Inland and Marine Products and By-Products (Inspection, Licensing and Export) (Amendment) Regulations, 2007            |
| 32. Cocoa Industry Board (Amendment) Act, 1990   | 22. The Aquaculture, Inland and Marine Products and By-Products (Inspection, Licensing and Export) List of Production Areas                 |
| 33. Cocoa Industry Board Regulations, 1957   | 23. The Conch (Export Levy) Act, 2009   |
| 34. The Coffee Industry Regulation Act, 1948   | 24. The Conch (Export Levy) (Special Provisions) Act, 2015  |
| 35. The Coffee Industry Regulations, 1953  |   |
| 36. The Coffee (Cess) Order, 1993  |   |
| 37. The Facilities for Title Act, 1955   |   |
| 38. The Facilities for Title (Approved Purpose) Order, 2011  |   |
| 39. The Jamaica Development Board Act, 2009  |   |
| 40. The Jamaica Dairy Development (Cess) Order, 2010   |   |
| 41. The Meat and Meat Products and Meat By-Products (Inspection and export) Act, 1999                                      |   |
| 42. The Meat and Meat Products and Meat By-Products (Inspection and Export) (Prescribed Fees) Regulation, 2012             |   |
| 43. The Public Gardens Regulation Act, 2006  |   |
| 44. The Public Gardens (Delegation of Functions of Superintendent of Public Gardens) (Royal Botanic Gardens and Zoo), 2008 |   |
| 45. The Plants (Quarantine) Act, 1994  |   |
| 46. The Plants (Quarantine) (Wood Packaging in International Trade) Regulations, 2012                                      |   |
| 47. Rural Agricultural Development Authority Act, 1990   |   |
| 48. Rural Agricultural Development Authority (Amendment) Act, 2002   |   |
| 49. The Sugar Cane Farmers (Incorporation and Cess) Act, 1941  |   |
| 50. The Cane Farmers Rules, 1944   |   |
| 51. The Sugar Industry Control Act, 1937   |   |
| 52. The Sugar Industry Control   |   |

Regulations, 1943  
**53. The Sugar Industry Control**

# 1.7 Ministry's Performance Measurement Framework

## Strategy Map (Medium Term 2019/20 – 2022/23)

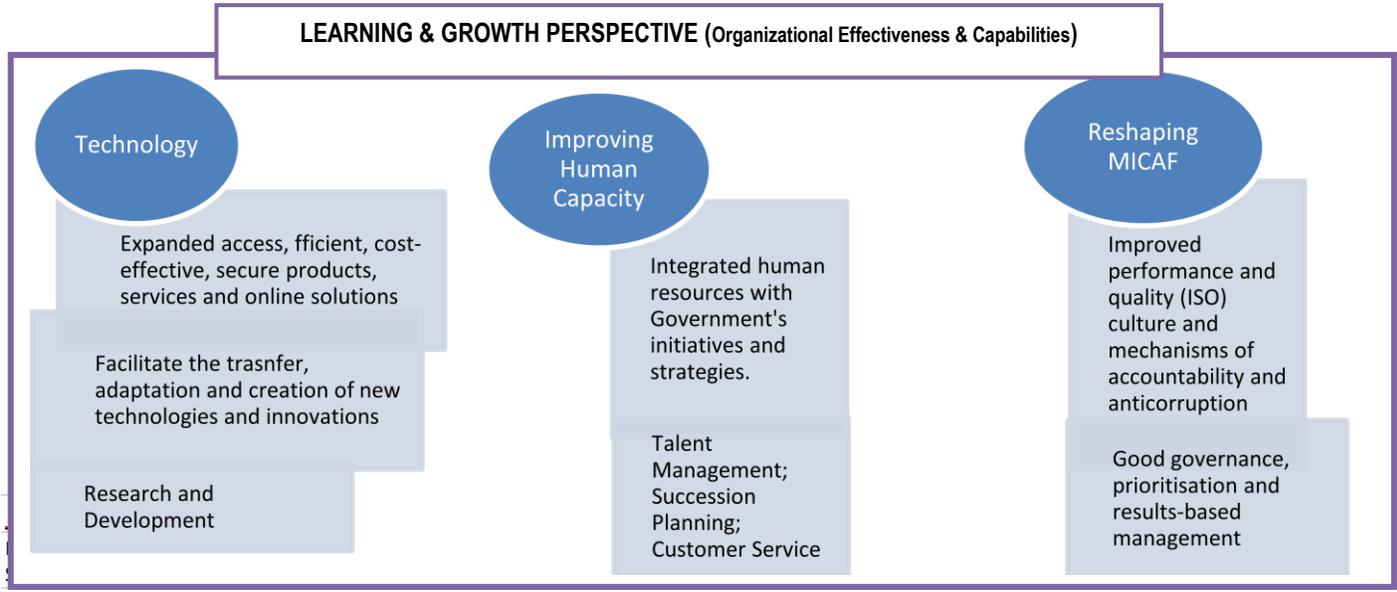
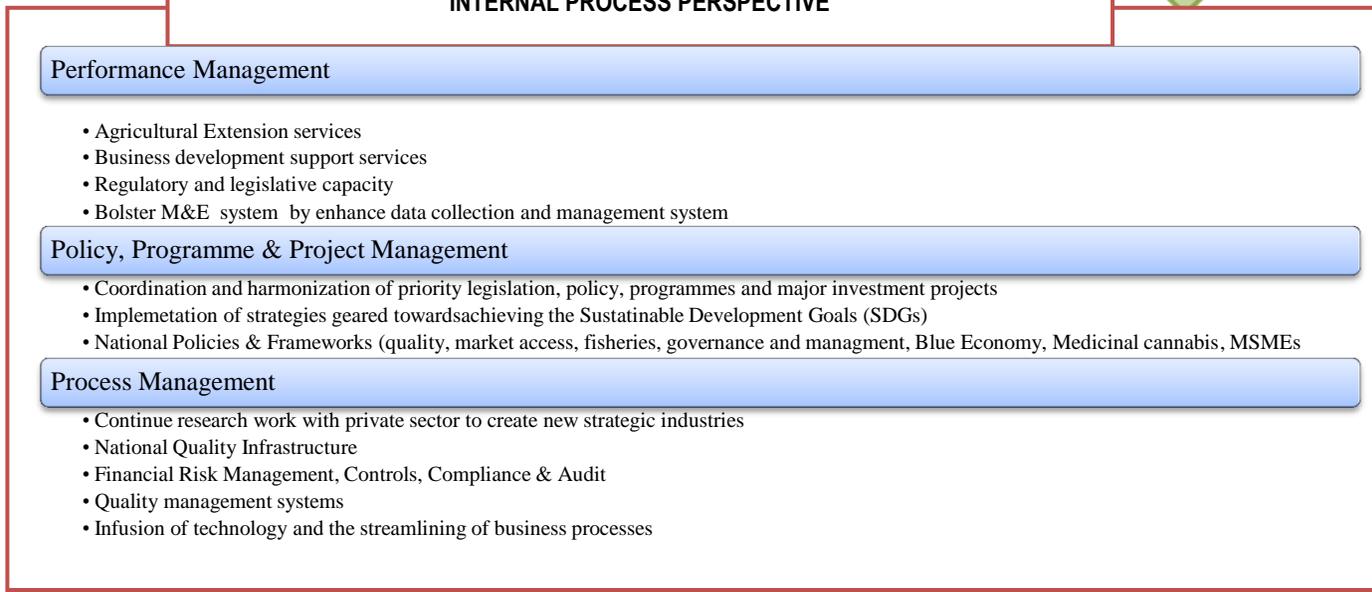
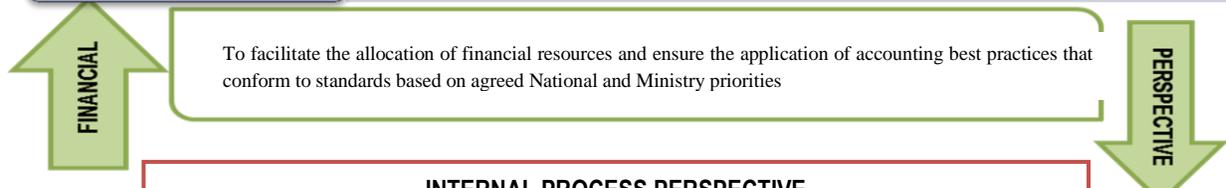
**VISION**

By 2030, MICAFA has achieved innovative, inclusive, sustainable and internationally competitive Jamaican industries in agriculture, fisheries, manufacturing and services sectors.

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**MISSION**

The MISSION of MICAFA is to create an enabling environment which grows and sustains industries in agriculture, fisheries, manufacturing and service sectors; and ensures consumer protection while fostering gender equality and social inclusion in all our policies, programmes and projects.



**CORE VALUES: FAIRNESS, ACCOUNTABILITY, INTEGRITY, RESPECT, EXCELLENCE, STEWARDSHIP, TRANSPARENCY**

## Ministry's Balance Scorecard

Objectives	Key Performances Indicators	Targets to be achieved by 22/23	Initiatives	Budget
<b>STAKEHOLDER PERSPECTIVE</b>				
Ten-percent (10%) increase in the output of agriculture and fisheries resources including value-added production	Kg of local production	Kg of production harvested in agro-parks(%of domestic production)	Fisheries Development Programme	\$21.57B
	Food Self Sufficiency in select crops	100% Irish potato 60% onion 25% strawberry	Planning, Policy and Legislative Development Programme	
	Kg of Production of select strategic crops/livestock/diary	22% dairy cattle production & productivity 10% increase in mango orchard crop production 15% increase in pineapple production	Industrial Development and Export Programme  Modernization and Transformation Programme  Orchard Development Programme	
	% Increase in seed stock of a)tilapia b) Mari-culture species	80% increase in tilapia and ornamental fish production 100% increase in mari-culture species production	Produce Inspection/Competitiveness Programme  Competitive products development programme	
	#hectares (ha) with irrigation (service areas)	17,921 ha	Production & Productivity Programme  Diary Revitalization	
	% increase in absolute contribution to GDP	300 Hectares of land into production for select crops	Irrigation Development Programme	
	Kg of food export		Research and Development	
	% of Jamaican youths trained in agriculture & related areas		IADB Investment Loan  Essex Valley Agricultural Development Project	
	Incidence of theft from farm theft/Praedial Larceny		South St. Catherine & Clarendon Agricultural Development Project	
	% increase of farm theft/Praedial larceny reports		Agro Parks & Agro Economic Zones  Farm Roads Rehabilitation Project  Praedial Larceny	

Objectives	Key Performances Indicators	Targets to be achieved by 22/23	Initiatives	Budget
			Prevention Programme	
At least forty-percent (40%) of Jamaican Micro, Small, And Medium Enterprises (MSMEs) and other industry stakeholders have access to adequate infrastructure, finance and support services.	% of available funds disbursed for MSME productive sectors	60% disbursement of funds (thru a fully operational revolving fund)	Praedial Larceny Prevention Programme  MSME and Entrepreneurship Programme  MSME Support  Production and Productivity Programme (Production Incentive and Youth Development)  Veterinary Services Programme  Research and Development	\$18B
	# of farm roads established/ rehabilitated (km)	400km of road		
	# of training and/or sensitization sessions held	5% increase of firms benefiting from the SEB Model – 240 sensitized		
	% increase in absolute contribution of fisheries subsector to GDP	10 small business development centres established – 2000clients		
	# of small business development centres	1000 farmers benefitting from business training		
	% of Jamaican youths trained in agriculture & related areas			
	% of select industries/subsectors with supporting planning and policy framework			
	% of agricultural zones in good soil health			
	% of Jamaica’s environmentally important species conserved in public gardens & scenic avenues			
Twenty-percent (20%) increase in the application of	% of technologies to improve production and productivity transferred	90% of technologies developed transferred	Research and Development	\$1.8B

Objectives	Key Performances Indicators	Targets to be achieved by 22/23	Initiatives	Budget
appropriate technology by Jamaican MSMEs through research, development and innovation		>2 livestock improvement technologies developed  31 collaborative projects resulting in new/improved technology products  >80 farmers benefitting from animal genetic resources in target areas		
At least five (5) new Jamaican products have access to an effective/efficient marketing framework	# of MSMEs provided with technical assistance regarding standards	780 MSMEs provided with technical assistance regarding standards	National Trade Facilitation Programme  Agro Parks & Agro-Economic Zones Development Programme	\$9.85B
	Rate of business failure	10% increase in youth (under 35) in agriculture and agribusiness		
Increased competitiveness and improved market access for Jamaican products through the use of standards and conformity assessments (inspection, certification, and accreditation).	% of National Quality Policy Implemented	100% inspections conducted	NCRA Compliance Programme  Certification and Accreditation Programme  Regulation of Commerce	\$1.01B
	Number of Accreditation Certificates Awarded	100% enforcement actions taken  275 standards completed for local industries		
	% Technical Regulations developed	80% National Quality Policy implemented		
	# of internal quality audits			
	# certification of good practices			

Objectives	Key Performances Indicators	Targets to be achieved by 22/23	Initiatives	Budget
	% of consumers who experience ethical relations with providers			
	% of occupational exposures within prescribed limits			
To decrease the incidence of select pest and diseases for select crops, livestock and food products	% of human population reported with zoonotic diseases & animal product related illness  % of Producers and consumers who have access to high quality, pest free and safe plants and plant products.		Veterinary Services Programme  Food Storage and Disinfection  Plant Quarantine & Produce Inspection	\$3.15B
Jamaica's ranking is increased by at least a level in one of the subcategories under the ease of doing business index every two years.	Value of Local and Foreign Direct Investments Value of Export Sales % of breaches of Fair Competition Act by business enterprises Insolvency Rate	\$2,497.8M in inflows of LDI & FDI  \$2,134.9M earned in export sales	National Trade Facilitation Programme  Industrial Development and Export  Business Facilitation Programme	\$2.5B
<b>INTERNAL BUSINESS PROCESSES</b>				
At least 30% of participants into MICAF's programmes <sup>4</sup> are youth, women, microenterprises or any other vulnerable group from the agriculture, fisheries, manufacturing	Trainings Taken # of staff certified  # of Customer Complaints		Modernisation and Transformation Programme  Compliance Programme	\$3.983B

<sup>4</sup> Programmes geared towards training and certification; access to finance and other resources to work in/own and operate business/farm enterprises

Objectives	Key Performances Indicators	Targets to be achieved by 22/23	Initiatives	Budget
and/or services sectors.	Subscription rate to trainings in Programme, Project and Process Management			
	# of Non-conformances			
	Critical Control Point (CCP) monitoring			
Develop and begin implementation of action plans of at least four (4) key industries in agriculture, fisheries, manufacturing, and/or services sectors.	# and type of projects approved by PIMSEC and initiated	At least 6 – Cannabis, Castor Bean, Sea Island Cotton, Bamboo, mango, ...	Production and Productivity Programme	\$2B
<b>LEARNING &amp; GROWTH PERSPECTIVE</b>				
Seventy-percent (70%) of the targets in the Ministry's Policies, Programmes and Projects are achieved based on agreed upon timelines and quality.	% of Performance targets met within deadlines	100% of Ministry processes ISO 9001 compliant  10 laboratories' analyses ISO/IEC compliant and accredited	Modernisation and Transformation Programme  Compliance Programme	\$3.983B
	% of Projects targets completed within approved budget and timelines			
	% of Ministry's employees satisfied with internal customer service			
<b>FINANCIAL PERSPECTIVE</b>				
Financial resources are	Contractor General's compliance rating		Project Management Coordination	\$3.983B

Objectives	Key Performances Indicators	Targets to be achieved by 22/23	Initiatives	Budget
allocated based on agreed National and Ministry's policy priorities.	% of audit queries resolved		Strategic Planning, Performance Monitoring & Evaluation  Financial Management Programmes	
	% of claims processed for vendors within agreed timeframe			

## 1.8 Alignment of Priority Policies/Programmes/Projects

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry's Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
# 3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	# 8: An Enabling Business Environment  <i>EGC: Improved access to finance</i>	<b>Improve and streamline bureaucratic processes for business establishment and operation</b>	<i>Business and Trade Facilitation Programme</i>	Fully operationalise electronic platform for company registration and incorporation of business names
# 3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	# 8: An Enabling Business Environment  <i>EGC: Pursue bureaucratic reform to improve the business environment</i>	<b>Strengthen legal and regulatory framework for e-commerce and intellectual property (IP) rights</b>	<i>Policy &amp; Legislative Development Programme</i>	Complete Jamaica's accession to the Madrid Protocol for international registration of trademarks by: (i) finalize and enact Trade Marks (Amended) Bill; (ii) Enact the new Patents and Design Bill and accompanying regulations; and (iii) Strengthen the institutional capacity of JIPO (iv) Revise the Copyright Act to meet international obligations under WIPO treaties (v) Finalize amendment to the Protection of Geographical Indications Act.
# 3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	# 8: An Enabling Business Environment	<b>Strengthen mechanisms to protect consumer rights</b>  <b>Develop the framework for growth and innovation in emerging industries</b>	<i>Policy &amp; Legislative Development Programme</i>	Develop and implement National Consumer Policy  Fully operationalize the Cannabis Licensing Authority (CLA) <ul style="list-style-type: none"> <li>• Secure funding</li> <li>• Equip and staff the entity</li> <li>• Issue licences</li> </ul> Update and administer the Cannabis Industry Regulations Develop a National Bamboo Industry Development plan

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# 3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	# 8: An Enabling Business Environment  <i>EGC: Improved access to finance</i>	<b>Develop and implement measures for expansion of the capital market</b>	<b><i>Business and Trade Facilitation Programme</i></b>	Finalize and promulgate legislation related to the international financial centre and other supporting regulations. Legalisations include: <ul style="list-style-type: none"> <li>• International Business Companies Bill</li> <li>• Segregated Accounts Companies bill</li> <li>• Limited Liability Companies Bill</li> <li>• Trust Bill</li> </ul>
			<b><i>Micro, Small and Medium Enterprise (MSME) &amp; Entrepreneurship Programme</i></b>	Advance the provision of technical assistance to clients and intermediaries as well as training of MSMEs and umbrella organization to increase access to credit
# 3: Jamaica's Economy is Prosperous  <b>SDG#9:</b> Innovation & Infrastructure	# 8: An Enabling Business Environment  <i>EGC: Improved access to finance</i>	<b>Strengthen the legislative, regulatory, institutional and policy framework for MSMEs</b>	<b><i>Micro, Small and Medium Enterprise (MSME) &amp; Entrepreneurship Programme</i></b>	Manage and implement the reviewed MSME & Entrepreneurship Policy against established KPIs
				Establish a regulatory framework for greater participation of MSMEs in Government's procurement process
# 3: Jamaica's Economy is Prosperous  <b>SDG#9:</b> Innovation & Infrastructure	# 8: An Enabling Business Environment  <i>EGC: Improved access to finance</i>	<b>Increase and strengthen acquisition, analysis and application of data and information on MSMEs and informal sector</b>	<b><i>Micro, Small and Medium Enterprise (MSME) &amp; Entrepreneurship Programme</i></b>	Establish a database with relevant statistical data on MSMEs
# 3: Jamaica's Economy is Prosperous  <b>SDG#9:</b> Innovation & Infrastructure	# 8: An Enabling Business Environment  <i>EGC: Improved access to finance</i>	<b>Expand credit facilities for MSMEs</b>	<b><i>Micro, Small and Medium Enterprise (MSME) &amp; Entrepreneurship Programme</i></b>	Restructure the Micro Investment Development Agency (MIDA) as a wholesaler of loans to support the micro productive sector
				Expand factoring / reverse factoring and lease financing for MSMEs
				Conduct Technical consultancy on the efficacy of the unclaimed funds proposal

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
				<p>Complete a technical review of the secured transaction regime and the use of non-traditional collateral to expand credit facilities MSMEs</p> <p>Utilize a coordination mechanism to monitor implementation of priority policies and programmes aimed at improving access to MSME development an access</p> <p>Promulgate the Micro Credit Act</p> <p>Enhance access to credit by providing technical assistance to clients and intermediaries as well as training of MSMEs and umbrella associations</p>
<p># 3: Jamaica’s Economy is Prosperous</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p>	<p># 8: An Enabling Business Environment</p> <p><i>EGC: Improved access to finance</i></p>	<p><b>Provide training and capacity development for MSMEs</b></p>	<p><i>Micro, Small and Medium Enterprise (MSME) &amp; Entrepreneurship Programme</i></p>	<p>Provide capacity building programmes for the MSME sector and farmers through the implementation of:</p> <ul style="list-style-type: none"> <li>• the Small Business Development Centre (SBDC) project;</li> <li>• a mentorship programme;</li> <li>• and extension support services</li> </ul> <p>Design and support projects that will strengthen linkages between the MSMEs, Manufacturing, Agriculture, SEZs and Tourism</p> <p>Develop a productivity based incentive programme for rural micro firms in agribusiness</p>

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
				<p>Develop MSME operational and trade capacities through the following:</p> <ul style="list-style-type: none"> <li>• The Energy Audit Grant Programme to facilitate utilization of renewable energy technologies</li> <li>• Facilitation of exports and links to global supply chains</li> </ul> <p>Increase MSMEs market access through Things Jamaican (TJ) e-store and brick and mortar supply chain</p> <p>Implement MSME Tourism inclusion shared value project to facilitate business development through support to MSMEs to participate in the global value chain</p> <p>Implement MSME support initiatives including Trainee Start-up, export-Based Small and Medium Enterprises (SMEs) sector-specific and general support programmes</p> <p>Increase incubator and accelerator support to small businesses</p> <p>Strengthen the provision of extension support services to micro firms and agri-ventures</p>
<p># 3: Jamaica’s Economy is Prosperous</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p>	<p># 8: An Enabling Business Environment</p> <p><i>EGC: Improved access to finance</i></p>	<p><b>Promote and develop entrepreneurship</b></p>	<p><b><i>Micro, Small and Medium Enterprise (MSME) &amp; Entrepreneurship Programme</i></b></p>	<p>Foster the development of entrepreneurship through public sensitization and marketing campaign in schools and the wider society</p> <p>Foster the development of a Social Enterprise Business model</p> <p>Offer entrepreneurship facilitation and development services to rural communities</p>

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry's Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
				through mobile Business Clinic
# 3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	# 8: An Enabling Business Environment  <i>EGC: Pursue bureaucratic reform to improve the business environment</i>	<b>Streamline the administrative process for movement of goods through ports entry</b>	<i>Business and Trade Facilitation Programme/ Trade Facilitation Task Force</i>	Develop and implement several projects, including the establishment of a Trade Information Portal and Single Trade Electronic Window under the TF Project Plan
		<b>Strengthen the capacity of investment and trade institutions</b>	<i>Business and Trade Facilitation Programme/ Trade Facilitation Task Force</i>	Develop and implement the Tools for Trade capacity building programme  Promulgate National Investment Policy  Package and promote Shovel-Ready Investment Project
		<b>Promote Jamaica's economic, social and environmental interests within the multilateral system</b>	<i>Fisheries Development Programme/ Fisheries Habitat Enhancement</i>	Advance maritime delimitation negotiations on Jamaica's Exclusive Economic Zone (EEZ)
		<b>Build business capacity to take trade remedy defensive action</b>	<i>Business and Trade Facilitation Programme</i>	Pursue a multi-agency approach to trade enforcement issues through the Trade Enforcement Advisory Mechanism (T.E.A.M.)
<i>Policy &amp; Legislative Development Programme</i>	Complete amendment to the Customs Duties (Dumping and Subsidies) Act and accompanying Regulations  Establish and industry helpdesk to assist businesses including MSMEs to file and complete a trade remedy investigation to be rolled out in three phases.			
<b>Implement the Economic partnership Agreement(EPA) Between the EU and CARIFORUM</b>	<i>Business and Trade Facilitation Programme</i>			Continue phased implementation of the EPA provisions
<b>Ensure successful creation,</b>	<i>Business and Trade Facilitation Programme</i>			Participate actively in the work of regional institutions towards

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		implementation and effective use of the CARICOM Single Market and Economy		the finalization of the regional strategies and plans for the services sector
#3: Jamaica's Economy is Prosperous  <b>SDG #9:</b> Innovation & Infrastructure	#9: Strong Economic Infrastructure	<b>Nurture ancillary and supporting services to develop a maritime centre</b>	<i>Business and Trade Facilitation Programme</i>	Establish Jamaica as an international shipping Centre to include the provision of varied services such as : <ul style="list-style-type: none"> <li>• Dry docking/ship</li> <li>• Bunkering</li> <li>• Ship registry</li> </ul>
		<b>Strengthen the institutional capacity and capabilities of road authorities to develop and maintain the road network</b>	<i>Business and Trade Facilitation Programme</i>	Improve the inter-institutional arrangements for construction, maintenance and management of main, parochial and farm road networks
		<b>Improve the safety and security of all road users</b>	<i>National Quality Infrastructures Programme</i>	Develop vehicle safety standards to promote the concept of crash-worthy vehicles operating on the road network
#3: Jamaica's Economy is Prosperous  <b>SDG #9:</b> Innovation & Infrastructure	#11 Technology-Enabled society	<b>Create an effective policy legislative framework to support and advance STI</b>	<i>Business and Trade Facilitation Programme</i>	Establish a national coordinating mechanism to facilitate planning and policy implementation towards optimal use of infrastructure and resources; maximizing the value and benefits of intellectual property

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry's Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
#3: Jamaica's Economy is Prosperous  #8: Good Jobs and Economic Growth  <b>SDG #8:</b> Good Jobs and Economic Growth  <b>SDG#9:</b> Innovation & Infrastructure	#12: Internationally Competitive Industry Structures Trade	<b>Develop company sophistication and productivity/ Develop and promote high-quality standards for globally competitive products and services</b>	<i>Strengthen National Quality Institutions Programme</i>	<ul style="list-style-type: none"> <li>Review and develop the National Quality Policy (NQP) and the National Quality Infrastructure (NQI)</li> <li>Advance accreditation of laboratories and assist exporters in meeting requirements of the USFSMA, HACCP and ISO Standards</li> <li>Develop a design-led industrial strategic policy framework</li> </ul>
#3: Jamaica's Economy is Prosperous  #8: Good Jobs and Economic Growth  <b>SDG #8:</b> Good Jobs and Economic Growth  <b>SDG#9:</b> Innovation & Infrastructure	#12: Internationally Competitive Industry Structures Trade	<b>Identify and Strengthen export capacity in targeted areas</b>	<i>Business and Trade Facilitation Programme</i>	Continue to implement the 2015-2019 National Export Strategy II
#3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth  <b>SDG#9:</b> Innovation & Infrastructure	#12: Internationally Competitive Industry Structures Trade	<b>Enhance the Framework for Competition among enterprise / Strengthen the policy, legislative and institutional framework for fair trading practices</b>	<i>Business and Trade Facilitation Programme</i>	<ul style="list-style-type: none"> <li>Complete amendment to the Fair Competition Act</li> <li>Develop a consumer protection policy</li> </ul>

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry's Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
# 3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth  <b>SDG#9:</b> Innovation & Infrastructure	#12: Internationally Competitive Industry Structures – Agriculture  <i>EGC: Catalyse the implementation of strategic projects</i>	<b>Strengthen agriculture research institutions and programme</b>	<i>Research, Development &amp; Innovation Programme</i>	Enhance livestock (including Fisheries) research and conservation of animal genetic resources through improved coordination and collaboration with industry stakeholders and NGOs
			<i>Research, Development &amp; Innovation Programme</i>	Increase the use of soil and land information in agricultural production and planning
			<i>Research, Development &amp; Programme/ Inter-institutional cooperation involving tertiary level research and development institutions</i>	Increase Research capacity  Improve application of research results to agricultural production especially value-added products.
			<i>Research, Development &amp; Innovation Programme/ Plant Genetic Resources for Food and Agriculture Programme</i>	Establish Management Authority, pursuant to restoration of threatened crop varieties and protocols regarding plant genetic resources
#3: Jamaica's Economy is Prosperous  # 8: Good Jobs and Economic Growth  <b>SDG #8:</b> Good Jobs and Economic Growth  <b>SDG#9:</b> Innovation & Infrastructure	#12: Internationally Competitive Industry Structures – Agriculture  <i>EGC: Catalyse the implementation of strategic projects</i>	<b>Strengthen the framework for greater competitiveness of a diversified range of products and increased agricultural output particularly crops, livestock and aquaculture.</b>	<i>Agricultural Economic Zones and Agro-Parks Programme</i>	<ul style="list-style-type: none"> <li>• Provide requisite infrastructure support &amp; extension services in selected geographical areas to enable production of selected crops and livestock</li> <li>• GLOBAL GAP certify select Agro-parks</li> <li>• Train farmers in good agricultural practices</li> <li>• Establish contract farming scheme for local and export markets</li> <li>• Establish post-harvest facilities to service production zones</li> </ul>
			<i>Research, Development &amp; Innovation Programme/ Development of alternative Feeds and Feeding Systems</i>	Increase use of local inputs in animal feeding systems through research on alternative feeds

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
			<i>Research, Development &amp; Innovation Programme/ Clean Seed Programme</i>	Develop and implement a clean seed programme for four (4) priority crops
			<i>Competitive Products Development Programme</i>	Increase hectares in onion, Irish potato and strawberry production, capacity building for officers farmers and implementing a marketing systems
# 3: Jamaica’s Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	#12: Internationally Competitive Industry Structures – Agriculture  <i>EGC: Catalyse the implementation of strategic projects</i>	<b>Increase the resilience of the agriculture sector to natural hazards.</b>	<i>Fisheries Development Programme/</i> Development of Offshore fishing (Capture Fishery)	Establish new fish sanctuaries and maintain existing fish sanctuaries to achieve increased fishing stock
			Implement a management system and governance for the Pedro Cay fisheries area.	
			Promote the use of water harvesting in agricultural production	
			Increase the adoption of climate resilient practices among targeted fishing and fish farming communities. <ul style="list-style-type: none"> <li>• Capacity building and awareness raising</li> <li>• Strengthening the fisheries policy and regulatory framework</li> </ul>	
			<i>Frosty Pod Control and Beet Army Worm Management Programmes</i>	Explore and advance integrated pest management technologies
			<i>RADA extension Programme/ Production and Productivity Programme</i>	Continue to utilize the farmer field school (FFS) methodology to promote climate smart agriculture  Promote the use of safety equipment and protected gear including public education on health and safety standards in agriculture.
<i>Policy and Legislation</i>	Development and implement a			

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
			<i>Programme</i>	ten-year agricultural sector plan
		<b>Develop and improve farm roads and access to fish landing sites including rural road networks</b>	<b>Production and Productivity Programme/National Farm Roads Programme</b>	Rehabilitate farm roads across ten parishes
			<i>Agricultural Economic Zones &amp; Agro-parks Development Programme</i>	Improve agricultural feeder roads within Agro-Parks, Agro-Economic Zone and Production Zone
<p># 3: Jamaica’s Economy is Prosperous</p> <p><b>SDG #12:</b> Responsible Consumption</p> <p><b>SDG #8:</b> Good Jobs and Economic Growth</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p>	<p><b>Promote National Food and Nutrition Security and Food Safety</b></p>	<i>Policy &amp; Legislative Development Programme</i>	Develop Policies and action plans to facilitate food and nutrition security
			<i>Agricultural Health and Food Safety Infrastructure and Systems Programme</i>	Continued implementation of National Animal Identification Traceability (NAIT) System
				Implement a local abattoir meat science system
				Continue to develop and implement the food safety certification and standardization programme for trade and domestic production
			<i>Agricultural health and Food Safety Infrastructure/Praedial Larceny Prevention Coordination Programme</i>	Continue the implementation of Praedial Larceny Prevention Programme including illegal unreported and unregulated fishing
			<i>Agricultural health and Food Safety Infrastructure/Plant Quarantine &amp; Food Safety</i>	<p>Train farmers and fresh food exporters in International food safety standards</p> <p>Ensure compliance of food processing and storage facilities</p>
			<i>Production &amp; Productivity Programme/ Banana board</i>	<p>Expand the execution of existing programmes for target sub-industries for crops and livestock</p> <ul style="list-style-type: none"> <li>Expand the acreage of banana under cultivation.</li> </ul>

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
				<ul style="list-style-type: none"> <li>• Increase in banana production.</li> <li>• Reduce the level of importation of Banana products.</li> <li>• Strengthen marketing arrangements both locally and internationally</li> </ul>
<p># 3: Jamaica’s Economy is Prosperous</p> <p><b>SDG #8:</b> Good Jobs and Economic Growth</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p>	<p><b>Promote adequate water supply, irrigation and drainage to boost agricultural productivity</b></p>	<p><i>Agricultural Economic Zones and Agro-Parks Programme</i></p>	<ul style="list-style-type: none"> <li>• Expand irrigation facilities in production zones</li> <li>• Continue the implementation of National Irrigation Plan 1&amp; 2</li> <li>• Develop a mechanism for coordinating sustainable rural development including spatial planning access, housing, development wastewater treatment and management of manufacturing waste</li> </ul>
<p># 3: Jamaica’s Economy is Prosperous</p> <p><b>SDG #8:</b> Good Jobs and Economic Growth</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p>	<p><b>Strengthen agricultural marketing structures</b></p>	<p><i>Business and Trade Facilitation Programme / Agricultural Marketing Information Programme</i></p> <p><i>Business and Trade Facilitation Programme/Agricultural Competiveness Programme</i></p> <p><i>Business and Trade Facilitation Programme / Rationalization of Commodity Boards and the Export Division</i></p>	<p>Develop and strengthen linkages with other economic sectors including manufacturing, tourism and sports</p> <p>Promote expanded production and export of the USDA pre-cleared group of products</p> <p>Establish Sustainable Export Market Platform in select Markets</p> <p>Protect intellectual property and national brand rights for agricultural products</p>

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
			<i>Production and Productivity – Revitalization of traditional export crops</i>	Increase Banana export and domestic production (including value added products)
<p># 3: Jamaica’s Economy is Prosperous</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p> <p><b>SDG #8:</b> Good Jobs and Economic Growth</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p>	<p><b>Strengthen the strategic framework for the agriculture sector</b></p>	<p><i>Policy &amp; Legislative Development Programme</i></p>	<p>Develop and finalize the:</p> <ul style="list-style-type: none"> <li>• Livestock policy</li> <li>• Seed Policy</li> <li>• Fisheries Policy and Action Plan</li> <li>• Organic Agriculture Policy</li> <li>• Medical Cannabis Policy/ Development plan</li> <li>• Agriculture Land Utilisation Policy (ALUP)</li> </ul> <p>Develop the institutional framework for the emerging organic agriculture industries production in Jamaica:</p> <ul style="list-style-type: none"> <li>• Establishing a competent authority for organic agriculture</li> <li>• Developing PPPs for cost effective certification processes</li> </ul>
<p># 3: Jamaica’s Economy is Prosperous</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p> <p><b>SDG #8:</b> Good Jobs and Economic Growth</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p>	<p><b>Strengthen the capacity of Government to play a supporting role in development of the agriculture sector</b></p>	<p><b>Modernization and Transformation of Ministry/ Entities/Divisions Programme</b></p> <p><i>Modernization and Transformation of Ministry/ Entities/Divisions Programme</i> Agricultural Land Management Division Accreditation Programme</p> <p><i>Research, Development &amp; Innovation Programme/ Livestock Development</i></p>	<p>Transform Research &amp; Development Division and Fisheries Division to New quasi-autonomous structure</p> <p>Rehabilitate infrastructure in Agricultural Research Stations</p> <p>Accreditation of select Research laboratories</p> <p>Develop Soil Laboratories Accreditation Programme</p> <p>Increase and diversify small ruminant population</p>

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
			<i>Production &amp; Productivity Programme</i> /Redevelopment of the Dairy Industry	Facilitate loans, equity investments, grants, small equipment and technical assistance to cattle producers  Promote and facilitate the establishment of fodder bank among small and medium sized farmers and research stations  Promote the local milk products in school feeding programme
<p># 3: Jamaica’s Economy is Prosperous</p> <p># 8: Good Jobs and Economic Growth</p> <p><b>SDG #8:</b> Good Jobs and Economic Growth</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p> <p><i>EGC: Catalyse the implementation of strategic projects</i></p>	<p><b>Implement Development Plans for key agricultural sub-sectors</b></p>	<p><i>Fisheries Development Programme</i></p> <p><i>Production &amp; Productivity Programme/ Export Division/Spices Expansion Programme</i></p> <p><i>Competitive Products Development Programme/ Irish Potato Programme</i></p> <p><i>Competitive Products Development Programme / Onion Development Programme</i></p> <p><i>Production &amp; Productivity Programme/ Sweet Potato/Yam Programme</i></p> <p><i>Production &amp; Productivity Programme/ Strawberry Industry Development</i></p>	<p>Develop and expand Aquaculture</p> <p>Strengthen the regulatory framework of the Fishing Industry</p> <p>Provide technical, financial and business support to farmers to facilitate research &amp; development in spices industry</p> <p>Facilitate 100% self-sufficiency in table Irish potato production</p> <p>Facilitate 70% self-sufficiency in onion production</p> <p>Introduce new varieties targeting export markets</p> <p>Expand production and productivity of strawberry in select areas</p>
<p># 3: Jamaica’s Economy is Prosperous</p>	<p>#12: Internationally Competitive Industry</p>	<p><b>Increase access to resources and provide effective services to youth</b></p>	<p>Jamaica 4-H Programme</p>	<p>Maintain the youth in agriculture mandate (advance the inclusion of youth throughout all agricultural programmes)</p>

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
<p><b>SDG #8:</b> Good Jobs and Economic Growth</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p>	Structures – Agriculture	<b>and women in agriculture</b>		Promote entrepreneurship and farming by implementing training programmes and distribute agricultural inputs
			Deliver agriculture-focused entrepreneurship and adaptable technologies training to youth farmers	
			Develop and implement age and gender specific approaches for extension service delivery including use of social media	
			RADA - Social Services/Home Economics Programme	Provision of facilities for agro-processing  Form youth and women marketing groups  Develop and action plan for increased access to resources for women to enhance their economic empowerment
<i>Agro-Parks Development &amp; Agro-Economic Zones Programme / Irish Potato Programme</i>	Provide access to agricultural lands for youth with supporting infrastructure for primary production un the fresh and value added products markets			
<p># 3: Jamaica’s Economy is Prosperous</p> <p><b>SDG #8:</b> Good Jobs and Economic Growth</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p> <p><i>EGC: Catalyse the implementation of strategic projects</i></p>	<b>Advance the development of the Fisheries sub-sector</b>	<b>Fisheries Development Programme</b>	Strengthen food safety systems for aquaculture, inland and marine for fish and fish products
				Promote proper utilization of fisheries resources (maintenance of no fish zones and the regulation of fishing practices in domestic waters.  Build capacity of managers and users of special fishery conservation areas  Develop marine spatial plan for

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry's Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
				Pedro Cays.
<p># 3: Jamaica's Economy is Prosperous</p> <p><b>SDG #8:</b> Good Jobs and Economic Growth</p> <p><b>SDG#9:</b> Innovation &amp; Infrastructure</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p> <p><i>EGC: Pursue bureaucratic reform to improve the business environment</i></p>	<p><b>Strengthen the capacity of Government to play a supporting role in development of the agricultural sector</b></p>	<p><i>Modernization and Transformation of Ministry/ Entities/Divisions Programme</i> Modernization of Entities and Divisions</p>	<p>Transform Fisheries and R &amp; D Divisions to Quasi-Authorities</p> <p>Modernize Plant Quarantine and Produce Inspection Branch; Department of Cooperatives &amp; Friendly Societies</p> <p>Accreditation of Agricultural Laboratories for research, plant and animals as well as laboratories under Food Storage and Prevention of Infestation Division</p> <p>Strengthen the capacity of the Agricultural Land Management Division to support soil research inclusive of soil/crop suitability studies and soil replenishment strategies</p>
<p># 3: Jamaica's Economy is Prosperous</p> <p># 8: Good Jobs and Economic Growth</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p>	<p><b>Establish policy and planning framework to protect and develop suitable lands and fishing sites.</b></p>	<p><i>Policy &amp; Legislative Development Programme</i></p>	<p>Develop the Agricultural Land Use Policy and Revision of Fisheries Policy and Plans</p> <p>Support the development of other land policies for sustainable rural development</p> <p>Design and promulgate legislation regarding landing site for the fisheries sector</p>

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
		<p><b>Advance the development of the fisheries sub-sector</b></p>	<p><i>Fisheries Development Programme/</i> Development and Management of Aquaculture</p>	<p>Develop un-utilized capture fisheries (e.g., sea cucumbers, sea urchins, etc.).</p>
		<p><b>Increase application of environmental best practices throughout the agricultural sector</b></p>	<p><i>Agricultural Land Management Programme</i></p>	<p>Expand soil health and fertility programme in select production zones</p>
			<p><b>Production and Productivity Programme/RADA</b></p>	<p>Promote use proper land husbandry infrastructure and irrigation water systems in farms</p>
			<p><i>Agricultural Economic Zones &amp; Agro-Parks Programme</i></p>	<p>Global Gap certification of four (4) Agro-Parks</p>
			<p><i>Extension Services Programme (RADA)</i></p>	<p>Develop and design programmes guided by GAPs Good Manufacturing Practices (GMPs)</p> <p>Establish Farmer Field Schools promoting climate-smart agriculture</p>
<p># 3: Jamaica’s Economy is Prosperous</p> <p># 8: Good Jobs and Economic Growth</p>	<p>#12: Internationally Competitive Industry Structures – Agriculture</p> <p><i>EGC: Catalyse the implementation of strategic projects</i></p>	<p><b>Strengthen Food Safety systems for aquaculture, inland and marine fish and fish products</b></p>	<p><i>Agricultural health and Food Safety/ Veterinary Services</i></p>	<p>Train and certify fishers in post-harvest handling</p> <p>Develop a strategic plan for food safety of aquatic products.</p> <p>Initiate HACCP certification of processing facilities</p>

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
# 3: Jamaica’s Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth  <b>SDG#9:</b> Innovation & Infrastructure	#12: Internationally Competitive Industry Structures – Agriculture	<b>Create an enabling business environment which fosters and supports the establishment, growth and survival of manufacturing enterprises</b>	<i>Policy &amp; Legislative Development Programme</i>	Develop a Design Led Industrial Strategic Policy Framework  Apply and enforce domestic procurement policy  Establish a Centre of Excellence for Manufacturers based on global best practices  Provide training to manufacturers on trade agreements and the opportunities that may exist in these agreements to harness these benefits - including the development of fact sheets on relevant information for manufacturers\  Develop a national Bamboo Industry Development Plan
		<i>Ensure Competitive Infrastructure for Manufacturing</i>	<i>Policy &amp; Legislative Development Programme</i>	Provide incubators for small and medium manufacturers
# 3: Jamaica’s Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth  <b>SDG#9:</b> Innovation & Infrastructure	#12: Internationally Competitive Industry Structures- Services	<i>Promote environmental awareness of the manufacturing sector as a means of improving efficiencies</i>	<i>Policy &amp; Legislative Development Programme</i>	Promote the uptake of ISO 14000 and ISO 22000 standards

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry's Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
# 3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth  <b>SDG#9:</b> Innovation & Infrastructure	#12: Internationally Competitive Industry Structures-Services	<i>Strengthen production and marketing of key service sectors</i>	<i>Policy and legislative development Programme</i>	Develop a National Service Policy
#3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth  <b>SDG#9:</b> Innovation & Infrastructure	#12: Internationally Competitive Industry Structures-Manufacture	<i>Climate proof the sector as well as encourage adoption of hazard mitigation and emergency management practices</i>	<i>Production &amp; Productivity Programme</i>	Develop strategies that will promote or develop climate-smart manufacturing practices and products
#3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	#12: Internationally Competitive Industry Structures-Services	<i>Improve the operation of the financial sector through greater inclusion, education and protection of economic actors</i>	<i>Consumer and Public Protection</i>	Design and commence the execution of a robust financial literacy campaign including the delivery of financial education programmes for youth in schools
#3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	#12: Internationally Competitive Industry Structures-Services	<i>Minimize uncertainties in the distributive trade through improved collaboration among data collecting agencies</i>	<i>Consumer and Public Protection</i>	Engage largescale distributors towards development of data collection system

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry's Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
#3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	#12: Internationally Competitive Industry Structures-Services	<i>Collaborate with providers in development of advanced ICT networks and applications for services</i>	<i>Business and Trade Facilitation Programme/ Consumer and Public Protection</i>	Improve the security and usage on electronic/e-commerce transactions  • Develop a position paper on the usage of electronic/e-commerce transactions
#3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	#12: Internationally Competitive Industry Structures-Services	<i>Strengthen the business environment for provision of services through improvements in the customer service culture</i>	<i>Business and Trade Facilitation Programme/ Consumer and Public Protection</i>	Develop and implement a national customer service campaign aimed at encouraging the delivery of the highest standards of customer service, including through increased public awareness of service delivery standards
#3: Jamaica's Economy is Prosperous  <b>SDG #8:</b> Good Jobs and Economic Growth	#12: Internationally Competitive Industry Structures-Tourism	<i>Develop new tourism market segments and advance gains in the development of new market segments</i>	<i>Business and Trade Facilitation Programme</i>	Finalize and promulgate the health and wellness tourism policy
#4: Jamaica has a Health Natural Environment  <b>SDG #12:</b> Responsible Consumption  <b>SDG #14:</b> Life Below Water	National Outcome#13 Sustainable Management use of Environmental and Natural Resources	<b>Update, strengthen and implement relevant environmental legislation</b>	<i>Policy &amp; Legislative Development Programme/Fisheries Division</i>	Promulgation of the Fisheries Industry Act
#4: Jamaica has a Health Natural	National Outcome#13 Sustainable Management	<b>Adopt an Ecosystems Management Approach</b>	<i>Policy &amp; Legislative Development Programme</i>	Explore species diversification and undertake research in spawning, biomass, etc. for commercial and export purposes

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry's Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
Environment <b>SDG #12:</b> Responsible Consumption <b>SDG #14:</b> Life Below Water	use of Environmental and Natural Resources			in the fisheries sector - for pelagic fishing, Basa, sea cucumbers and glass eels
#4: Jamaica has a Health Natural Environment <b>SDG #12:</b> Responsible Consumption <b>SDG #14:</b> Life Below Water	National Outcome#13 Sustainable Management use of Environmental and Natural Resources	<b>Strengthen the capacity of local organizations to facilitate citizen participation in sustainable management of their local natural resources</b>	<i>Policy &amp; Legislative Development Programme/Fisheries Division</i>	Develop an alternative livelihoods project for the fisheries sector - Climate Smart fisheries management project
#4: Jamaica has a Health Natural Environment <b>SDG #12:</b> Responsible Consumption <b>SDG #14:</b> Life Below Water	National Outcome #14 Hazard Risk Reduction and Adaptation to Climate Change	<b>Adopt best practices for climate change adaptation/ Create mechanisms to fully consider the impacts of climate change and 'climate proof' all national policies and plans</b>	<i>Policy &amp; Legislative Development Programme</i>	Develop a 10 year sector plan incorporating a climate change strategy for Jamaican agricultural sector
			<i>Policy &amp; Legislative Development Programme/RADA/NIC</i>	Implement water security/conservation measures for domestic and agricultural uses
			<i>Fisheries Development Programme/ Development and Management of Offshore Fisheries</i>	Implement sustainable land and marine use management initiatives for the following resources: forestry (e.g. REDD+), marine and coastal areas (e.g. the Blue Economy), wetlands, fisheries
#4: Jamaica has a Health Natural Environment <b>SDG #12:</b> Responsible Consumption <b>SDG #14:</b> Life	National Outcome # 15 Sustainable Urban and Rural Development	<b>Create a process of growth and diversification in the rural economy</b>	<i>Policy &amp; Legislative Development Programme</i>	Approve and implement Agricultural Land Use Policy  Develop and promulgate national rural development policy and strategy  Develop Action Plans

Vision 2030 National Goal & Sustainable Development Goal	Vision 2030 National Outcomes & Economic Growth Agenda 2020	National/ Sector Strategies (MTF 2019 – 2023)	Ministry’s Priority Policies/Programmes/ Projects	Key Actions for the Medium Term
Below Water				

## 1.8 Targets

The implementation of the Ministry's strategies will lead to the delivery of specific outputs based on the achievement of outcome performance indicators and a number of critical targets. It should be noted that achievements of these outputs are vital to the attainment of goals and objectives established in the Strategic Plan for the sector. These goals, outputs and targets are outlined in the following table and indicate progress the Ministry plans to make towards realizing its overall goal during the period 2019/20-2022/23.

**Table 1.2: Current Performance for 2018 and Target for 2022/23.**

<b>Sector Outcomes (MTF Aligned)</b>	<b>Outcome Indicators</b>	<b>Base Year 2018/19</b>	<b>Current Year 2018/ 2019</b>	<b>Year 4 Target (2022/23 unless otherwise indicated)</b>
<b>Enabling Business Environment</b>	Doing Business Report- Country Ranking	64/189	67/189	52/189
	Global Competitiveness Index- Country Ranking	86/140	75/138	Top 70
<b>Internationally Competitive Industry Structures</b>	Agriculture production index	116.5	N/A	169.

## 1.9 Medium Term Expenditure Summary

The financial implications of implementing the programmes, projects and policy initiatives and achieving Ministry performance targets over the period of this Business Plan are set out in the following table. It briefly outlines the estimates of expenditure for the current year and budgetary projections for the next three years, thereby facilitating a more detailed forecasting analysis for a four-year period. A more detailed display of the financial figures for the various programmes under the Industry & Commerce and Agriculture & Fisheries portfolio, including that of the three previous years is shown on in the *Medium Term Financial Implications (Summary)* section.

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)	Projections 21/22 (J\$ 000)	Projections 22/23 (J\$ 000)
Total Recurrent	8,985,806	9,245,000	9,519,690	9,801,921
Total Capital	5,431,828	8,608,584	5,752,405	4,864,479
Total Appropriations in Aid	1,159,220	1,204,263	1,255,547	1,309,330
Total Funding Requirement	15,576,854	19,057,847	16,527,642	15,975,730

## 2. PLANS AND PRIORITIES

### 2.1 Portfolio Areas

The Ministry of Industry, Commerce, Agriculture and Fisheries includes the portfolio subjects of:

- Accreditation
- Agricultural Commodities
- Agricultural Crop production
- Agricultural Health and Food Safety
- Agricultural Research and Development
- Agricultural Marketing
- Agro-Business
- Anti-Dumping
- Certification
- Charities Act
- Charities (Registration and Regulation)
- Charitable Organizations
- Commercial Business
- Commodity Supplies
- Companies Act
- Consumer Affairs
- Co-operatives and Friendly Societies
- Copyright
- Customs Duties (Dumping and Subsidies) Act
- Design Act
- Distributive Trade
- Entrepreneurship
- Export Promotion
- Extension support services
- Fair Competition Act
- Fisheries
- Fisheries Management and Development Fund
- Food Security
- Food Storage and Prevention of Infestation
- Hire Purchase
- Import and Export Licensing
- Industrial Apprenticeship
- Industrial Design
- Industrial Development
- On farm water services
- Insolvency (to be transferred April 1, 2016)
- Intellectual Property Regulation and Promotion
- Livestock and Poultry
- Manufacturing
- Marketing and Advertising
- Merchandise Marks
- Metrication
- Metrology (Weight and Measures)
- Micro financing
- Motor Vehicle Import Policy
- National Quality Infrastructure
- Patents
- Plant Protection/Quarantine
- Produce Inspection
- Public & Botanical Gardens
- Public Key Infrastructure
- Radiation Safety Infrastructure
- Registration of Business Names Act
- Rules of Origin Certification and Derogations
- Safeguard Investigations (WTO)
- Secured Transactions Regime
- Small Business Development
- Standards
- Subsidy Investigations (WTO)
- Technical Barriers to Trade
- Trade Act
- Trade Facilitation
- Trade in Services.
- Trade Marks
- Veterinary Services

## **2.2 Vision and Mission**

### **Vision**

By 2030, MICAFA has achieved innovative, inclusive, sustainable and internationally competitive Jamaican industries in agriculture, fisheries, manufacturing and services sectors.

### **Mission**

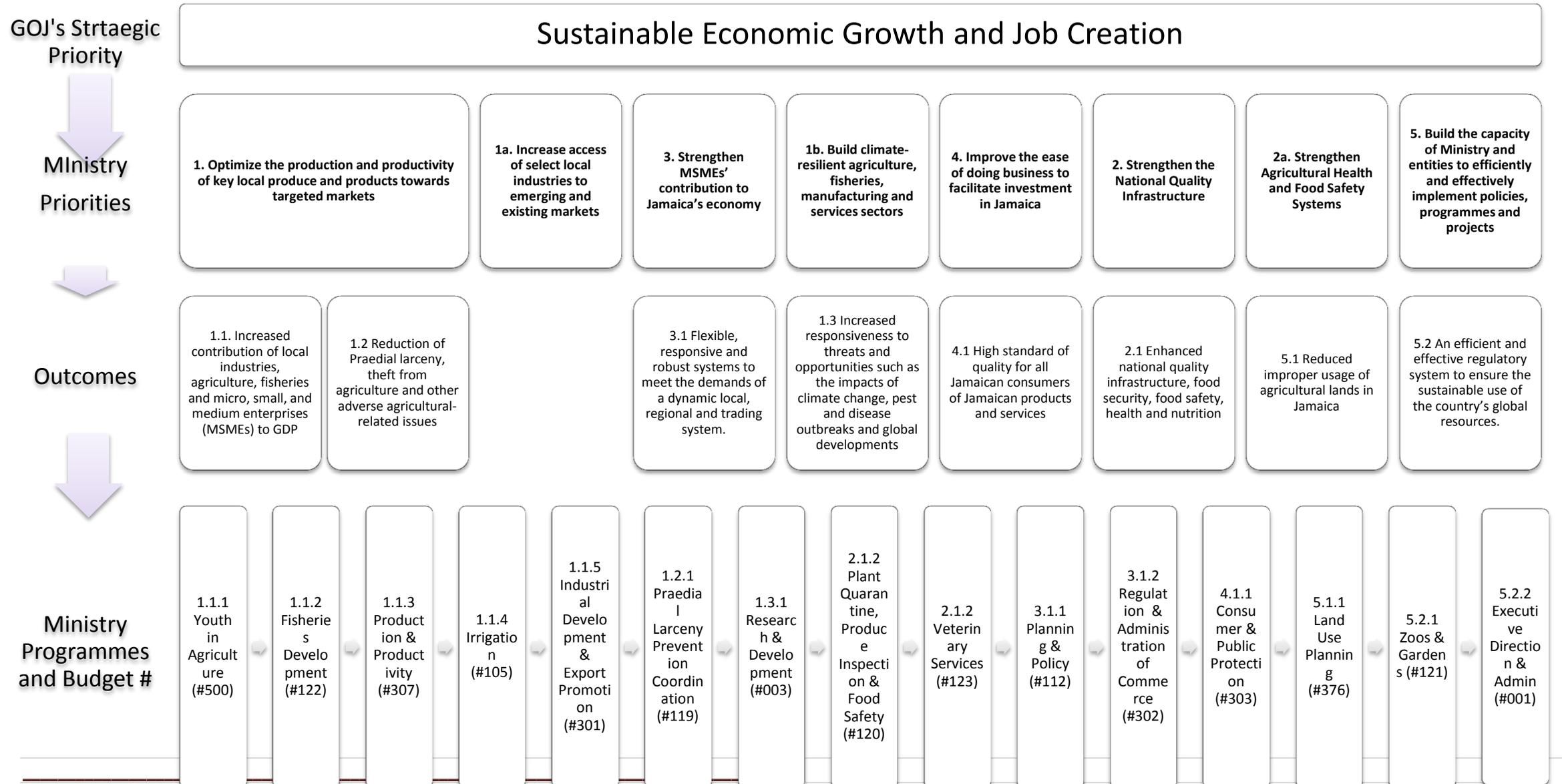
To create an enabling environment which grows and sustains industries in agriculture, fisheries, manufacturing and service sectors; and ensures consumer protection while fostering gender equality and social inclusion in all our policies, programmes and projects.

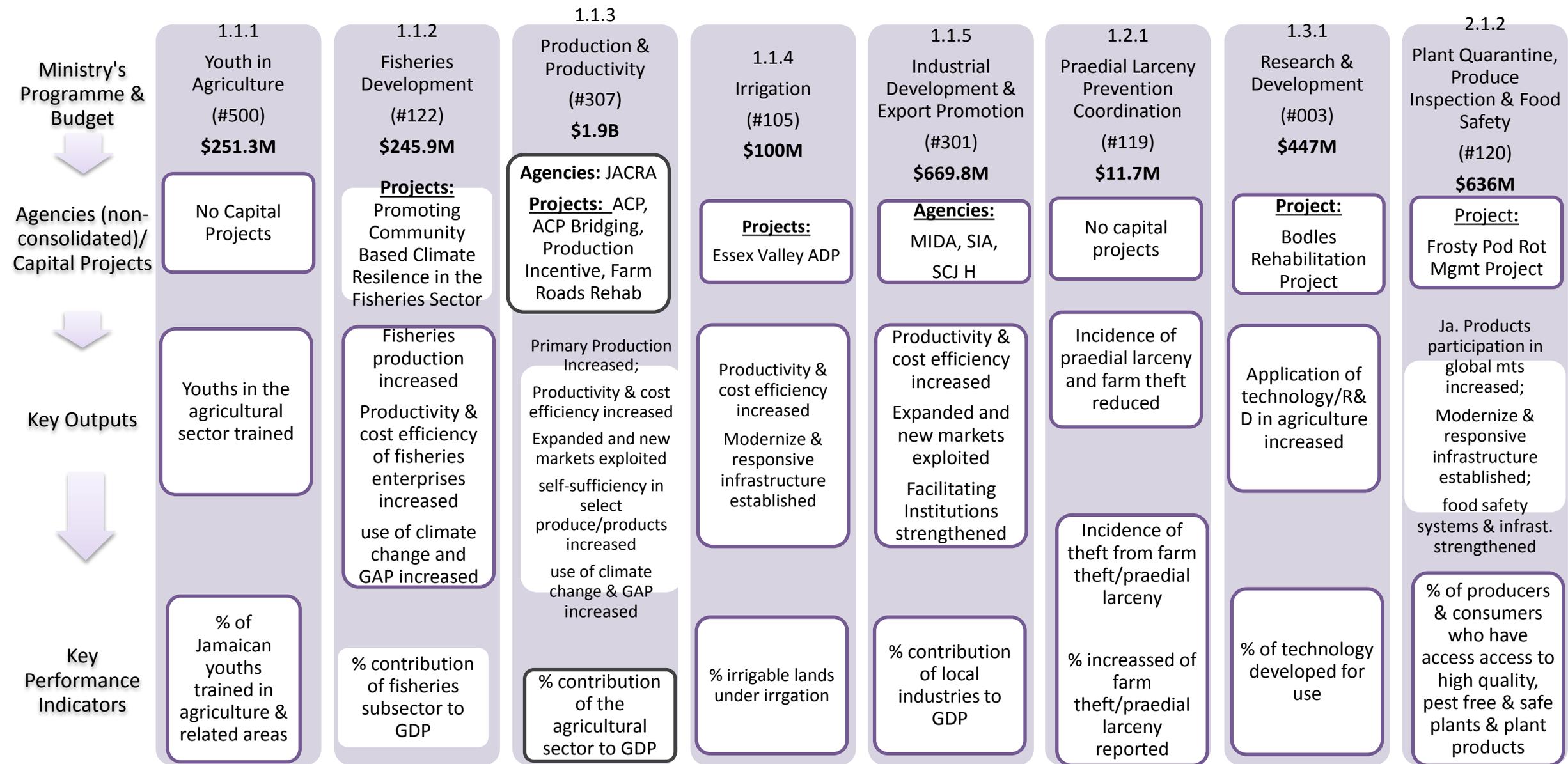
## **2.3 Strategic Outcomes**

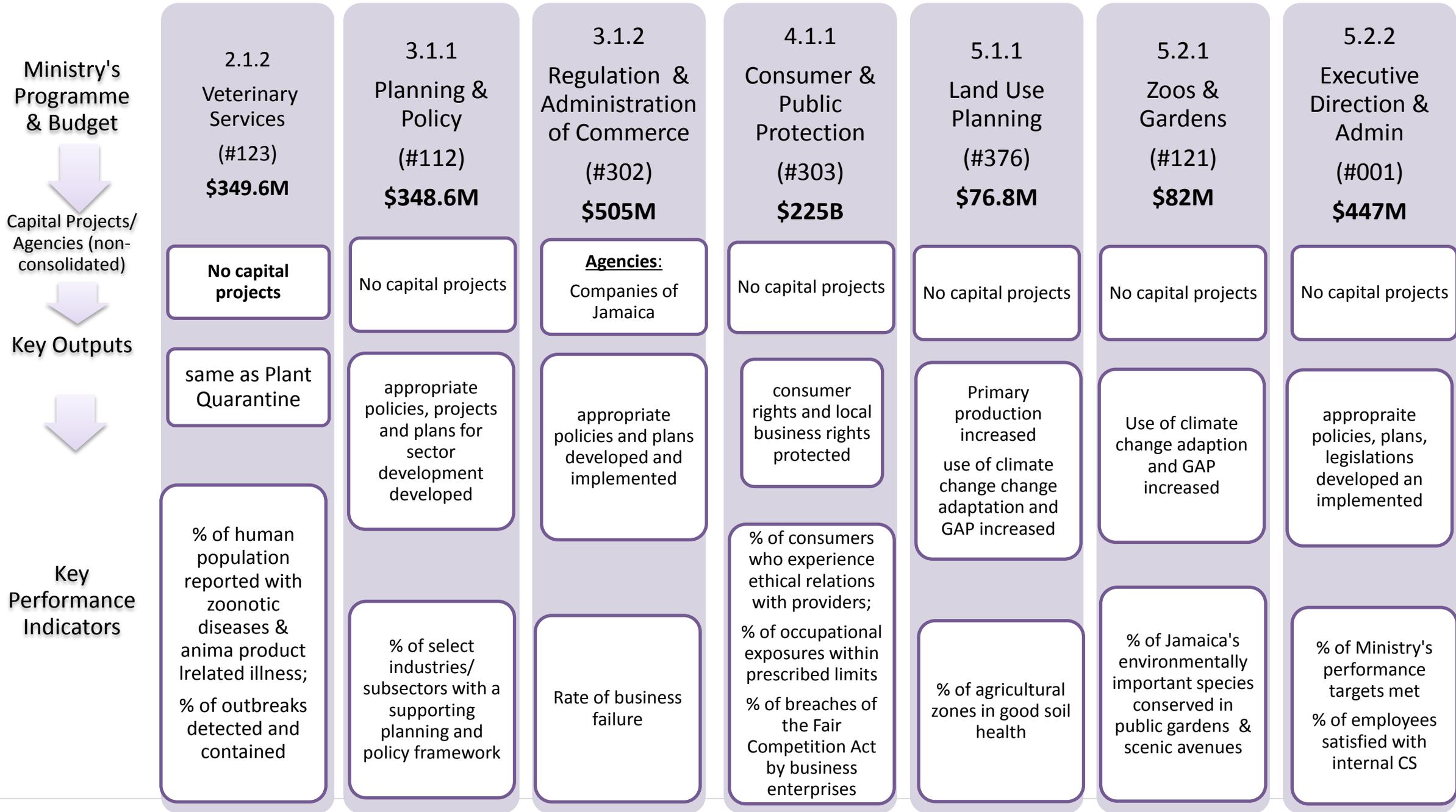
It is expected that the following desired outcomes will result from the strategic priorities:

1. Increased contribution of local industries, agriculture, fisheries and micro, small, and medium enterprises (MSMEs) to GDP
2. High standard of quality to all consumers of Jamaican products and services
3. Reduced improper usage of agricultural lands in Jamaica
4. Increased responsiveness to threats and opportunities such as the impacts of climate change, pest and disease outbreaks and global developments
5. Enhanced national quality infrastructure, food security, food safety, health and nutrition.
6. Reduction of Praedial larceny, theft from agriculture and other agricultural-related issues
7. Flexible, responsive and robust systems to meet the demands of a dynamic local, regional and trading system.
8. An efficient and effective regulatory system to ensure the sustainable use of our resources.

## 2.4 Programme Activity Architecture







## 2.5 Situation Analysis

*In constructing the Ministry's Strategic Business Plan, it is essential to assess the environment within which the Ministry must operate; as such, a situational analysis was conducted to highlight the internal and external factors/agents that act upon the Ministry's strategic priorities. Further it attempts to clearly identify that capabilities, stakeholders, business environment, strengths, weaknesses, opportunities and threats.*

### National Environment

The Jamaican economy continued to record growth during the second quarter of the fiscal year. For July–September 2018, real Gross Domestic Product (GDP) is estimated to have increased by 1.9 per cent relative to July–September 2017. This follows a real GDP growth of 2.2 per cent recorded for the April–June quarter. During the July–September quarter, Real Value Added in the Goods Producing Industry grew by 5.2 per cent, **while Real Value Added for the Services Industry expanded by 0.8 per cent**. The improved economic performance was pushed mainly by increases in the Mining & Quarrying (54.0 per cent), Construction (3.0 per cent) and Hotels & Restaurants (2.0 per cent) industries. **Growth was also recorded for the Agriculture Forestry & Fishing (0.7 per cent) industry. This performance was, however, negatively impacted by drought conditions which caused low yields and crop losses. Within the Services Industry, all industries recorded increases**, with the exception of Electricity & Water Supply, down 0.1 per cent.

It was further reported by the Planning Institute of Jamaica that the performance during the quarter took place against the background of continued macroeconomic stability, with modest inflation of 3.1 per cent; low interest rates; an improved fiscal out-turn; an uptick in both business and consumer confidence; and increased construction activities, associated with the expansion of the road network, building of new hotels, and other commercial buildings. Moreover, it also revealed positive indicators for the Labour Market. The unemployment rate for July 2018 was 8.4 per cent compared with a rate of 11.3 per cent in July 2017. This is the lowest unemployment rate on record, that is, since 1968. The employed labour force increased by 12,800 persons to 1,226,400 persons relative to July 2017. This represents the highest level of employment ever for a single month. There was a decline in Jamaica's Labour Force for July 2018 by 30,100 to 1,338,200 persons relative to July 2017. This out-turn in the employment figures continues the trend of establishing record levels of employment observed since mid-2016.

The outlook for the October–December 2018 quarter is positive. Real GDP for the October to December 2018 quarter is expected to grow within the range of 1.5 per cent to 2.5 per cent.

### VISION 2030

With respect to the period 2015–2018, Jamaica saw development gains in several areas, including human capital development; macroeconomic stability; reduction in unemployment; increases in the use of non-fossil fuel based energy, such as alternatives and renewables; governance, particularly in control of corruption and government effectiveness; key economic sectors, especially tourism and agriculture; and

infrastructural development. However, that same period saw increases in crime rates; low levels of economic growth; undesirable levels of poverty, particularly rural poverty; a general increase in the rate of chronic non-communicable diseases; and a fall in environmental sustainability.

Of the 67 indicators that were monitored against medium-term targets under Vision 2030 Jamaica, 56.0 per cent had shown improvement over the baseline year 2007 based on results to 2017/18, while 36.0 per cent had shown no improvement or worsened relative to the baseline year of 2007. It was indicated that the largest development gains up to March 2018 were under Goal 1: “Jamaicans are Empowered to Achieve their Fullest Potential”, followed by **Goal 3: “Jamaica’s Economy is Prosperous”**.

### **External Environment - PESTLE Analysis**

A PESTLE analysis was conducted to identify and analyze the macro-environmental (external environment) factors that have an impact on an organization/country. The result of which is used to identify threats and weaknesses which is used in a SWOT analysis. The technique is used to help identify factors involved in change rather than solutions to any of the factors. The factors identified fell into one of two categories:

1. Outside the control of the organization
2. Have some form impact on the organization

### **Political**

These factors highlight to what degree a government intervenes in the economy. This can include – government policy, political stability or instability in overseas markets, foreign trade policy, tax policy, labour law, environmental law, trade restrictions and so on.

- Stable Democracy
- Food Security – Significant policy issue for GOJ
- Food Traceability – Significant policy issue for GOJ
- Environment & Production Balance
- Corruption Index ranked 68<sup>th</sup> (moderate transparency)<sup>5</sup>
- Member of CARICOM (economic, trade and labour bloc)
- National Development Plan – Vision 2030, is aligned with 2030 Sustainable Development Goals
- Major Trade Agreements
  - The European Partnership Agreement (EPA)
  - Caribbean-Canada Trade Agreement (CARIBCAN)
  - Caribbean Basin Initiative (CBI)
  - Caribbean Single Market Economy (CSME)
- International Trade Friendliness - Logistics Performance Index 2.52 (global rank 113<sup>th</sup>)
- Ease of Doing Business rank 70<sup>th</sup>
  - Competitiveness Index 4.25

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<sup>5</sup> Transparency International 2017 Report

## **Economic**

Economic factors have a significant impact on how the Ministry designs interventions and project business enabling initiatives, programmes and projects. Factors include – economic growth, interest rates, exchange rates, inflation, disposable income of consumers and businesses and so on.

- Pro-Business Environment for FDI<sup>6</sup>
- Volatility in Commodity markets
- Increased global competition
- Supply chain issues
- GDP 14.77 USD billion
  - Annual GDP growth rate 1.40%
- Macroeconomic Factors
  - Volatile exchange rate
  - Favourable interest rates
  - Inflation Rate within target performance range (CPI and PPI)<sup>7</sup>

## **Sociological**

Also known as socio-cultural factors are the areas that involve the shared belief and attitudes of the population. These factors include – population growth, age distribution, health consciousness, attitudes and so on.

- Consumer Diet/Interests Changes
- Image of Farming/Image of Jamaican Products
- Levels of Education – Expected years of schooling -> 13.1 years
- Changes in values of Population
- Human Development Index - 0.732 (97<sup>th</sup> global ranking)<sup>8</sup>
- Gender Development Index – 0.988<sup>9</sup>
- Institutional and policy frameworks geared towards reinforcing social protection and inclusion
  - Law Reform (Restorative Justice) Act 2016
  - Integrity Commission Act 2017
  - Disabilities Act 2014
  - Policy framework for senior citizens
  - Creation of Municipal Corporations
- Ageing Population – Median age 30.4; declining age group 0-14.<sup>10</sup>
  - Life Expectancy 76.1 years
- Leading cause of death Non-Communicable Diseases

## **Technological**

Technological factors affect marketing and the management thereof in three distinct ways:

- New ways of producing goods and services

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<sup>6</sup> Ease of doing Business Report

<sup>7</sup> Bank of Jamaica Inflation Report July 2018

<sup>8</sup> UNDP Human Development Report 2018

<sup>9</sup> UNDP Human Development Report 2018

<sup>10</sup> Economic Social Survey of Jamaica 2017

- New ways of distributing goods and services
- New ways of communicating with target markets
- Inadequate applied Research & Development due to reduced Government funding
- Precision Agriculture
- Climate Smart Agriculture
- Slowing Productivity gains
- Investments in Start-ups
- Internet access proliferation
- Mobile Broadband Penetration
  - Availability & Speed of Mobile broadband
  - Internet users – 45% of population<sup>11</sup>

### **Legal**

Legal factors include - health and safety, equal opportunities, advertising standards, consumer rights and laws, product labeling and product safety. It is clear that companies need to know what is and what is not legal in order to trade successfully.

- Trade Arrangements (WTO Compliant)
- Policy Framework
  - Responsive to dynamic industry and commerce arenas
- Legislative Compliance
  - Industry specific regulations
  - Business law
- Institutional framework (regulatory authorities)
- Caribbean Court of Justice

### **Environmental**

These factors have only really come to the forefront in the last fifteen years or so. They have become important due to the increasing scarcity of raw materials, pollution targets, doing business as an ethical and sustainable company, carbon footprint targets set by governments (this is a good example where one factor could be classed as political and environmental at the same time).

- Climate Change Adaptation
- Water Management
  - Modernized water distribution system in cities and growth centres
  - Water insecurity in rural agricultural regions
- Soil & Vegetation Management
  - Climate Smart Agriculture
  - Forest Management Plan
  - Forest Management and Conservation Plan 2016-2026
- Solid Waste Management Infrastructure
  - Legislation passed to ban some plastics and Styrofoam
- Responsiveness to Natural Disasters

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<sup>11</sup> UNDP Human Development Report 2018

- Agriculture Disaster Risk Management Plan
- Responsiveness to Health Emergencies
  - Expanded Programme of Immunization to tackle Human Papilloma Virus

## **SWOT Analysis**

### **Strength**

- Technical Resources and Infrastructure
- Policy Support Structure for portfolio sectors
- Industry & Value Chain Support Mechanisms
- Extension Services
- Strengthened monitoring & evaluation functions and culture
- A 90% of workforce at the technical levels have their basic qualifications and training
- Policy frameworks to guide the development of the sector
- Delegated Authority for HR functions and MYHR+ piloted
- Strengthened monitoring and evaluation culture and functions
- Policies, programmes and projects geared towards youth inclusivity, gender equality and social inclusivity.
- Customer Service Framework developed

### **Opportunities**

- Meet National Development Goals
  - Food Security
  - Import Substitution
  - Enhance livelihoods through Agriculture
- Favourable Reputation Internationally
  - Logistics Performance
  - Transparency
  - Ease of doing Business
- Access to Grant Funding – Strong relationships with Agriculture-based NGOs
- Strong relationship with Diaspora, international development partners, national organization and academia
- Vibrant stakeholders
- The current IMF Agreement that has strategic benchmarks to support the expedited implementation of the Business Environment Reform Agenda (BERA)
- Available programme funding (e.g. Foundation for Competitiveness & Growth Project)
- Favourable developments in the local, regional and international environments (*increased interest of youth to participate in sectors, diversification of manufacturing base, global trends in manufacturing that require worldwide assembly and processing sites, high regional competition, new technologies in agricultural production and post-harvest activities*)
- Access to cost effective technology

## Weakness

- Distribution and Supply Chain issues
- Poor track record of Policy Implementation
- Disconnect between production & productivity and trade arrangements
- Insufficient funding for critical policies & programmes in the Ministry
- Inadequate ICT infrastructure and solutions
- Inadequate research and development capabilities
- Gaps in specialized training for technical staff as well as inability to retain quality and experienced staff.
- Lack of a structured communications strategy that targets the Ministry's publics
- Insufficient resources to support monitoring, surveillance and enforcement
- Inadequate capacity to collect data and carry out data analyses in select sub-sectors

## Threats

- Natural Disasters
- Priority & Policy Changes
- Unfavourable Fiscal Regime
- Constrained fiscal space which will affect grant funding
- Unclear functional alignment among ministries and agencies, leading to portfolio creep
- Unidentified funding to sustain/institutionalize activities of current projects as they come to a close
- Globalisation – impact of further liberalization on the agriculture, manufacturing and service sectors, which can thwart Ministry's efforts
- Unfavourable developments in the local, regional and international environment (*degradation of environment/landscapes, inappropriate development on agricultural lands, rural-urban migration of young people, declining role of agriculture in rural economies/communities, praedial larceny/organized crime/ illegal unreported and unregulated (IUU) fishing, crime and corruption, climate change and climate variability, improper disposal of Industrial waste, high competition with imports, growing competition for land and water*)
- Negative perception of service to stakeholders leading to mistrust of relayed information.

## STAKEHOLDER ANALYSIS MATRIX

Stakeholder	Interest	Influence	Needs	Wants	Expectations	Needs	Wants	Expectations
HM Industry, Commerce, Agriculture & Fisheries	High	High	Policies & Programmes geared towards achieving the Vision & Mission of the Ministry	Sustained Growth of the Sectors	Sustained Growth of the Sectors	Policy Directive	Support	Support
Ministry of Health	High	High	Adherence to Public Health Initiatives and Protocols	Adherence to Public Health Initiatives and Protocols	Adherence to Public Health Initiatives and Protocols	Improved Collaboration of Intelligence	Improved Collaboration of Intelligence	Improved Strategic Planning in combating Zoonotic diseases; Increased Trade Facilitation
Ministry of Finance & Public Service	High	High	Adherence to Fiscal Priorities	Frequent Progress Reports	Achieve the Government's fiscal & economic policy goals	Fiscal Support	Expeditious & Timely disbursement of funds; Clear Communication	Fiscal Support
International Development Partners	Low	High	Transparency & Accountability	Policies, Programmes & Initiatives consistent with SDGs	Development in keeping with SDGs	Aid, Grants & Technical Assistance in combating Development challenges	Aid, Grants & Technical Assistance in combating Development challenges	Continued Support and Partnerships
Ministry of Labour & Social Security	High	High	Adherence to Labour Laws	A responsive labour market; delivers effective social	Effective and efficient labour market	Effective and efficient labour market; Labour legislation that does not inhibit	A responsive labour market; delivers effective social protection programmes	Effective and efficient labour market

Stakeholder	Interest	Influence	Needs	Wants	Expectations	Needs	Wants	Expectations
				protection programmes		Competitiveness of products		
Capital Market & Lending Institutions	Low	High	Fiscal Regulations and Frameworks that support the Growth of the Capital Market	High Index of Financial Inclusion	Sustained Growth in the sector	Fiscal Support of Primary Stakeholders	Capital Market focused on Business/Enterprise Development	Capital Market focused on Business/Enterprise Development
Local Micro, Small & Medium Enterprises	High	Low	Enabling Environment for Business Growth	Enabling Environment for Business Growth	Sustained Growth in the sector	Job Creation, Innovation & High Quality Products	Job Creation, Innovation & High Quality Products	Job Creation, Innovation & High Quality Products
Large Food Supply & Distribution Conglomerates	High	Low	Enabling Environment for Business Growth	Enabling Environment for Business Growth	Sustained Growth in the sector	Dynamic & Efficacious Supply Chains	Dynamic & Efficacious Supply Chains	Stable Supply and Availability of Foods for subsectors
Large & Small Farmers	High	High	Enabling Environment for Business Growth	Enabling Environment for Business Growth	Sustained Growth in the sector	Stable Supply of High Quality Produce	Stable Supply of High Quality Produce	Stable Supply of High Quality Produce
Local Government Authorities	High	High	Adherence to statutes and laws that govern public administration	Adherence to statutes and laws that govern public administration	Adherence to statutes and laws that govern public administration	Creation and maintenance of Infrastructure geared towards developing enabling business environment	Improved and Sustained Collaboration	Improved and Sustained Collaboration
Regulatory Bodies	Low	High	Adherence to regulatory standards	Adherence to regulatory standards	Adherence to regulatory standards	Regulatory Frameworks and Quality Standards that	Regulatory Frameworks and Quality Standards that protects the	Regulatory Frameworks and Quality Standards that protects the

Stakeholder	Interest	Influence	Needs	Wants	Expectations	Needs	Wants	Expectations
						protects the interest of Civil Society	interest of Civil Society	interest of Civil Society
Large Local Manufacturers	Low	High	Enabling Environment for Business Growth	Enabling Environment for Business Growth	Sustained Growth in the sector	Buy-in and Compliance with National development policies	Job Creation; Innovation; Supply of Highly Competitive Products for local and export markets	Job Creation; Innovation; Supply of Highly Competitive Products for local and export markets
Large Local & International Enterprises (Service Sector)	Low	High	Enabling Environment for Business Growth	Enabling Environment for Business Growth	Sustained Growth in the sector	Buy-in and Compliance with National development policies	Job Creation; Innovation; Supply of Highly Competitive Products for local and export markets	Job Creation; Innovation; Supply of Highly Competitive Products for local and export markets

## 2.6 Ministry's Current Performance

Current performance against Ministry performance indicators and targets, expressed as last year's actual results and this year's expected results, are set out in the following table:

Priority Policy	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19 YTD	Target 19/20	Expected Result 19/20
<b>Agro-Parks &amp; Agricultural Economic Zones Development Programme</b>						
Improve competitiveness and diversity production along the value chain	<b>Agricultural Competitiveness Programme Bridging Project (ACPBP)</b>	% of Substitution of targeted food imports	2% Substitution in targeted food imports (Onion & Potatoes)	No data available at this time	100% substitution in potatoes 45% substitution in Onions	Increased foreign exchange earnings
		# increased earnings from the output of the Agro-Park	J\$196,389,300.00 earned from the output of the Agro-Parks	\$83,778,218.10 generated from agro-parks at farm gate		Increase sustainable income for farmers
		# of products produced, substituted for the imports and exports of the Agro-Parks	700mt of products produced, substituted for the imports and exports of the Agro-Parks	No data available at this time	930MT	Production and productivity of crops and livestock increased
		# of entrepreneurs of which are inclusive of youth, women and minority	210 entrepreneurs of whom 17% are youth, women or targeted minority. 500 employed	151 entrepreneurs and 31 youth (19), women (12) in the Agro-Parks 328 employed		Inclusive Job creation in rural communities
		% of irrigated land utilized in production	100% utilization of irrigated land	75.58%	85%	Increase in agricultural production in select crops

Priority Policy	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19 YTD	Target 19/20	Expected Result 19/20
Improve competitiveness and diversity production along the value chain	<b>Agricultural Competitiveness Programme Bridging Project (ACPPB)</b>	# of Agro-Parks established and operational	9 Agro-park operational and establish and maintain marketing contracts/arrangements  Establishment for spring gardens Agro-park and Operational  Hounslow Agro-Park Extension (via partnership with Grace Kennedy)	9 Agro-Parks <sup>12</sup> Operational  20% of Spring Garden establishment activities completed:  30% of Hounslow Agro-Park Extension establishment activities completed.	2 new Agro-Parks established and operational  1 Agro-Economic Zone established	Increase in agricultural production in select crops
		# of produce harvested from hectares in under production	7,607,865Kg harvested from 498 ha in production	930,869.09 kg harvested from 315.6 ha in production	TBD	Increase in agricultural production in select crops
		# of Agro-parks with Global GAP Certification	4 Agro-Parks with Global GAP Certification	6 Agro-Parks <sup>13</sup> received Global Gap certification in August/September 2018.	40 farms on select Agro-Parks	Increase access to market  Food safety increased

<sup>12</sup> Agro-Parks include Yallahs (Y), New Forest (NF), Duff House (DH), Sweet River (SR), Hounslow (H), Amity Hall (AH), Plantain Garden River, Ebony Park (EP) and Spring Plain (SP)

<sup>13</sup> GLOBAL GAP certified Agro-Parks are Duff House, New Forest, Yallahs, PGR, Ebony and Spring Plain Agro-Park.

Priority Policy	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19 YTD	Target 19/20	Expected Result 19/20
Improve competitiveness and diversity production along the value chain		Establishment for of Agro-Economic Zone	AEZ site identified, scope and framework established	Production systems for hot pepper and pumpkin being developed  2 new structured marketing arrangements formed for hot peppers and pumpkins	1 AEZ established	Increase in agricultural production in select crops
<b>Strengthening of the National Quality Infrastructure</b>						
Strengthen national Quality infrastructure food safety & food & food nutrition security	<b>Bureau of Standards (BSJ), Jamaica Agency of National Accreditation (JANAAC), National Certification body of Jamaica (NCBJ)</b>	Establishment of National Quality Policy (NQP)	NQ Policy submitted to Cabinet for approval as White Paper	Final Policy amendments made and submission to Cabinet will be done in 3 <sup>rd</sup> quarter	20% of National Quality Policy implemented	National Quality Framework for Jamaica developed
		# of standards completed, launched and implemented	62 Standards completed 5 of standards launched and implemented	23 Standards completed 8 standards launched and implemented	65 standards completed, launched and implemented	National Quality Infrastructure strengthened
		# of beneficiaries trained on standards and quality Management –related topics	840 beneficiaries trained on standards and quality Management related topics	329 beneficiaries trained on standards and quality Management related topics	900 beneficiaries trained on standards and quality Management related topics	

Priority Policy	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19 YTD	Target 19/20	Expected Result 19/20
		# of accreditation certificates awarded of National Accreditation Programme	30 accreditation certificates awarded of National Accreditation Programme (Baseline: 24)	3 out of the 7 accreditation certificates awarded to international companies  1 out of 7 targeted new accreditation application received and 1 out of 3 targeted dormant clients activated.	34 accreditation certificates awarded of National Accreditation Programme	
		# of compliance activities completed	16,669 compliance activities completed	20,078 compliance activities completed including food factories, importers at port of entry/residence; retail/wholesale; pre-packaged goods and weighing and measurement accuracy on labels.	TBD	Food safety increased
		# of completed Sample testing conducted for select industries	900 completed Sample testing conducted for select industries	112 DM; 328 concrete blocks and 33 cement samples taken for testing	TBD	National Quality Infrastructure

Priority Policy	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19 YTD	Target 19/20	Expected Result 19/20
				100% of petroleum imports, local bottled water processors, bottled coconut water processors inspected and sampled		strengthened
<b>Micro, Small and Medium Enterprise and Entrepreneurship Programme</b>						
Improve competitiveness and diversity production along the value chain	Programme 301 Industrial Development and export Promotion Sub-programme MSME Development Programme	% of updated MSME and entrepreneurs hip policy tabled in parliament	100% Updated MSME & Entrepreneurship policy and implementation plan tabled in parliament as white Paper	Policy tabled in the House of Parliament as a White Paper in July 2018	1 project/ programmes developed and implemented from policy activities	Framework for MSME Development
		# of Small Business Development Centre established	4 Small Business Development Centre 160 clients	2 centres have been established to date with 80 new clients	3 Small Business Development Centre with 400 new clients	MSME access to support services increased
		# of programmes developed geared at strengthening youth and women involvement in MSME Sector	1 programme developed geared at strengthening youth and women involvement in MSME Sector	Women Entrepreneurship Support Project launched with 4 beneficiaries of \$250,000 each	10 recipients of the grant under the programme valued at \$500,000	MSME Development programmes geared towards women developed

Priority Policy	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19 YTD	Target 19/20	Expected Result 19/20
		% of unclaimed funds secured for MSME Funds	0% of unclaimed funds secured for MSME Funds  Procurement of technical consultancy on the efficacy of the unclaimed funds proposed as a means of identifying new resources for MSME financing	Identified consultants. Consultancy ongoing.	TBD (target will be based on results of the consultancy report)	MSME Fund operational
		# of MSME benefit from revised secured transaction regime	Recommendations Report (review of regime) submitted to Cabinet for action	Local operation review of the secured transaction regime ongoing	TBD (target will be based on results of the review)	Mid-term report on SIPPA & NPPR reviewed
<b>Business and Trade Facilitation Programme</b>						
Improve the ease of doing business to facilitate investment in Jamaica	National Trade Facilitation Programme International Trade Support (Trade Unit) #112/02/2063 Regulation of Trade (Trade Board) #302/20/2049	# and type of implementation activities completed within the timeline	0 implementation of activities for period	Trade Facilitation Secretariat established under Trade Unit  Budget approved for funding to engage consultancy to conduct feasibility study on Trade Facilitation Programme.	Jamaica trade Information Portal operationalized	1. Increased efficiency of inspections and timely release of commodities. 2. Accurate and timely notification customs brokers the status of their

Priority Policy	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19 YTD	Target 19/20	Expected Result 19/20
			Risk Management Unit established at NCRA	Risk Management Unit established at NCRA	Risk based approach to $\geq 20\%$ employed for inspection and product sampling	goods. 3. Time and cost of trade reduced
		# of SME training/ sensitization held	1 SME training/ sensitization held	3 SME training/ sensitization held  (CDC and SDC Business Fair, Can Ex Jamaica Business Conference & Expo 2018 Montego Bay Convention Centre)	8 Stakeholder Sensitization Session 10 Stakeholder engagement Session	
		% of the Online Trade Information Portal developed and implementation	Online Trade Portal consultancy procured	Launch of Consultancy	60% of Online Information Portal Developed	Automated and streamlined trade system
Optimize the production and productivity	Competitive Products Development Programme	% self-sufficiency in select crops	100% tabled Irish potatoes  20% for onions	N/A  Land prep on-going	100% tabled Irish potato  45% onion  5% strawberries	FX loss reduced

## 2.7 Priority Policies, Programmes and Projects (2019/20 – 2022/23)

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20  (JS'000)	Target & Cost 20/21  (JS'000)	Target & Cost 21/22  (JS'000)	Target & Cost 22/23  (JS'000)
<b>MAJOR PROGRAMMES</b>								
Optimize the production and productivity of key local produce and products towards targeted markets	<b><u>Agro-Parks &amp; Agro-Economic Zone Development Programme</u></b>  <b>Marketing and Information (AIC)</b>  #112/20/2036	Increase availability, capabilities, and conservation of arable lands	Production and productivity of crops and livestock increased	% utilization of arable lands under MICAFA	80%	85%	90%	95%
				# of Kg harvested in agro-parks (% of domestic production)	930 T	1000T	1255T	1500T
				# of farms global gap certified	50	50	50	50
				% of trained farmers employing best practices	50%	60%	80%	85%
				# of Agro-economic zone established	1		2	
Optimize the production and productivity of key local produce and	<b><u>Orchard Development Programme</u></b>  <b>Rural</b>	Provision of lands, resilient seedlings, access to markets and	Export production increased	Acreage of orchards in production	1,212 hectares of mango for export production	TBD	TBD	TBD

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
products towards targeted markets	Development (Technical Services – Agriculture/R ADA)  #307/26/0170 #307/26/0005	technical advice for orchard development						
	Produce Inspection/Co mpetiveness Programme (PQ/PI & ACPBP)  #120/22/2058 #307/20/2066			% of crops from orchard used in select mkts – fresh, export, agro-processing and/or manufacturing	Irradiation facility at NMIA established		5% of local mangoes for fresh export	10%
		Develop a robust and modern plant health system that is proactive and responsive to phytosanitary emerging issues affecting trade		% certified agricultural produce meeting export market requirement	0	0	5%	5%
Optimize the production and productivity of	<u>Competitive products development</u>	Provision of lands, resilient clean seeds,	Self-sufficiency in select crops and livestock	% of self- sufficiency in select crop				

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (JS'000)	Target & Cost 20/21 (JS'000)	Target & Cost 21/22 (JS'000)	Target & Cost 22/23 (JS'000)
key local produce and products towards targeted markets	<u>programme</u>  Production Incentive (Technical Services – special projects)  #307/26/0170	access to markets and technical advice for orchard development		1. Irish potato	100% tabled Irish potato *test variety for chips	100% tabled  Pilot potatoes for chips	100% tabled  5% chips variety	100% tabled  5% chips variety
				2. Onion	35%	45%	50%	60%
				3. Strawberry	5%	10%	20%	25%
				4. Ginger	630 T of green ginger to market			
Optimize the production and productivity of key local produce and products towards targeted markets	<u>Production and Productivity Programme</u>  Rural Development (Technical Services – Agriculture/R ADA)  #307/26/0170 #307/26/0005	Provide research, extension service, infrastructure and form public-private partnerships	Export Production increased	% of sweet potato produced for export production	Pilot and testing of varieties	TBD	TBD	TBD
				Hectares of land into production for select crops	300 hectares per annum in prod'n for sweet potato, sweet yam, dasheen, and pineapple			
					15% increase in pineapple sector			
	<u>Research and Development</u>			# of improved crop varieties	6	6	7	7

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
	(R&D)  #			with desirable traits/production technologies				
				# and type of clean seed material <sup>14</sup> accessible for production	>25 acres	>25 acres	>25 acres	>25 acres
	<u>Production and Productivity Programme</u>  Extension Services (RADA)  #307/26/0164		Production and productivity for crops/livestock increased	# of farmers exposed to training on GAP for crop/ livestock; post harvesting; ADRM	28,000 <sup>15</sup>  (\$41,520)	28,000  (\$41,520)	34,6,000  (\$49,644)	39,200  (\$58,128)

<sup>14</sup> Clean seed material for scotch bonnet, pumpkin, sorrel, corn, sweet potato, ginger, fruit trees

<sup>15</sup> 60:40 for men vs women, youth and other groups

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20  (JS'000)	Target & Cost 20/21  (JS'000)	Target & Cost 21/22  (JS'000)	Target & Cost 22/23  (JS'000)
Optimize the production and productivity of key local produce and products towards targeted markets	Dairy Revitalization (JDDB)  #307/21/0005		Production and productivity for crops/livestock increased	% increase in dairy cattle production and productivity (litres/cow/day)  (baseline year: 2018 at 5000 milking animals)	10%  8 l/c/d	14%  8.5 l/c/d	18%  9l/c/d	22%  9.5 l/c/d
				% of trained/sensitized agricultural producers applying grades and standards in final products	10%	15%	30%	50%
Optimize the production and productivity of key local produce and products towards targeted markets	Marketing and Information (AMID)  #112/20/005	Provide market analyses, information and support in improving market structure		Agricultural census completed	Source funding		Census completed	
				<u>Irrigation Development Programme</u>  Irrigation	Design and implement irrigation schemes for select areas	#hectares (ha) with irrigation (service areas) (Baseline: )	10,000 ha	12,000 ha

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
	Services  #105/20/0005							
Optimize the production and productivity of key local produce and products towards targeted markets	<u>Praedial Larceny Prevention Programme</u> #119/21/2064	<b>Enforcement and Compliance</b> - Conduct intelligence led police operations across the island	Incidences of praedial larceny and other farm thefts reduced	# of police operations conducted by the Agricultural Produce Protection Units	48 intelligence led police operations conducted	96 intelligence led operations conducted	96 intelligence led operations conducted	105 intelligence led operations conducted
		Conduct farm visits; farm security assessments and establish farm watches		# of farms visited and security assessments conducted	200 Farms visited  60 assessments	300 Farms visited  100 assessments	350 Farms visited  100 assessments	400 Farms visited  100 assessments
				# of Farm Watch Groups established in collaboration with JCF	20	15	15	10
		Decentralization of the Praedial Larceny Prevention Unit		# of Agricultural Produce Protection Units	19 Agricultural Produce Protection Units in JCF establish and operational - On-going training and sensitization of praedial larceny and related praedial larceny laws - On-going enforcement and prevention support			
Increase access of local industries	<u>Fisheries Development Programme</u>	Develop and Establish Investment	Production and productivity of fisheries	% of coastal fishery water (down to 30	3%	5%	5%	7%

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (JS'000)	Target & Cost 20/21 (JS'000)	Target & Cost 21/22 (JS'000)	Target & Cost 22/23 (JS'000)
(including fisheries, medical cannabis and bamboo) and to emerging and existing markets	Mgmt. & Development of Capture Fisheries #122/20/0181	Partnerships  Develop regulations that require developers to contribute to sanctuary management	increased while local coastal waters are protected	meters) protected as SFCA				
				% increased of local fishers in deep sea fishing	Baseline	TBD	TBD	TBD
Increase access of local industries (including fisheries, medical cannabis and bamboo) and to emerging and existing markets	<u>Fisheries Development Programme</u> Mgmt. and Development of Aquaculture #122/20/0182	Rehabilitate prod'n facilities at the Aquaculture Branch and establish a new mari-culture hatchery and grow out trials  Provide targeted extension services		% increase in seed stock production				
				1. tilapia	20%	40%	60%	80%
				2. mari-culture species	45%	60%	80%	100%
				% Increase in prod'n				
				1. Tilapia & ornamental fish	20%	40%	60%	80%
				2. Mari-culture species	45%	60%	80%	100%

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
Increase access of local industries (including fisheries, medical cannabis and bamboo) to emerging and existing markets	<b>Planning, Policy and Legislative Development Programme</b>  <b>Direction and Administration (legal department)</b>  <b>#001/01/0001</b>  <b>Industry and services policy and facilitation (Industry Division)</b>  <b>#301/33/2043</b>	Engage in consultations with all relevant stakeholders to advance development and implementation of relevant policies and their respective action plans	Local Medical Cannabis Industry operational	% of licensed cannabis producers accessing existing markets	0%	5%	5%	15%
				Regulations developed	Industry Strategy and Plan developed			
	<b>Industrial Development and Export</b>	Review Regulatory requirements and		% of licences approved within stated	50%	60%	70%	80%

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20  (JS'000)	Target & Cost 20/21  (JS'000)	Target & Cost 21/22  (JS'000)	Target & Cost 22/23  (JS'000)
	<b><u>Programme</u></b>  <b>Cannabis Product Development</b>  <b>#301/33/1070</b>	address deficiencies; Develop Administrative Protocols		guidelines				
		Review Communication Strategy & prog. For medicinal cannabis ind.		% of enforcement actions undertaken within approved guidelines	100%	100%	100%	100%
	<b><u>Planning, Policy and Legislative Development Programme</u></b>  <b>Planning and Policy (Economic Planning Division)</b>	Develop mechanisms to assist traditional growers with the cost of entry to the cannabis industry	Local Medical Cannabis Industry operational	% of traditional cannabis producers entering the formal sector	Baseline study and pilot programme implemented	20%	40%	60%
	<b><u>Modernization and Transformation Programme</u></b>  <b>Corporate Services</b>	Review and implement industry specific organization restructure	Local Medical Cannabis Industry operational	# and type of institutions operational to support local medical cannabis industry in	1 – financial institution for medical cannabis	TBD based on industry development plan	TBD based on industry development plan	TBD based on industry developmen t plan

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
	#001/01/2042			accordance to international standards				
<b>Strengthen MSMEs' contribution to Jamaica's economy</b>	<b>MSME and Entrepreneurship Programme</b>  <b>MSME policy development (MSME Division)</b>  <b>#301/34/2047</b>	Develop a MSME fund and disburse interest rate lower than 8%; Conduct technical consultancy on the efficacy of the unclaimed funds for sustainability of MSME fund; Design and implement a project to strengthen women in entrepreneurship with capacity building support	MSME sector access to finance increased	% of MSME funds disbursed (# and type of beneficiaries to be collected)	40% disbursement	100% disbursement	Revolving fund fully operational and attracting additional funds  Project evaluation	TBD based on project evaluation
				% of unclaimed funds transferred to MSME fund.	0%	0%	> 20%	TBD
				# of women entrepreneurs receiving capital and business support for approved business proposal	4	8	12  Evaluation of the Project	Institutionalization of WES project

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20  (J\$'000)	Target & Cost 20/21  (J\$'000)	Target & Cost 21/22  (J\$'000)	Target & Cost 22/23  (J\$'000)
		Research, advocate and promote for development of a Social Enterprise Business Model in Jamaica		% of firms/MSMEs using and benefitting from the SEB Model	0%  SEB codes developed	1%  80 sensitized	1%  80 sensitized	5%  80 sensitized
<b>Strengthen MSMEs' contribution to Jamaica's economy</b>	<b>MSME support (JBDC)</b>  <b>#307/34/2048</b>	Establish Small Business Development Centre (SBDC) Project)	MSME sector formalized	# centres established island wide	3 centres 400 clients  <b>(\$20,000)</b>	3 centres 400 clients  <b>(\$15,000)</b>	3 centres 600 clients  <b>(\$20,000)</b>	3 centres 600 clients  <b>(\$25,000)</b>
		Provide safe spaces for new businesses		% increase in incubator space	50 beneficiaries	100 beneficiaries	150 beneficiaries	200 beneficiaries
		Provide Business Advisory Services (BAS); training; access to finance; mentorship programme		% of Business Advisory Services' clients formalized and tax compliant	80%	80%	80%	80%
				# of MSMEs with access to BAS; training; mentorship programme	1500	1500	1500	1500
				# MSMEs	>50	>50	>50	>50

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
				receiving assistance to access at least \$50M in equity, loan or grant financing				
<b>Strengthen MSMEs' contribution to Jamaica's economy</b>	<b><u>Production and Productivity Programme</u></b>  <b>Production Incentive</b>  <b>#307/26/0170</b>	Design a comprehensive programme to provide farmers with business training		# farmers provided with business training	Programme designed  100 beneficiaries  <b>(\$2,000)</b>	200 beneficiaries   <b>(\$4,500)</b>	300 beneficiaries   <b>(\$7,000)</b>	400 beneficiaries   <b>(\$10,000)</b>
	<b>Bureau of Standards Jamaica</b>	Assist MSMEs to improve the competitiveness of their products and services and gain/maintain market access	Jamaican products and services in global and domestic markets increased	# of MSMEs provided with technical assistance regarding standards	167	188	209	216
<b>Strengthen MSMEs' contribution to Jamaica's economy</b>	<b><u>MSME and Entrepreneurship Programme</u></b>  <b>Youth</b>	To incorporate entrepreneurship in the training programmes of farmers.	Youth involvement in agriculture and agri-business increased	% increase of youth (under 35) in agriculture and agri-business	Baseline study	5%	8%	10%
				# of youth	230 new	250 new	300 new	300 new

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
	<b>Development</b>  #500/22/0005 (Jamaica 4-H)	To engage other agencies to generate funding to provide training and input to participants		owned new agricultural enterprises established  # of new enterprises	enterprises  1 mushroom enterprise  1 bamboo enterprise	enterprises  2 mushroom enterprises  1 bamboo enterprise	enterprises  5 mushroom enterprises  1 bamboo enterprise	enterprises  6 mushroom enterprises  1 bamboo enterprise
				# of youth farmers trained	120 young farmers trained  100 young farmers receive inputs	120 young farmers trained  100 young farmers receive inputs	120 young farmers trained  100 young farmers receive inputs	120 young farmers trained  100 young farmers receive inputs
<b>Build climate-resilient agriculture, fisheries, manufacturing and services sectors</b>	<b>Research and Development</b>  #003	Develop partnerships with universities, international organizations and industry	<b>Production and productivity increased</b>	#of collaborative projects resulting in new/improved technology products	7	8	8	8
				% of technologies developed transferred/communicated	80	90	90	90

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
				# of livestock improvement technologies developed and deployed	2	2	>2	>2
				% of stakeholders (farmers) benefiting from animal genetic resources in target areas	>50	>70	>70	>80
<b>Improve the ease of doing business to facilitate investment in Jamaica</b>	<b><u>National Trade Facilitation Programme</u></b>  <b>International Trade Support (Trade Unit)</b>  <b>#112/02/2063</b>  <b>Regulation of</b>	Engage in consultations with all relevant stakeholders	Automated, streamlined and simplified trade regulatory architecture.	% of the National Trade Facilitation measures <sup>16</sup>	10%	20%	20%	40%
		Develop and implement streamlined electronic system for trade information		<b>Budget:</b>	<b>(\$2,040)</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
				# and type of implementation activities completed within timeline	Ja. Trade Info. Portal operational		Electronic Single Window for Trade operational	

<sup>16</sup> implemented based on Jamaica's notification of implementation timelines under the WTO TFA

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20  (J\$'000)	Target & Cost 20/21  (J\$'000)	Target & Cost 21/22  (J\$'000)	Target & Cost 22/23  (J\$'000)
	<b>Trade (Trade Board)</b>  #302/20/2049	Implement a Risk Management Unit at select Border Regulatory Agencies (BRAs)			Risk Mgmt. Unit establish at NCRA	Risk based approach ≥ 20% employed for insp. & product sampling	Risk based approach ≥ 35% employed for insp. & product sampling	Risk based approach ≥ 55% employed for insp. & product sampling
		Conduct awareness building for local industries		% increase of trained/ sensitized SME benefitting from trade-related agreements	Baseline	10%	15%	20%
					<b>Total Budget:</b>	<b>(\$)</b>	<b>(\$)</b>	<b>(\$)</b>
<b>Improve the ease of doing business to facilitate investment in Jamaica</b>	<b>Industrial Development and Export Investment &amp; Export Promotion Services (JAMPRO)</b>  #301/01/1013	Execute targeted innovative promotions & marketing	National GDP increased by 3%	Value of Local and Foreign Direct Investments (LDI & FDI)	US\$719.3M	US\$827.2M	US\$951.3M	Review of performance
				Value of export sales	US\$614.8M	US\$707M	US\$813.1M	TBD
				Number of jobs created	14,864	15,607	16,387	TBD
				<b>Total Budget:</b>	<b>(\$899,555)</b>	<b>(\$899,555)</b>	<b>(\$899,555)</b>	<b>(\$899,555)</b>
<b>Improve the</b>	<b>Business</b>	Improve	Consumers and	% complaints	87%	87%	87%	88%

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
ease of doing business to facilitate investment in Jamaica	<u>Facilitation Programme</u>  Consumer Affairs (CAC)  #303/22/0005	Consumer Affairs Commission's complaints resolution services	business rights protected	resolved				
		Implement Broad-based Consumer and Provider and Communication Programmes		% of # providers polled demonstrate applied knowledge of their rights and responsibilities	85% of 13,000	85% of 14,000	90% of 14,000	90% of 15,000
		Conduct research to rank consumer and provider perspective on ethical relations in the marketplace		% score of ethical relations by  Consumers: Providers	55% 65%	60% 70%	70% 80%	75% 85%
		<b>Total Budget:</b>		<b>(\$575,592)</b>	<b>(\$607,882)</b>	<b>(\$641,079)</b>	<b>(\$676,338)</b>	
Improve the ease of doing business to facilitate investment in Jamaica	<u>Business Facilitation Programme</u>	Implement enforcement strategies		Case resolution rate	75%	75%	80%	80%
				# of allegations of anti- competitive conduct in the	218	196	186	176

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
	<b>Protection of Competition (FTC)</b>  #303/24/2054			economy				
		Conduct market studies on sectors prone to mkt failure and have issues		\$ benefit accrued from markets that were investigated (\$ billion)	3,480,000	3,830,000	4,220,000	4,640,000
				<b>Total Budget:</b>	<b>(\$35,474)</b>	<b>(\$37,246)</b>	<b>(\$39,130)</b>	<b>(\$41,132)</b>
<b>Improve the ease of doing business to facilitate investment in Jamaica</b>	<b><u>Business Facilitation Programme</u></b>  <b>Administration of Insolvency (OGT)</b>  <b>Regulation of Insolvency (OSI)</b>  #302/28/2051	Assist businesses under insolvency proceedings to recover/enter back formal economy if possible and close estate if not possible		Rate of recovery for insolvent/ almost insolvent businesses	Baseline	TBD	TBD	TBD
		Ascertain best market rates and invest proceeds from asset recovery and payments by insolvents		% of funds paid by insolvents invested	85% <b>(\$16,996)</b>	85% <b>(\$17,332)</b>	85% <b>(\$17,765)</b>	85% <b>(\$18,855)</b>
		Promote and facilitate Licensing of		Number of trustees licensed	2 <b>(\$14,368)</b>	≥10 <b>(\$16,527)</b>	≥ 15 <b>(\$16,940)</b>	≥ 15 <b>(\$17,364)</b>

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20  (J\$'000)	Target & Cost 20/21  (J\$'000)	Target & Cost 21/22  (J\$'000)	Target & Cost 22/23  (J\$'000)
		trustees in compliance to the law						
<b>Strengthen the National Quality Infrastructure</b>	<b>Compliance Programme (NCRA)</b>	Assess the compliance of regulated products and entities with applicable regulations and standards	Domestic markets protected from unfair trading practices	# of inspections conducted	≥11,700	≥11,700	≥11,700	≥11,700
				# of samples collected	≥4,100	≥4,100	≥4,100	≥4,100
				# of weighing and measuring devices verified	≥9,100	≥9,100	≥9,100	≥9,100
				% of enforcement actions taken against non-compliant products and entities	100%	100%	100%	100%
<b>Strengthen the National Quality Infrastructure</b>	<b>Certification and Accreditation Programme (BSJ and JANAAC)</b>	Facilitate the development/ adoption of standards for business development and consumer protection	<b>Jamaican products and services in global and domestic markets increased</b>	Number of Accreditation Certificates Awarded	34	40	45	50
				# of standards completed for local industries	65	70	70	70
<b>Strengthen the National Quality</b>	<b>Regulation of Commerce (Commerce</b>	Implement key activities under the NQ Policy		% of National Quality Policy implemented	20%	40%	60%	80%

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20  (J\$'000)	Target & Cost 20/21  (J\$'000)	Target & Cost 21/22  (J\$'000)	Target & Cost 22/23  (J\$'000)
Infrastructure	Division)  #			% of technical regulations developed	5%	10%	15%	20%
Strengthen Agricultural Health and Food Safety Systems	Veterinary Services Programme  #123	Continued implementation of National Animal Identification and Traceability System.	Food Safety infrastructure strengthened	# of animals ear-tagged within agreed timeframe	8,000 cattle tagged	6,000 cattle tagged	5,000 cattle tagged	5,000 cattle tagged
Strengthen Agricultural Health and Food Safety Systems	Food Protection, Storage and Disinfestation Services  #120/	Coordinate inspection and monitoring operations with other regulatory stakeholders at ports of entry through the JIEIC and ASYCUDA	Jamaican products' and services' participation in global and domestic markets increased	# of ships inspected;	40	45	45	45
				# of shipping containers inspected;	9,600	10,300	11,000	11,000
		Conduct inspections, sampling and disinfestation operations of food/feed establishments		# of premises inspections conducted to determine compliance with FSPI Act and Regulations	6,500	6,700	7,000	7,000
				# of samples collected;	400	450	470	470

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
				# of disinfestation operations conducted	1,100	1,250	1,350	1,350
				# of farms visited	35	40	45	50
<b>Strengthen Agricultural Health and Food Safety Systems</b>	<b>Plant Quarantine &amp; Produce Inspection</b>  #120/21	Develop and implement a coordinated plant health surveillance system to allow for rapid detection and response to pest outbreak	<b>Food Safety strengthened</b>	% of nurseries certified	0	10%	20%	50%
				Number of surveys/ surveillances conducted	0	10	15	30
		Enhance the border protection capacity of the PQ/PI Branch in better safeguarding Jamaica's agricultural sector		Number of imported plants, plant products, and regulated articles certified for entry  Number of Permit	1200	1600	1600	1600

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (JS'000)	Target & Cost 20/21 (JS'000)	Target & Cost 21/22 (JS'000)	Target & Cost 22/23 (JS'000)
				processed				
<b>Strengthen Agricultural Health and Food Safety Systems</b>	<b>Research &amp; Development #003</b>	Utilize local innovative, ecologically based IPM strategies and systems	Food Safety strengthened	% of farmers with access to technology in targeted area	>50%	>50%	>50%	>50%
		Application of emerging biotechnologies		% Reduction in impact of pests and diseases on post-harvest losses in targeted areas achieved		30%		
<b>Build the capacity of Ministry and entities</b>	<b><u>Modernisation and Transformation Programme</u>  International Standardization (ISO QMS) #301/33/2045</b>	Incorporate ISO 9001 Quality Management System in the Ministry and its portfolio entities; Seek ISO/IEC 17020 and 17025 accreditation and	<b>Modernized and responsive infrastructure established</b>	# and type of entities that is ISO 9001 compliant	5 - FSPID	5	5	5
				% of Ministry processes reflective of the ISO 9001 standards	50%	70%	100% Certification ready	Review of systems

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
		ISO 9001 certification		# of laboratory analyses ISO/IEC 17025 or inspection services ISO/IEC 17020 accredited	3	3	3	3
<b>Build the capacity of Ministry and entities</b>	<b><u>Modernization and Transformation Programmes</u></b>  <b>Executive Direction and Administration – Corporate Services and Strategic Planning &amp; Project Mgmt</b>  <b>#01/001</b>	Restructure select divisions, agencies to better serve the publics	<b>Client service delivery improved</b>	Select divisions and agencies modernized/transformed	1 – Fisheries Division 1 – HRM 1 - FPMD	1 – R&D		
		Revamp businesses processes; train and certify staff in key areas; build out ICT infrastructure		% of performance target met within deadlines  % of project targets completed within approved budget and timelines <sup>17</sup>	50%	60%	65%	70%

<sup>17</sup> These approve budgets and timelines include approved extensions based on extenuating circumstances and not improper management

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (JS'000)	Target & Cost 20/21 (JS'000)	Target & Cost 21/22 (JS'000)	Target & Cost 22/23 (JS'000)
Build the capacity of Ministry and entities	<u>Modernisation and Transformation Programme</u>  International Standardization (ISO QMS)  #301/33/2045	Incorporate ISO 9001 Quality Management System in the Ministry and its portfolio entities; Seek ISO/IEC 17020 and 17025 accreditation and ISO 9001 certification	Modernized and responsive infrastructure established	# and type of entities that is ISO 9001 compliant	5 - FSPID	5	5	5
				% of Ministry processes reflective of the ISO 9001 standards	50%	70%	100% Certification ready	Review of systems
				# of laboratory analyses ISO/IEC 17025 or inspection services ISO/IEC 17020 accredited	3	3	3	3
Build the capacity of Ministry and entities	<u>Modernization and Transformation Programmes</u>  Executive Direction and Administration	Restructure select divisions, agencies to better serve the publics  Revamp businesses processes; train	Client service delivery improved	Select divisions and agencies modernized/ transformed	1 – Fisheries Division  1 – HRM  1 - FPMD	1 – R&D		
				% of performance target met	50%	60%	65%	70%

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (JS'000)	Target & Cost 20/21 (JS'000)	Target & Cost 21/22 (JS'000)	Target & Cost 22/23 (JS'000)
	<b>n – Corporate Services and Strategic Planning &amp; Project Mgmt</b>  <b>#01/001</b>	and certify staff in key areas; build out ICT infrastructure		within deadlines  % of project targets completed within approved budget and timelines <sup>18</sup>				
<b>MAJOR PROJECTS</b>								
<b>Optimize the production and productivity of key local produce and products</b>	<b><u>IADB Investment Loan # JA- L1073</u></b>	Modernize the Licensing and Registration systems for fishers and fish farmers.		% of compliance to licensing requirements among fisheries and aquaculture stakeholders  Baseline: 10%	18%	25%	30%	35%
		Develop management plans		# of management plans approved	2	3	4	4
		Improved socio- economic benefits from the Blue Economy		% increase in Fisheries GDP	0.35%	0.4%	0.45%	0.5%

<sup>18</sup> These approve budgets and timelines include approved extensions based on extenuating circumstances and not improper management

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20 (J\$'000)	Target & Cost 20/21 (J\$'000)	Target & Cost 21/22 (J\$'000)	Target & Cost 22/23 (J\$'000)
<b>Optimize the production and productivity of key local produce and products</b>	<b>Essex Valley Agricultural Development Project</b>  #	Provide adequate water supply, irrigation, farm roads and drainage as well as training in climate smart agriculture (CSA) and Global GAP	Utilization of Arable lands for production increased	Area in Essex Valley with Access to Irrigation System (ha).	0	0	700	700
				Farmers in Essex Valley with Access to Water Connection at Farm Gate (#).	0	0	50	60
				Farmers Trained in CSA, GG.	50	150	200	200
				Farm Roads Rehabilitated Accessible to PWDs (km).	0	0	30	30
				# and type of infrastructure and assessments completed		2 - Climate/ Crop Vulnerability Assessments	3 - Pack House; Global GAP facilities, Admin Building	
<b>Optimize the production and productivity of key local</b>	<b>Southern Plains Agriculture Development</b>	Rehabilitate Schemes at Bernard Lodge, Amity Hall,	Increased area under irrigated agriculture	# of hectares serviced with irrigation	Feasibility Study and Preliminary Design	<b>TBD</b> <b>\$855,000</b>	<b>TBD</b> <b>1,121,000</b>	<b>TBD</b> <b>\$377,000</b>

<b>Policy Priority</b>	<b>Programme/ Project &amp; Budget No. and Policy Initiatives</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Indicators</b>	<b>Target &amp; Cost 19/20  (J\$'000)</b>	<b>Target &amp; Cost 20/21  (J\$'000)</b>	<b>Target &amp; Cost 21/22  (J\$'000)</b>	<b>Target &amp; Cost 22/23  (J\$'000)</b>
<b>produce and products</b>	<b>Plan (SPAD)</b>	Parnassus			completed  <b>\$136,000</b>			
	<b>Farm Roads Rehabilitation Project</b>	Identify and rehabilitate farm roads across the island		Km of farm roads rehabilitated	50  \$1,188	50  \$1,188	60  \$1,425.60	70  \$1,663.20

### 3. MEDIUM TERM FINANCIAL IMPLICATIONS

Item & Programme	Estimates of Expenditure 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)	Projections 21/22 (J\$ 000)	Projections 22/23 (J\$ 000)
<b>RECURRENT</b>				
<i>Ministry</i>				
<b>Programme Name &amp; No.</b>				
001: Executive Direction and Administration	1,049,505	1,079,272	1,113,320	1,148,722
301: Industrial Development and Export Promotion	1,553,590	1,597,928	1,643,945	1,691,658
302: Regulation and Administration of Commerce	519,235	533,074	547,428	562,291
303: Consumer and Public Protection	268,923	275,741	283,396	291,324
003: Research, Development and Innovation	482,728	495,680	509,101	522,976
105: Irrigation	1,159,796	1,197,069	1,235,862	1,276,243
112: Planning and Policy	679,880	703,116	727,332	752,571
119: Praedial Larceny Prevention	12,527	13,017	13,529	14,065
120: Plant Quarantine, Produce Inspection and Food Safety	576,354	594,138	613,291	630,272
121: Zoos and Gardens	88,046	91,540	95,192	99,010
122: Fisheries	250,248	257,434	264,888	272,623
123: Veterinary Services	141,969	144,987	148,750	152,623
307: Production and Productivity	1,845,436	1,895,935	1,948,282	2,002,550
376: Land use Planning and Development	94,320	96,250	98,761	101,354
500: Youth in Agriculture	263,249	269,819	276,613	283,639
<b>Total Recurrent (Ministry)</b>	<b>8,985,806</b>	<b>9,245,000</b>	<b>9,519,690</b>	<b>9,801,921</b>
<b>CAPITAL</b>				
<i>Ministry</i>				
<b>Programme Name &amp; No.</b>				
Industrial Development, Foreign Investment and Export Promotion	165,182	173,441	182,113	191,219
Production and Productivity	3,169,700	2,945,605	2,798,706	2,803,284
Agricultural Planning and Policy	0	0	0	0
Research and	379,794	398,667	418,519	439,327

<b>Item &amp; Programme</b>	<b>Estimates of Expenditure 19/20 (J\$ 000)</b>	<b>Projections 20/21 (J\$ 000)</b>	<b>Projections 21/22 (J\$ 000)</b>	<b>Projections 22/23 (J\$ 000)</b>
Development				
Fisheries	266,212	278,087	290,522	302,849
Irrigation	1,450,939	4,812,784	2,062,545	1,127,800
<b>Total Capital (Ministry)</b>	<b>5,431,827</b>	<b>8,608,584</b>	<b>5,752,405</b>	<b>4,864,479</b>
APPROPRIATIONS IN AID				
<i>Ministry</i>	1,159,220	1,204,263	1,255,547	1,309,330
<b>Total AIA (Ministry)</b>	<b>1,159,220</b>	<b>1,204,263</b>	<b>1,255,547</b>	<b>1,309,330</b>
<b>TOTAL FUNDING REQUIREMENT</b>				
<b>Total Recurrent</b>	<b>8,985,806</b>	<b>9,245,000</b>	<b>9,519,690</b>	<b>9,801,921</b>
<b>Total Capital</b>	<b>5,431,828</b>	<b>8,608,584</b>	<b>5,752,405</b>	<b>4,864,479</b>
<b>Total Appropriations in Aid</b>	<b>1,159,220</b>	<b>1,204,263</b>	<b>1,255,547</b>	<b>1,309,330</b>
<b>Total Funding Requirement</b>	<b>15,576,854</b>	<b>19,057,847</b>	<b>16,527,642</b>	<b>15,975,730</b>

## 4. HUMAN RESOURCES CAPACITY PLAN

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023
<b>Ministry of Industry, Commerce, Agriculture &amp; Fisheries</b>	<b>441</b>	<b>432</b>	<b>448</b>	<b>492</b>	<b>500</b>
<b>Sub- Total</b>	<b>441</b>	<b>432</b>	<b>448</b>	<b>492</b>	<b>500</b>
<b>EXTERNAL DEPARTMENTS &amp; OUTSTATIONS</b>					
Agricultural Land Management Division (ALMD)	37	46	46	46	48
Department of Cooperatives and Friendly Societies (DCFS)	74	65	68	70	70
Fisheries Division	105	111	115	115	115
National Fisheries Authority*	1	12	230	295	342
Food Storage and Prevention of Infestation Division (FSPID)	59	64	64	67	67
International Organization for Standardization (ISO) Unit	5	5	5	5	5
Micro, Small and Medium Enterprise (MSME) Division	4	6	6	6	6
Office of Government Trustee	9	13	13	13	13
Office of the Supervisor of Insolvency	10	13	15	19	19
Plant Quarantine & Produce Inspection Branch	64	69	77	83	91
Research and Development Division	167	177	177	190	190
Veterinary Services Division	82	100	102	102	110
<b>Sub- Total</b>	<b>617</b>	<b>681</b>	<b>918</b>	<b>1,011</b>	<b>1,076</b>
<b>ENTITIES</b>					
Anti-Dumping and Subsidies Commission	20	20	26	26	26
Banana Board	39	39	40	40	40
Cannabis Licensing Authority	13	32	32	35	35
Consumer Affairs Commission (CAC)	31	35	35	35	35
Fair Trading Commission	17	17	19	19	19
Hazardous Substances Authority	4	9	9	9	9
Jamaica 4H Clubs	122	123	123	123	123
Jamaica Agricultural Commodities Regulatory Authority	71	78	80	86	86

<b>Units/Divisions or Projects</b>	<b>Staff Complement</b>	<b>Planned 2019/2020</b>	<b>Planned 2020/2021</b>	<b>Planned 2021/2022</b>	<b>Planned 2022/2023</b>
Jamaica Agricultural Society	66	66	66	66	66
Jamaica Business Development Corporation	110	121	127	128	128
Jamaica Dairy Development Board	7	10	12	13	15
Jamaica Intellectual Property Office (JIPO)	26	30	32	34	36
Rural Agricultural Development Authority	518	523	535	543	555
Sugar Transformation Unit	1	nil	nil	nil	nil
Trade Board Limited	33	53	53	53	53
<b>Sub-Total</b>	<b>1163</b>	<b>1023</b>	<b>629</b>	<b>837</b>	<b>1226</b>
<b>TOTAL</b>	<b>1780</b>	<b>1704</b>	<b>1547</b>	<b>1848</b>	<b>2302</b>

## 5. SUMMARIES OF THE BUSINESS PLAN OF THE MINISTRY'S DEPARTMENTS & AGENCIES

The Ministry plans to implement its overall strategies to meet its performance targets for the current and projected two years through the plans/programmes/policy initiatives outlined below for the respective departments/public bodies:

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## 5.1 AGRO INVESTMENT CORPORATION (AIC)

## 5.2 ANTI-DUMPING AND SUBSIDIES COMMISSION (ADSC)

The Anti-Dumping and Subsidies Commission was established under the 1999 Customs Duties (Dumping and Subsidies) Act (CDDSA) and charged with the responsibility to investigate cases of dumping and improper subsidisation of imported goods, and in appropriate cases, determine remedies in the form of antidumping and countervailing duties to defend Jamaican producers of like goods.

### 5.2.1 Vision, Mission and Mandate

#### Vision

A Centre of Excellence in International Trade Remedies, acclaimed worldwide as a vanguard Investigating Authority.

#### Mission and Mandate

Identify and apply remedies to dumped, subsidized or increased imports that injure Jamaican producers, promote awareness of trade remedy laws and assist in policy formulation and implementation, while being:

- Client-focused, resulting in a large percentage of Jamaican producers and stakeholders who are trained and able to use trade remedies to help Jamaican industries thrive
- A high-performance, specialist organisation with expert and motivated staff
- A provider of high-impact services to stakeholders, primarily producers and importers, and including all players in Jamaica's international trade environment.

### 5.2.2 Strategic Outcomes

The strategic outcomes of the ADSC are:

- i. Deter unfairly traded goods from entering the commerce of Jamaica
- ii. Discipline the entry of goods which enter the commerce of Jamaica in volumes that seriously injure domestic production
- iii. Train businesses to use the trade remedy tools
- iv. Implementation of Jamaica's Trade Remedy Laws
- v. Legislative Advice and Facilitation
- vi. Industry Training and Public Education
- vii. Develop an Industry Help desk to assist businesses, including MSMEs to proceed through a trade remedy investigation
- viii. Development of the Commission as a Centre of Excellence

### 5.2.3 Strategic Plans and Priority Programmes (2019/20 – 2022/23)

Policy Priority	Programme /sub-programme and Budget No.	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
An enabling environment to support growth of agriculture, industry and commerce	<b>Programme #1</b> Implement and administer Jamaica's Trade Remedy Laws; The Customs Duties & Subsidies Act 1999 and The Safeguard Act 2001 within the legislative framework of WTO Agreements.	Timely thorough investigations & adjudication of cases before the Commission .	Level field for international competition within the domestic Jamaican market.	100% compliance with investigation and adjudication legislative guidelines  100% Compliance with case administrative guidelines as per legislation and best practices	Conduct Investigations filed with the Commission within the ambit & scope of the legislations.  One (1) case filed by a domestic industry and/or self-initiated.	Conduct Investigations filed with the Commission within the ambit & scope of the legislations.  One (1) case filed by a domestic industry and/or self-initiated.	Conduct Investigations filed with the Commission within the ambit & scope of the legislations .  One (1) case filed by a domestic industry and/or self-initiated.	Conduct Investigations filed within the ambit & scope of the legislations .
		To consult with and provide technical advice, guidance to industries on the Trade Remedy regime and use of the remedies.	Increased awareness, knowledge and use of the trade remedy disciplines by industry in Jamaica	Consultations held, technical advice and guidance provided to increase knowledge and use of the disciplines by industry. Industry reports outlining the economic	Three (3) industries' consultations, technical advice and guidance provided per month.  Reports on three industries or papers on three	Three (3) consultations, technical advice and guidance provided per month.	Four (4) consultations, technical advice and guidance provided per month.	Four (4) consultations, technical advice and guidance provided per month.
An enabling environment and framework	<b>Programme #1 Contd.</b> Implement and administer Jamaica's Trade Remedy Laws							

Policy Priority	Programme /sub-programme and Budget No.	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
An enabling environment	<b>Programme #1 Contd.</b> Implement and administer Jamaica's Trade Remedy Laws			state and the potential for use of trade remedies.	aspects of the matters worked on for the year.			
		Maintain relationship with the WTO; being current with notification requirements, amendments to the Agreements . Continuous education of staff and Commissioners in the disciplines.	Compliance with WTO Obligations under the WTO Agreements.	File Biannual WTO notifications.	All WTO Notifications Filed	All WTO Notifications Filed	All WTO Notifications Filed	All WTO Notifications Filed
			Increased expertise and capacity building of the Commission.  Increased understanding by industry of the WTO Trade Remedy Regime through use of the Commission's capacity.	100% Compliance with Training programmes targets to elevate the technical knowledge of Staff and Commissioners	WTO Technical Mission	Technical Staff complete one WTO E-learning or other course.	Continuous review of development and training programme for Staff & Commissioners  Commissioners exposed to one development exercise every other year.	Continuous review of development and training programme for Staff & Commissioners  Technical Staff complete one WTO E-learning or other course.
		Continue to develop and implement an Industry Help Desk to support industry in understanding the trade remedy regime so that they are	Improved access for small fragmented industries through the Help Desk to enhance the viability of producers	Needs assessment of industry and MSME's conducted to inform development of Help Desk Concept	Dialogue with stakeholders to inform the development of the Help Desk Business Plan.	Build out Trade Remedy Help Desk; Purchase Equipment 2 Staff .  Market	Help Desk Operational and services being offered, with one (1) to two (2) companies being assisted.	Help Desk Operational and services being offered, with one (2) to two (4) companies being assisted.



Policy Priority	Programme /sub-programme and Budget No.	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
	remedy regime. Educate the public to understand the regime.		Regime. Increased knowledge of the trade remedy regime, allowing producers including MSME's the ability to effectively use the trade remedy mechanism .	and two smaller workshops to industries. Face to face training with individual companies . Instructional materials and site visits disseminated. One structured point of contact with the general public annually: through social media, press releases, academic presentations.	Set up one contact point with the general public. Maintain Website content targeting 900 hits annually. Maintain and improve use of Facebook account and content.	deliver two trade remedy workshops. Set up one contact point with the general public. Trade Gateway Newsletter published and distributed. Maintain Website content targeting 1000 hits. Review and maintain Facebook content	Plan and deliver two trade remedy workshops. Set up one contact point with the general public. Trade Gateway published and distributed. Maintain Website content targeting 1100 hits. Maintain Facebook content	Plan and deliver two trade remedy workshops. Set up one contact point with the general public. Trade Gateway published/ distributed. Maintain Website content targeting 1100 hits. Maintain Facebook content
An enabling environment and facilitatory framework Contd.	<b>Programme #3</b> Advise and facilitate the ongoing development of trade remedies and related legislation within the international trade policy	Review relevant legislation; CDDSA 1999, SA 2001 and regulations and recommend amendments .	Clear, complete legislation compliant with Jamaica's international obligations .	Provide timely feedback, drafting or research support required to complete pending amendments to CDDSA	Pursue within our ambit the completion of the CDDSA amendments with CPC. Ongoing review of relevant	Review governing legislation , SA 2001 and international agreements; provide draft amendments.	Pursue completion of the SA 2001 amendments with CPC. Ongoing review of relevant local legislations	Pursue within our ambit the completion of the SA 2001 amendments with CPC. Ongoing review of relevant



Policy Priority	Programme /sub-programme and Budget No.	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
An enabling environment and facilitatory framework	<b>Programme #4</b> The Anti-dumping and Subsidies Commission ; a Centre of Excellence	Accounting services and governance matters are provided in a professional & competent manner in compliance with the FAA and PBMA.	Accounting Services are brought within the ambit and control of the Commission.  Annual reports and all reports produced timely.	Financial Statements for the prior period completed timely.	Financial Statements for the period 2016-2017 are completed and audited.	Financial Statements for the period 2017-18 are completed and audited.  Annual reports for the periods 2017-18 completed and submitted.	Financial Statements for the period 2018-19 are completed and audited.  Annual reports for the periods 2018-19 completed and submitted.	Financial Statements for the period 2019-20 are completed and audited.  Annual reports for the periods 2010-20 completed and submitted.
		Review Information Technology Infrastructure and plan for development in this area.  Review and update online services plan  Conduct research into current use of technology in the field of trade remedy defence and administration.	Ongoing adoption of new or enhanced electronic processes to facilitate the Commission's research, training/public education and investigative activities	Complete annual review of IT infrastructure and Plan. 100% implementation of agreed systems and processes derived from reviews.  Complete research into current usage of technology in the field of trade remedy defence and its administration	Staff will explore options and funding to increase interface with technology to efficiently reach and effectively deliver services to our stakeholders including providing a more personalized and interactive web experience to access information including chats;	Staff will continue to explore options and funding to increase interface with technology to efficiently reach and effectively deliver services to our stakeholders including providing a more personalized and interactive web experience to access information including chats; interactive learning tool; and video	Staff will explore options and funding to increase interface with technology to efficiently reach and effectively deliver services to our stakeholders including providing a more personalized and interactive web experience to access information including chats; interactive learning tool; and video	Staff will explore options and funding to increase interface with technology to efficiently reach and effectively deliver services to our stakeholders including providing a more personalized and interactive web experience to access information including chats; interactive learning tool; and video

Policy Priority	Programme /sub-programme and Budget No.	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
					interactive learning tool; and video recordings of trade remedy presentations	information including chats; interactive learning tool; and video recordings of trade remedy presentations	recordings of trade remedy presentations	recordings of trade remedy presentations
An enabling environment and facilitatory framework Contd.	<b>Programme #4</b> The Anti-dumping and Subsidies Commission ; a Centre of Excellence with best governance practices	Regular meetings of and appropriate communication with the Board of Commissioners, Committees  Update and maintain Records Management Infrastructure.	Meetings convened and records accurate and efficiently maintained.  Effective management and filing of records documents.	Conduct Records management Needs Assessment.  Implement conclusions derived from assessment.	The Board and subcommittees meet regularly and decisions taken appropriately	The Board and subcommittees meet regularly and decisions taken appropriately.	The Board and subcommittees meet regularly and decisions taken appropriately.	The Board and subcommittees meet regularly and decisions taken appropriately

#### 5.2.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Projections 19/20	Projections 20/21	Projections 21/22	Projections 22/23
	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)
Recurrent	71,463	76,028	80,215	83,821
Capital A	600	0	0	0
Capital B	0	0	0	0

Appropriations in Aid	0	0	0	0
<b>Total Funding Requirement</b>	<b>72,063</b>	<b>76,028</b>	<b>80,215</b>	<b>83,821</b>

### 5.2.5 Human Resources Capacity Plan

Units/Divisions or Projects	Current Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023
Management, Finance and Technical	5	6	8	8	9
Administrative Support	5	5	5	6	6
Additional Temporary Posts for Periods Shorter than One Year (Not included in total)	0	3	4	5	6
<b>TOTAL</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>

### **5.3 THE BANANA BOARD**

The Banana Board is a statutory body and its affairs are governed by a Board of Directors, which is comprised of five (5) members, all of whom are appointed by the Minister of Agriculture and Fisheries (MOAF). The Board was established under the Banana Board Act of 1953. The Board also administers the affairs of the Banana Industry Insurance Fund, which is governed by the Banana Insurance Act of 1946 and the Banana Industry Catastrophe Fund.

#### **5.3.1 Vision, Mission and Mandate**

##### Vision

A vibrant industry dominated by internationally certified farms; effective market penetration and development; and supported by an enabling policy framework which results in sustained product competitiveness; financially viable farms and the socio-economic wellbeing of communities.

##### Mission

To be the premier: facilitator of the enabling policies the Ministry of Agriculture; coordinator and advisor to the Minister of Agriculture for the industry; provider of disaster management, production and applied research services, marketing and organizational support for a vibrant industry of commercially viable, competitive and diversified banana and plantain farmers, producing at international standards to adequately supply diversified markets; and ultimately to be effectively responsive to the needs of the farming clientele.

##### Mandate

To implement the National Adaptation Strategy was documented as the Overall Country Strategy for the Banana Industry 2010 (revised 2012). This strategy is based on the Banana Policy for Jamaica 2009, and consultations with stakeholders in the industry, which reflected a commitment to the sustainable development of the industry. The objectives of the strategy support the vision, goals and principles of the National Policy. The strategy objectives are to increase competitiveness, promote diversification and provide a social safety net to assist persons and their dependents to adjust to the decline in the industry.

#### **5.3.2 Strategic Outcomes**

The Banana Board's strategic outcomes are:

1. Local and overseas trade in fresh and processed banana and plantain products facilitated.
2. Quality management system in banana/plantain production implemented.
3. Managing major diseases of commercial and quarantine importance (Black Sigatoka, Moko disease and Panama disease race 4.
4. Disease Resistant banana/plantain crops introduced and distributed
5. Promote banana/plantain production in youth education
6. Empower famers to implement best practices (Global GAP and Fairtrade)
7. Increased crop productivity
8. Strengthen disaster risk management and production and spatial data collection system ; and promote local products
9. Capacitate post-harvest agri-businesses and agro-parks with infrastructure
10. Train entrepreneurs in post harvesting techniques

11. Facilitate supplies from farmers to Nutrition Product Limited and schools
12. Facilitate implementation of the National Adaptation Strategy for the Banana and Plantain sub-sector: the Banana Export Project

### 5.3.3 Strategic Plans and Priority Programmes (2018/19 – 2021/22)

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost (\$'000) 19/20	Target & Cost (\$'000) 20/21	Target & Cost (\$'000) 21/22	Target & Cost (\$'000) 22/23
<b>MAJOR PROGRAMMES</b>							
<b>National Banana Policy &amp; Banana Breeding Programme No 2007 (GOJ- funded)</b>	Provide technical service to active registered banana and plantain farmers, as well as agro-processors, wholesalers and retailers.	Local and overseas trade in fresh and processed products facilitated.	Numbers and attributes of primary and value-added producers documented and production and other data parameters collected.	<b>108,161</b> P% increase over previous period	<b>113,747</b> Q% increase over previous period  30% increase in banana production over 2011 levels	<b>117,713</b> R% increase over previous period	<b>121,840</b> R% increase over previous period
<b><i>Jamaica's Climate Change Resilience and Mitigation in Agriculture (MICCA)/Climate Smart Agriculture Project – CSAP (EU- funded)</i></b>	Provide technical service to active registered banana and plantain farmers, as well as agro-processors, wholesalers and retailers.	Local trade in fresh and processed products facilitated.	Numbers and attributes of primary and value-added producers documented and other data parameters collected.	<b>56,661</b> P% increase over previous period	<b>59,747</b> Q% increase over previous period  30% increase in production	<b>62,840</b> R% increase over previous period	<b>101,507</b> R% increase over previous period
<b>MAJOR PROJECTS</b>							

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost (\$'000) 19/20	Target & Cost (\$'000) 20/21	Target & Cost (\$'000) 21/22	Target & Cost (\$'000) 22/23
Banana Breeding Programme No 2007 (GOJ- funded)  <i>Jamaica's Climate Change Resilience and Mitigation in Agriculture (MICCA)/Climate Smart Agriculture Project – CSAP (EU- funded)</i>	Implement monitoring and management systems to reduce select pest & diseases on susceptible cultivars  Produce disease free certified plantlets by micro- propagation	Quality management system in banana/plantain production	79 reports on results from 5 established protocols <sup>19</sup>  distributed to farmers within agreed time frame	<b>66,024</b>  4 technical/ farm advisory reports  5 protocols tested/ implemented.	<b>69,540</b>  4 technical/ farm advisory reports  5 protocols tested/ implemented.	<b>72,634</b>  4 technical/ farm advisory reports  5 protocols tested/ implemented.	<b>75,879</b>  4 technical/ farm advisory reports  5 protocols tested/ implemented
		Less than 5% of farms infected with Moko disease and Panama disease race 4 excluded or detected early	<5% of farms infected	Monitor disease twice per month in affected parishes; establish field trial and monitor farms to certify best practice.	Monitor disease twice per month in affected parishes; establish field trial and monitor farms to certify best practice.	Monitor disease twice per month in affected parishes; establish field trial and monitor farms to certify best practice.	Monitor disease twice per month in affected parishes; establish field trial and monitor farms to certify best practice
		Bio-factory operating	# plantlets produced.				
Banana Breeding				49,000 plantlets	100,000 plantlets	100,000 plantlets	

<sup>19</sup> Five protocols are QM of Chemistry Procedures; QM of Int'l Farm Procedures QM of Int'l Farm Procedures; Protocol for monitoring Black Sigatoka Fungicide sensitivity ; Protocol for monitoring Black Sigatoka Disease on commercial Farms; Protocol for efficacy trial of Novel/sustainable products on farms

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost (\$'000) 19/20	Target & Cost (\$'000) 20/21	Target & Cost (\$'000) 21/22	Target & Cost (\$'000) 22/23
Programme No 2007 (GOJ- funded)  <i>Jamaica's Climate Change Resilience and Mitigation in Agriculture (MICCA)/Climate Smart Agriculture Project – CSAP (EU- funded)</i>	Operate Banana Breeding/ Research Station to supply certified plantlets, transform surplus fruit and maintain Musa germplasm .	Breeding/ Research Station operating. Plantlets hardened/ distributed. New field nursery areas planted. Germplasm (gene bank) maintained .	# plantlets hardened & distributed. Farm areas expanded/ replanted with tissue cultured plantlets planted to increase productivity of farms.	<b>16,422</b>	<b>17,290</b>	<b>18,011</b>	<b>18,773</b>
	Promote banana/plantain production in youth education	400 Youths trained	# of youths in selected colleges/ secondary schools trained in banana production procedures and nursery management	<b>40,523</b>	<b>42,640</b>	<b>44,309</b>	<b>46,053</b>
				# youths trained			

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost (\$'000) 19/20	Target & Cost (\$'000) 20/21	Target & Cost (\$'000) 21/22	Target & Cost (\$'000) 22/23	
Banana Breeding Programme No 2007 (GOJ- funded)  <i>Jamaica's Climate Change Resilience and Mitigation in Agriculture (MICCA)/Climate Smart Agriculture Project – CSAP (EU- funded)</i>	Empower farmers to implement best practices	100 farmers trained in national or international (Global GAP, ISO or, Fair Trade) standards 400 trained in Agronomy  30 farmers certified in business management.  12 Group sessions	# of farmers (males and females) trained in agronomy / standards/ business mgmt. /group sessions held within agreed timeframe	Develop & carry out group trainings in agronomy; business management and group dynamics; On-farm demonstrations and field visits; training in international and national standards and self- audit.				
	Strengthen disaster risk management and production and spatial data collection system ; and promote local products	Catastrophe Fund/ Insurance membership and/or value increased.	% increase value of Catastrophe Fund / Insurance	<b>36,853</b>	<b>38,768</b>	<b>40,191</b>	<b>41,674</b>	On-going monitoring fruit volume input in chips factories/ripening rooms; and on-going training and audit of enterprises.
	Capacitate post harvesting infrastructure	Trained entrepreneurs in post harvesting techniques	# Entrepreneurs trained in standard operation of ripening business.	On-going monitoring and reports of the # of chips factories/ripening rooms; on-going training and implementation of recommendations.				

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost (\$'000) 19/20	Target & Cost (\$'000) 20/21	Target & Cost (\$'000) 21/22	Target & Cost (\$'000) 22/23
Banana Breeding Programme No 2007 (GOJ- funded)	Develop and implement corporate plans, the technical and administrative support programmes.	Facilitation of supplies from farmers to Nutrition Product Limited and schools  Reports and plans produced on schedule.	# of boxes supplied  # Quarterly Reports # Board meetings & Minutes  Corporate and Budget Plans	Facilitate supply of fruits to NPL for school feeding programme.  Develop and implement corporate plans and coordinate the technical and administrative support programmes.			
	<i>Jamaica's Climate Change Resilience and Mitigation in Agriculture (MICCA)/Climate Smart Agriculture</i>	Bio- diversify the crop with introduction, multiplication and distribution of disease- resistant cultivars.	Disease Resistant banana/plantain crops	Black Sigatoka diseases and nematode pest resistant crops developed	<b>56,661</b>	<b>59,747</b>	<b>62,840</b>
				Identify and study the resistant variety and distribute to farmers. Implement efficacy studies of commercial and natural products to control disease and shelf life of susceptible varieties.			

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost (\$'000) 19/20	Target & Cost (\$'000) 20/21	Target & Cost (\$'000) 21/22	Target & Cost (\$'000) 22/23
<i>Project – CSAP (EU- funded)</i>	Facilitate implementation of the National Adaptation Strategy for the Banana and Plantain sub-sector: CSAP and Banana Export Expansion Project (BEEP II)	CSA Resilient Farms New areas planted Volumes of export increased. Farms Certified Global GAP infrastructure established Global GAP Audit Procured	# CC resilient farms / CSA Grants/ infrastructure) # hectares planted and producing ; # farmers benefiting in the Banana Export Expansion Project ; # containers exported #jobs created	Extension, certification and extension officers facilitate increased exports in their core functions. Facilitate farmers' contract with exporters, for revolving loan material input support distributed from JBAMs and with FI for working capital loans. Farmers are provided technical support to expand areas in production, to establish Global GAP infrastructure, and export to niche market.			

#### 5.3.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure 2019/2020  (J\$ 000)	Projections 2020/2021  (J\$ 000)	Projections 2021/2022  (J\$ 000)	Projections 2022/2023  (J\$ 000)
Recurrent	103,161	108,494	112,315	116,293
Capital A				
Capital B: Climate Smart Agriculture Programme (CSAP)	56,661	59,745	62,840	101,507
Jamaica Banana & Plantain Industry	-	TBD	TBD	TBD

Cess (JBPIDC)*				
Appropriations in Aid	5,000	5,252	5,398	5,548
<b>Total Funding Requirement</b>	<b>159,822</b>	<b>168,241</b>	<b>169,524</b>	<b>223,348</b>

### 5.3.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement 2017/2018	Planned 2018/2019	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022
Administration	2	2	2	2	2
Finance and Accounts Division	3	3	3	3	3
Scientific Research/ Certification & Technology Transfer	11	11	11	11	11
Extension Services	5	5	5	5	5
Casual Workers	10	10	10	10	10
Security	5	5	5	5	5
Special Projects	4	4	10	10	10
<b>TOTAL</b>	<b>40</b>	<b>40</b>	<b>46</b>	<b>46</b>	<b>46</b>

## 5.4 CANNABIS LICENSING AUTHORITY

The Cannabis Licensing Authority (CLA), an agency of the Ministry of Industry, Commerce, Agriculture and Fisheries, was established in 2015 under the Dangerous Drug (Amendment) Act, (DDA) with a specific role to establish and regulate Jamaica's legal ganja and hemp industry.

### 5.4.1 Vision, Mission and Mandate

The Authority is guided by its Purpose, Vision and Mission Statements as well as by its Core Corporate Values and Guiding Principles.

As per the DDA, which established the Authority, it shall have –

1. The power to make, with the approval of the Minister responsible for justice, regulations for the issue and regulation, by the Authority, of such licences, permits and authorizations, as may be appropriate, for handling of –
  - o Hemp; and
  - o Ganja for medical, therapeutic or scientific purposes within the meaning of section 7D;

2. The duty to ensure that regulations made under paragraph (a) do not contravene Jamaica's international obligations; and
3. Such other powers, functions and duties as may be assigned to the Authority under this Act or any other law.

#### Purpose

To foster the development of a sustainable and legal cannabis industry.

#### Vision

To be the best practice regulator for a developed, economically viable and stable cannabis industry.

#### Mission

To effectively regulate the development of a sustainable cannabis industry within the established legal framework.

### 5.4.2 Strategic Outcomes

In keeping with this the Authority has four Corporate Imperatives or Strategic Outcomes, by which its activities are guided. These are:

- i. Maintenance and administration of the cannabis industry regulations
- ii. Partnership with key stakeholders to create an enabling environment for cannabis
- iii. Effectively communicate key messages around the cannabis industry
- iv. Creation of an efficient and effective workforce

### 5.4.3 Strategic Plans and Priority Programmes (2019-20 – 2022/23)

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost				
					18/1	19/2	20/2	21/2	22/2
					9	0	1	2	3
					(000	(000	(000	(000	(000
					)	)	)	)	)
<b>Integrate appropriate planning, policy and regulatory framework to support increase</b>	<b>#001/01/0001 Executive Direction and Administration/ Planning &amp; Development/ Policy Development;</b>	Engage in consultations with all relevant stakeholders to advance development and implementation of relevant policies	Appropriate action plans, policy, legislation and regulations for long-term development established	% of licensed cannabis producers accessing existing markets					

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
access of local industries to emerging and existing markets		and their respective action plans							
				% of MOUs formed with key regulatory agencies regarding cannabis					
	<b>#301/33/1070</b> <i>Industrial development and export/ Cannabis Product Development</i>	Review Regulatory requirements and address deficiencies; Develop Administrative Protocols	Application procedures & protocols reviewed; A track and trace system in the CLA regulatory framework implemented.	% of communication strategy implemented					
		Review Communication Strategy and programme for the medicinal cannabis industry	Updated Communication Strategy and programme implemented						
	<b>CD Decision No. 1/17 dated 9 January</b>	Develop mechanisms to assist traditional growers	Community based Projects for transition to	% of enforcement action taken against					

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
	<b>2017 939/MICAF -69/2016</b> – <i>Alternative Development Programme for the Transition of Traditional Ganja Farmers into the Regulated Cannabis Regime</i>	with the cost of entry to the cannabis industry	regulated environment developed, implemented and monitored	non-compliant licenses					
		Review and implement industry specific organization structure	Organizational review conducted and report submitted	Organizational Development Consultant engaged by 1 <sup>st</sup> Quarter					

#### 5.4.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)	Projections 21/22 (J\$ 000)	Projections 22/23 (J\$ 000)
Recurrent				
- Strategic Activities	42,500,000	33,450,000	36,405,000	
- Administration	17,500,000	20,000,000	22,500,000	
Capital A	000	000	000	
Capital B	000	000	000	
Appropriations in Aid (AIA) <sup>20</sup>	000	000	000	

<sup>20</sup> It should be noted that until the Ministry of Finance advises the Authority on how to address the use of fees collected by the Authority AIA cannot be estimated.

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)	Projections 21/22 (J\$ 000)	Projections 22/23 (J\$ 000)
<b>Total Funding Requirement</b>	<b>60,000,000</b>	<b>53,450,000</b>	<b>58,905,000</b>	

#### 5.4.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023
Licensing and Applications	3	8	8	8	
Enforcement and Monitoring	1	14	14	14	
CEO's Office	-	6	6	7	
Human Resource and Administration	-	3	3	3	
Finance and Accounts Division <sup>21</sup>	-	1	1	3	
<b>TOTAL</b>	<b>4</b>	<b>32</b>	<b>32</b>	<b>35</b>	

### 5.5 CONSUMER AFFAIRS COMMISSION (CAC)

The Consumer Affairs Commission (CAC) is the chief agency of the Ministry charged with the responsibility of providing for the promotion and protection of consumer/provider interests in relation to the supply of goods and provision of services. The work of the agency is guided by the Consumer Protection Act (2005) amended 2012 and is centred on four pillars:

- Market surveillance
  - Consumer/Business Education
  - Complaint Resolution
  - Consumer Protection and Advocacy

#### 5.5.1 Vision, Mission/Mandate

##### Vision

In 2030, the CAC is an independent, proactive, responsive and technologically-driven Agency that has forged strategic alliances with key stakeholders resulting in responsible consumers and providers understanding and exercising their rights and responsibilities in the Jamaican marketplace.

##### Mission

To make Jamaica a better place by enabling ethical relations between Providers and Consumers.

##### Mandate

<sup>21</sup> It should be noted that the Authority benefits from Accounts and Auditing Services under a Service Level Agreement with the Jamaica Promotions Corporation (JAMPRO). As the organization expands it is expected that these roles will be absorbed into the structure of the Authority by Year 3 of this Plan.

To advance the interests of, and foster ethical relations between consumers and providers in an enabling business environment.

### 5.5.2 Strategic Outcomes

- increase in businesses surveyed with formal complaints mechanisms
- resolution rate in CAC consumer handling maintained
- cases advanced to tribunal within 2 months of decision
- consumers and providers polled demonstrate applied knowledge of their rights and responsibilities
- enforcement of the CPA
- MOU with relevant stakeholder signed and implemented within agreed timeline
- increase in expenditure (cash or kind) from non-subvention sources
- compliance and accountability reports up-to-date
- most persons polled knowledgeable of the CAC by 2018
- targeted schools adopting the financial literacy campaign as part of their curriculum and the programme remain active.
- participation by the large scale distributors (targeted) and information collected and analysed according to requirements
- targeted business professionals trained and are recipients of International Customer Service Certification
- A national consumer policy to enhance and provide greater coordination and efficiency of consumer protection efforts
- The establishment of vehicle safety standards used to determine the operation of crash worthy vehicles on the road
- Financial literacy campaign implemented in targeted schools
- large scale distributors voluntarily providing information on domestic commodities to give industry players greater access to trade data
- targeted businesses trained and certified in customer service
- programmes directed at consumer and provider empowerment and enhancing ethical relationships
- Modernisation plan implemented during 2016/2017 financial year

### 5.5.3 Strategic Plans and Priority Programmes (2019/20 – 2022/23)

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	BASE YEAR Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Consumers and Local busin	Consumer & Public Protection	Develop National Consumer Affairs	National Consumer Policy	Timelines achieved	Commence consultations	Continue consultations	Policy adopted	Policy in force	Policy Evaluated

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	BASE YEAR Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Ess rights protected	Consumer Affairs 303-20-163	Policy and Implementation Plan <i>Cabinet decision no.18/18 21 May 2018 300/MIC AF-28/2018</i>	document		\$1,500,000				\$1,000,000
		Improve CAC's complaints resolution services	Resolved complaints	% complaints resolved  # of complaints handled	87% Annual Resolution Rate  1,790 complaints handled  \$14,342,191	87% Annual Resolution Rate  1,800 complaints handled  \$15,764,243	87% Annual Resolution Rate  1800 complaints handled  \$16,394,812	88% Annual Resolution Rate  2,000 complaints handled  \$17,296,527	88% Annual Resolution Rate  000 complaints handled  \$18,247,836
		Provide the consumer industry with statistics and market data	Price survey results published	# of market surveys conducted and published	30 price monitoring surveys including 2 banking services survey conducted  \$18,352,213	30 price monitoring surveys including 2 banking services survey conducted  \$19,529,536	31 price monitoring surveys including 2 banking services survey conducted  \$20,310,717	31 price monitoring surveys including 2 banking services survey conducted  \$21,427,806	32 price monitoring surveys including 2 banking services survey conducted  \$22,606,336

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	BASE YEAR Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
		Implement Broad-based Consumer and Provider and Communication Programmes	Consumers and providers educated	% of # providers polled demonstrate applied knowledge of their rights and responsibilities	85% of 13,000 consumers and providers indicate knowledge of rights and responsibilities  6 education programmes (priority areas selected annually)  140,000 consumers directly sensitized  700 business persons sensitized  370 outreach activities executed 12	85% of 14,000 consumers and providers indicate knowledge of rights and responsibilities  6 education programmes (priority areas selected annually)  140,000 consumers directly sensitized  700 business persons sensitized  370 outreach activities executed 12	90% of 14,000 consumers and providers indicate knowledge of rights and responsibilities  6 education programmes (priority areas selected annually)  142,000 consumers directly sensitized  700 business persons sensitized  370 outreach activities executed 12	90% of 15,000 consumers and providers indicate knowledge of rights and responsibilities  8 education programmes (priority areas selected annually)  144,000 consumers directly sensitized  750 business persons sensitized  410 outreach activities executed 15	90% of 15,000 consumers and providers indicate knowledge of rights and responsibilities  8 programmes (priority areas selected annually)  144,000 consumers directly sensitized  750 business persons sensitized  410 outreach activities executed 15 presentat

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	BASE YEAR Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
					presentation to providers executed 800 broadcast media exposures 100 print media exposures obtained \$10,000,000*	presentation to providers executed 800 broadcast media exposures 100 print media exposures obtained \$10,550,000*	presentation to providers executed 825 broadcast media exposures 110 print media exposures obtained \$11,130,250*	presentation to providers executed 825 broadcast media exposures 110 print media exposures obtained \$11,742,413*	ion to providers executed 850 broadcast media exposures 115 print media exposures obtained \$12,388,246*
		Utilize technology to enhance CAC brand recognition	Brand management activities conducted Surveys conducted	% brand recognition score achieved in survey  % of persons knowledgeable of the CAC	80% of persons polled associate CAC with consumer protection by end Q4 75% of persons polled are knowledgeable of the CAC \$200,000	85% of persons polled associate CAC with consumer protection by end Q4 78% of persons polled are knowledgeable of the CAC \$211,000	89% of persons polled associate CAC with consumer protection by end Q4 81% of persons polled are knowledgeable of the CAC \$222,605	92% of persons polled associate CAC with consumer protection by end Q4 85% of persons polled are knowledgeable of the CAC \$234,848	94% of persons polled associate CAC with consumer protection by end Q4 87% of persons polled are knowledgeable of the CAC \$247,764
		Conduct	Consu	% score	Consum	Consum	Consum	Consum	Consum

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	BASE YEAR Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
		research to rank consumer and provider perspective on ethical relations in the marketplace	mer and provider ethical relations score	of ethical relations by consumer and providers	er score 55% Provider's score 65% \$551,250	er score 60% Provider's score 70% \$581,568	er score 70% Provider's score 80% \$613,555	er score 75% Provider's score 85% \$647,300	er score 80% Provider's score 90% \$682,902

#### 5.5.4 Medium Term Expenditure Summary

Item	CURRENT	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure (2018/2019) (J\$ 000)	Projections (2019/2020) (J\$ 000)	Projections (2020/2021) (J\$ 000)	Projections (2021/2022) (J\$ 000)	Projections (2022/2023) (J\$ 000)
Recurrent	132,175	145,628	153,238	160,928	169,003
Capital A	000	000	000	000	000
Capital B	000	000	000	000	000
Appropriations in Aid	2,000	2,000	2,000	2,000	2,000
<b>Total Funding Requirement</b>	<b>134,175</b>	<b>147,628</b>	<b>155,238</b>	<b>162,928</b>	<b>171,003</b>

#### 5.5.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	CURRENT 2018/2019	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023
Executive Office and Legal	3	4	4	4	4	4
Finance &	7	7	8	8	8	8

Administration						
Communication Unit	2	2	2	2	2	2
Field Operations	13	13	15	15	15	15
Information Technology	2	2	2	2	2	2
Research	5	5	5	5	5	5
<b>TOTAL</b>	<b>32</b>	<b>33</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>

## 5.6 DEPARTMENT OF CO-OPERATIVES AND FRIENDLY SOCIETIES (DCFS)

### 5.6.1 Vision, Mission and Mandate

#### Vision

To transform the Department of Co-operatives and Friendly Societies to position Co-operatives, Industrial & Provident and Friendly Societies as a vibrant and viable sector within Jamaica's socio-economic development by 2020.

#### Mission

To contribute to the social and economic development of the nation by facilitating the establishment and regulation of Co-operatives and Industrial & Provident Societies as viable business alternatives and Friendly Societies as effective social organizations and protecting the stakeholders' interest.

#### Mandate

To ensure the safety of societies' assets and the protection of members' savings and investments and other stakeholders' interests. Its functions include:-

- Registration of societies and their rules
- Inspection and supervision of societies
- Annual audits and investigations
- Settlement of disputes affecting societies' business
- Conducting of Inquiries
- Suspension of Registrations
- Cancellation of Registrations
- Dissolution and Liquidation of societies
- Training, promotion, development, research, planning and capacity building for societies.

### 5.6.2 Strategic Outcomes

The strategic outcomes of the Department of Co-operatives and Friendly Societies are:

- i. Charity Sector
  - a. Drafting of Regulation for Accompany the new Charities Act by 2016.
  - b. Continuous Registration and renewal of Charity Status
  - c. Convening on ongoing Sensitization Sessions with stakeholders.
- ii. Facilitate consultation amongst stakeholders in finalizing the BOJ/Credit Union Regulations 2016/2017. With the modernization of the Co-operative Societies Act/Regulations the Financial

Year 2016/2017, the transfer of the Regularly functions for the Credit Unions to BOJ can be facilitated.

- iii. Continue stakeholder consultations to facilitate amendments to the Friendly Societies and Co-operative Societies Acts by third quarter 2018/2019.
- iv. Amendments of the New Agricultural Loan Society and Approved Organizations' Act during 2017/2018. Revisit present Regulatory Framework with a view to strengthening upon promulgation of the amended Act. Special focus will be given to the registration of small and medium type entities who will be positioned to provide service under the Logistics Hub initiative.
- v. Viable Co-operative Societies and socially acceptable Friendly and Benevolent Societies, which will increase foreign exchange earnings potential for the country.
- vi. Completion and Implementation of full service branch in Montego Bay by 2017/2018 and thereafter Mandeville by 2018/2019.
- vii. In keeping with the mandate of the Ministry of Industry, Investment and Commerce, the Department will continue to aggressively pursued steps to become ISO certified for 9001:2008 – Quality Management System by the first quarter of 2017/2018.
- viii. Facilitate, encourage and provide economic and social benefits through Friendly Societies for the members and the communities.
- ix. Improve efficiency and accountability in Societies' operations by 2017.
- x. Effective Corporate Governance and adherence to statutes that regulate operations of the societies.

### 5.6.3 Strategic Plans and Priority Programmes (2019/20 – 2022/23)

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Create an enabling environment to support the growth of industries in agriculture, fisheries, manufacturing and service sectors	Regulation and Administration of Commerce	Facilitate yearly financial reporting at Annual General Meetings on the governance and operation of Societies	Appropriate policy, legislation and regulations for long-term development established	# of audits conducted	130 Societies with 175 years	137 Societies with 186 years	142 Societies with 186 years	149 Societies with 202 years
		Ensure accountability and transparency in the		# of Investigation carried out.	8 Societies + 75%	10 Societies + 85%	12 Societies + 95%	15 Societies + 99%

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
		management and operations of Society						
		Intensify monitoring and assessment of the financial performance of societies and registered charitable organizations	Reports to reflect financial positions in-keeping with established minimum operating standards and their objects and powers	# of societies and registered charitable organizations monitored/assessed	774 societies	820 societies	863 societies	907 societies
		Develop viable Co-operative Societies, Industrial and Provident Societies and socially acceptable Friendly and Benevolent Societies	Compliance with the Act, Rules, Policies and Regulations	% of groups processed within the agreed timeline	100%	100%	100%	100%
				% of Groups attaining legal status within agreed timeline	100%	100%	100%	100%

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
				% of application processed within established timeline	100%	100%	100%	100%
				% of renewals processed within established timeline	100%	100%	100%	100%
		Conduct <b>Inspections &amp; Investigations</b> to determine the extent to which the societies and registered charitable organizations are fulfilling their objectives and maintaining legal compliance	Compliance with the Act, Rules, Policies, Articles etc.	# of Inspections carried out	122 societies	128 societies	134 societies	141 societies
		Conduct <b>Pre-audit Checks</b> on the financial records of the registered societies to facilitate	Finalized Financial Statements to allow the convening of the Annual General Meeting thereby	# of pre-audits conducted and Financial Statements	68 societies	71 societies	75 societies	80 societies

Policy Priority	Programme /sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
		an audit within six months of the closure of the financial year, and certification by the Registrar.	facilitating member participation in the decision-making process					
		Conduct hands-on <b>Training</b> with staff and/or volunteers of the registered societies regarding specific record maintenance and document preparation via workshops, retreats etc.	Strengthened societies as a result of adherence to the Acts and Regulations, Rules, Policies etc, and improved skills	# of training exercises facilitated	575 societies & groups	580 societies & groups	585 societies & groups	590 societies & groups
		Provide <b>Technical Assistance</b> to build capacity in societies and registered charitable organizations	Strengthened societies; expansion in business ventures; job creation and sustainability	# of societies and registered charitable organizations that receive technical assistance	656	675	703	739

#### **5.6.4 Medium Term Expenditure Summary**

#### **5.6.5 Human Resources Capacity Plan**

## **5.7 FAIR TRADING COMMISSION (FTC)**

The Fair Trading Commission (FTC) was established in 1993, as the administrative body of the Fair Competition Act (FCA); and its purpose is to maintain and encourage competition in the provision of goods and services in Jamaica.

### **5.7.1 Vision and Mission**

#### Vision

To facilitate increased productivity and sustained economic growth through competitive markets, thereby ensuring greater choice, lower prices and better quality goods and services for the Jamaican consumer.

#### Mission

To provide for the maintenance and encouragement of competition in the conduct of trade, business and in the supply of services in Jamaica with a view to ensuring that consumers benefit from lower prices, greater product choices and better quality of goods and services.

#### Mandate

To prosecute anticompetitive practices as defined under the Fair Competition Act (FCA), and to advise the general public, including policymakers, on matters of competitive significance.

### **5.7.2 Strategic Outcomes**

- i. To foster economic growth through the promotion of competition within industries, thereby facilitating the functioning of competitive markets which will ultimately lead to increased productivity, sustained economic growth and increased consumer welfare.
- ii. To achieve demonstrable competitive outcomes in the economy through intervention in targeted industries
- iii. Enforce the provisions of the FCA in relation to the conduct of business in Jamaica to reduce the incidence of anti-competitive business practices.
- iv. Demonstrate the benefits of competitive markets to promote a better understanding of the role and function of the FTC in fostering a competitive economic environment.
- v. Advise policymakers on the implications of existing and proposed policies to ensure that those policies do not result in the hindering of competition.
- vi. Maintain and enhance a presence in the international competition arena to further facilitate the growth and development of the Staff of the FTC; and provide advice on regional competition issues to other CARICOM member States.
- vii. Streamline and improve internal processes to enhance the delivery of services to all external Stakeholders as well as to the Staff and Commissioners of the organization.

### **5.7.3 Strategic Plans & Priority Programmes for 2019/20 – 2022/23**

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
<b>Strategic Priority:</b> Ensure Consumer Protection  <b>National Outcome #8:</b> An Enabling Business Environment  <b>National Outcome #12:</b> Internationally Competitive Structures – Agriculture & Manufacture	<b>4.1.1 Consumer &amp; Public Protection</b>  <b>Protection of Competition</b>  a. Enforce the provisions of the FCA in relation to the conduct of business, to reduce the incidence of anti-competitive business practices.	Implement enforcement strategies that are based on: the expeditious completion of investigations, prioritizing & deterrence.	Improved efficiency (allocative) in the markets that are investigated.	Case resolution rate	75%	75%	80%	80%	80%
				# of allegations of anti-competitive conduct in the economy	218	196	186	176	170
					<u>\$21,290,591</u>	<u>\$21,929,309</u>	<u>\$22,587,188</u>	<u>\$23,264,804</u>	<u>\$23,962,749</u>
	b. Demonstrate the benefits of competitive markets towards fostering a competitive economic environment.	Conduct market studies on sectors that are most complained about and on those which, because of their structure may be prone to market failures.	Improved efficiency (productive) in the markets that are studied.	Number of information dissemination activities executed	14	17	17	19	20
				Number of market studies & competition advocacy activities	32	34	34	36	36
				\$ benefit accrued from markets that were investigated (\$	3,480,000	3,830,000	4,220,000	4,640,000	5,104,000

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
				billion)					
					<u>\$14,183,186</u>	<u>\$15,317,840</u>	<u>\$16,543,268</u>	<u>\$17,866,729</u>	<u>\$19,296,068</u>
	c. Advise policymakers on the implications of existing and proposed policies to ensure that those policies facilitate a competitive environment.	Assess effect of legislation on competitive environment in industries that are growth drivers.	Recommendations for less restrictive policies.	Number of legislation or policy related activities carried out.	8	10	10	12	12
					<u>\$2,584,935</u>	<u>\$2,791,730</u>	<u>\$3,015,068</u>	<u>\$3,256,274</u>	<u>\$3,516,776</u>

#### 5.7.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure (2019/2020) (J\$ 000)	Projections (2020/2021) (J\$ 000)	Projections (2021/2022) (J\$ 000)	Projections (2022/2023) (J\$ 000)
Recurrent	111,851	115,765	119,838	124,077
Capital A	000	000	000	000
Capital B	000	000	000	000
Appropriations in Aid	000	000	000	000
<b>Total Funding Requirement</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>

#### 5.7.5 Human Resources Capacity Plan

## ORGANIZATION STRUCTURE

The FTC is headed by the Executive Director who reports directly to five Commissioners. The Executive Director is responsible for the day to day operations, and is supported by the Administrative Department, Legal Department and Competition Bureau, which are headed by the General Manager, Senior Legal Counsel and Competition Bureau Chief, respectively. Currently, these departments comprise the following:

- *Administrative:* Executive Secretary, Accountant, Secretary, Receptionist/Telephone Operator, Office Attendant and Driver.
- *Legal:* 2 Legal Officers.
- *Competition Bureau:* 2 Competition Analysts, 2 Research Officers and Secretary.

Departments	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023
Administrative Department	8	8	8	8	8
Legal Department	3	3	4	5	5
Competition Bureau	6	6	7	8	8

The issue of training for Staff is always foremost in our plans because building staff capacity is an ongoing process in this specialist area of competition policy which requires training in specific areas of law and economics as well as investigative techniques and methodologies. In addition to internal training sessions conducted by Staff, on-line workshops and seminars conducted by the International Competition Network (ICN) and consultation with other competition agencies on specific matters, also serve as a training ground.

It is expected that drafting instructions for the intended Merger Review Regime that is to be incorporated into the Fair Competition Act (FCA) will be completed by the end of the 2018/2019 Financial Year; and that the necessary amendments will be made to the FCA during the 2019/2020 Financial Year. It is also expected that the Regime will be operational by the 2020/2021 Financial Year and therefore additional Staff will be required to handle the increased work load. That is, a Legal Officer and a Competition Analyst, in the initial stages and two Legal Officers and two Competition Analysts when the public are fully sensitized on the requirements of the Regime.

Budgetary constraints over the past few years have prevented the Commission meeting the training needs of the Commission as a whole, that is, at the level of the Staff and at the level of the Commissioners. The Merger Review Regime will also require additional resources for training at the two levels.

The Commission has been working towards obtaining ISO Certification and this will serve to structure operational procedures of all departments and improve the level of accountability and efficiency of Staff.

## **5.7 FISHERIES DIVISION (Statutory Body in transition)**

### **5.7.1 Vision, Mission and Mandate**

#### Vision

By 2030, the National Fisheries Agency will become the model of excellence in capture fisheries and aquaculture management and development, recognized for its fairness and valued for its professionalism, expertise and high standards.

#### Mission

The mission of the Fisheries Division is to facilitate the sustainable development of Jamaican capture fisheries and aquaculture through effective and responsible management for the benefit of all Jamaicans.

### **5.7.2 Strategic Outcomes**

- Improved management of the country's fisheries resources
- Expansion of inland and marine fisheries
- Increase in Jamaica's earnings from the fisheries industry

### **5.7.3 Strategic Plans and Priority Programmes (2019/20 – 2022/23)**

	Programme/ sub- programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Policy Priority	Target & Cost 21/2 2 (000)	Target & Cost 22/2 3 (000)
Integrate appropriate planning, policy and regulatory framework to support increase access of local industries to emerging and existing markets.	Fisheries – Management and Development of Fisheries – Management and Development of Capture Fisheries  #122-20-0181	Develop and Establish Investment Partnerships  Develop regulations that require developers to contribute to sanctuary management		% of coastal fishery water (down to 30 meters) protected as SFCA	3%	3%	5%	5%	7%
	IADB Investment Loan # JA-L1073	Modernize the Licensing and Registration systems for fishers and fish farmers.		% of compliance to licensing requirements among fisheries and aquaculture stakeholders	10%	18%	25%	30%	35%
		Develop management plan		# of management plans approved	1	2	3	4	4
		Improved socio-economic benefits from the Blue Economy measured as an increase to National GDP to 0.5% by		Fisheries GDP increased to 0.35% of national GDP	0.31%	0.35%	0.4%	0.45%	0.5%

	<b>Programme/ sub- programme and Budget No</b>	<b>Strategies</b>	<b>Outp ut</b>	<b>Performa nce Indicator s</b>	<b>Target &amp; Cost 18/19 (000)</b>	<b>Target &amp; Cost 19/20 (000)</b>	<b>Polic y Priori ty</b>	<b>Targ et &amp; Cost 21/2 2 (000)</b>	<b>Targ et &amp; Cost 22/2 3 (000)</b>
		2023							
Optimize the production and productivity of key local produce and products towards meeting the demands of targeted markets.	Fisheries – Management and Development of Fisheries – Management and Development of Aquaculture  #122-20-0182	Tilapia  1 Rehabilitate production facilities at the Aquaculture Branch.		% increase in tilapia seed stock production	15%	20%  (Increase is cumulative)	40%	60%	80%
		Provide targeted extension services to increase Tilapia and Ornamental fish Production  Capacity building activities through targeted training of ornamental and food fish farmers		% Increase in Tilapia and ornamental fish production	14.2% increase in tilapia and ornamental production.	20%	40%	60%	80%

	Programme/ sub- programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Policy Priority	Target & Cost 21/2 2 (000)	Target & Cost 22/2 3 (000)
		Implement monitoring & evaluation processes for Ornamental, Freshwater and mariculture species.		% of database established and operationalized	10%	30%	50%	80%	100%
		Mariculture  Increase production from Mariculture species		% Increase in Mariculture species production (Oyster and other invertebrates.)	2500 dz	45%	60%	80%	100%
		Establish mariculture hatchery and grow out trials/strategies.		Volume of seed stock production.	1500 dz	45%	60%	80%	100%

#### 5.7.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure (2019/2020) (J\$ 000)	Projections (2020/2021) (J\$ 000)	Projections (2021/2022) (J\$ 000)	Projections (2022/2023) (J\$ 000)
Recurrent	245,759.08456	249,564.07159	252,736.63224	259,754.83144 (260,973.06577)
Capital A	000	000	000	000
Capital B	000	000	000	000

Appropriations in Aid	000	000	000	000
<b>Total Funding Requirement</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>

### 5.7.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023
Direction and Administration	53	53	53	53	53
Development and Management of Capture Fisheries	53	53	53	53	53
<i>Development and Management of Aquaculture</i>	<i>54</i>	<i>54</i>	<i>54</i>	<i>54</i>	<i>54</i>

## 5.8 HAZARDOUS SUBSTANCES REGULATORY AUTHORITY (HSRA)

The Hazardous Substances Regulatory Authority (HSRA) was established by the Nuclear Safety and Radiation Protection Act 2015 to regulate and monitor all activities, practices and facilities involved in nuclear technology and ionizing radiation sources for the protection of public health and safety.

The HSRA has not yet been operationalized and no staff has been hired as at November 2016. However the operationalization of the HSRA has become an urgent issue based on Jamaica's international commitments to the International Atomic Energy Agency (IAEA) and other bodies. In particular failure to operationalize the HSRA is likely to derail planned cancer treatment centres and a nuclear medicine facility resulting in significantly reduced capacity to treat cancer in Jamaica.

### 5.8.1 Vision, Mission and Mandate

#### Vision

The HSRA has not yet been operationalized and therefore does not yet have an articulated vision. It is nevertheless expected that when formulated the vision of the HSRA will speak to the authority being an effective and efficient regulator that ensures the protection of the Jamaican people from the harmful effects of ionizing radiation.

#### Mission and/or Mandate

The HSRA has not yet been operationalized and therefore does not yet have an articulated Mission. Nevertheless, the Nuclear Safety and Radiation Protection Act mandates the HSRA to:

- protect people and the environment from exposure to ionizing radiation to the maximum extent that is reasonably practicable;

- secure radioactive sources from misuse;
- promote an effective nuclear safety culture;
- achieve and maintain a high level of safety and security in facilities utilizing ionizing radiation sources;
- ensure availability of compensation for damage, loss and injuries caused by ionizing radiation;
- facilitate the beneficial and peaceful uses of nuclear technology; and
- facilitate compliance with Jamaica’s international obligations under various conventions, treaties and agreements.

The work of the HSRA will align with MICAF’s objective of ensuring consumer and public protection.

### 5.8.2 Strategic Outcomes

The strategic outcomes of the HSRA are:

- Reduction in cancer related deaths
- Minimization of radiation exposure
- Safe and secure operation of facilities utilizing ionization radiation

### 5.8.3 Strategic Plans and Priority Programmes (2019/20 – 2022/23)

Policy Priority	Program me/sub-program me and Budget No	Strategies	Output	Performa nce Indicator s	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Ensure Consumer Protection  Create an enabling environment to support the growth of health and other services which utilize ionizing radiation sources	303/23/005 – Consumer and Public Protection /Hazardous Substances Regulation/Direction and Administration	Ensure registration of all sources of ionizing radiation	Legislation and regulations on radiation protection implemented and Consumer rights protected	# of registered sources in HSRA data base	100	100	100	50
SAME	SAME	Ensure authorization of all users of ionizing radiation sources,	SAME	# of applications for authorization  # of authorizations issued	60  60 (\$2100)	100  100 (\$3500)	120  120 (\$4200)	120  120 (\$4200)

Policy Priority	Program me/sub-program me and Budget No	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
SAME	SAME	Ensure inspection of all facilities where ionizing radiation sources are used	SAME	# of inspections conducted	60 (\$900)	100 (\$1500)	120 (\$1800)	120 (\$1800)
SAME	SAME	Ensure reporting and investigation of all accidents and incidents involving ionizing radiation,	SAME	# of accidents and incidents reported  # of accident/incident investigation reports completed	100% of reported accidents investigated and reports completed (\$120,000)  2 (\$240)	100% of reported accidents investigated and reports completed (\$120,000)  2 (\$240)	100% of reported accidents investigated and reports completed (\$120,000)  2 (\$240)	100% of reported accidents investigated and reports completed (\$120,000)  2 (\$240)
SAME	SAME	Recover and establish control of ionizing radiation sources which were out of control/orphaned	SAME	# of "out-of-control"/orphaned sources recovered.	At least 1 orphan source recovered (\$200)			
		Build the capabilities and competences of Regulatory Staff through training courses seminars and workshop	SAME	# of person-courses, person-seminars and person-workshops of training received by HSRA staff	36 (\$5,250)	36 (\$5,250)	20 (\$2800)	20 (\$2800)

Policy Priority	Program me/sub-program me and Budget No	Strategies	Output	Performance Indicators	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
				<b>TOTAL</b>	<b>\$8,690</b>	<b>\$10,690</b>	<b>\$9,240</b>	<b>\$9,240</b>

#### 5.8.4 Medium Term Expenditure Summary:

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure (2019/2020) (J\$ 000)	Projections (2020/2021) (J\$ 000)	Projections (2021/2022) (J\$ 000)	Projections (2022/2023) (J\$ 000)
Recurrent	36,900			
Capital A	2,860			
Capital B	000			
Appropriations in Aid	000			
<b>Total Funding Requirement</b>	<b>39,760</b>			

#### 5.8.5 Human Resources Capacity Plan:

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023
HRM&A					
Finance and Accounts Division					
<i>[Continue if necessary]</i>					

## 5.9 JAMAICA 4-H CLUBS

The Jamaica 4-H Clubs was established in April, 1940 as the Jamaica 4-H Clubs (hereinafter referred to as “the Clubs”). The Organization operating under the auspices of the Ministry of Agriculture and Fisheries, targets its programmes mainly to Primary, All-Age, Junior High, Secondary, Technical High School, community and church populations. The programmes offered are designed to develop self-sufficiency and leadership skills. These include Entrepreneurship, Health, Continued Education, Youth Relations, Care and Protection, Living Environment, Participation and Empowerment.

### 5.9.1 Vision, Mission and Mandate

#### Vision

By 2030 the Jamaica 4-H Clubs will become the leading youth organization in the Caribbean.

#### Mission and/or Mandate

To mobilize, educate and train youth in leadership skills and vocations through the effective deployment of staff and volunteers utilizing adaptive technologies, to influence trainees to develop sustainable livelihoods and become positive contributors to national development.

### 5.9.2 Strategic Outcomes

- Improved organizational efficiency
- Improved training programmes
- Improved sustainable livelihoods among youth and young people

### 5.9.3 Strategic Plans and Priority Programmes (2019/20 – 2022/23)

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
<b>PROGRAMME: 500 YOUTH DEVELOPMENT</b>									
<b>Production and Productivity Programme</b>	<u>Youth Development (500):-</u> <b>Youth in Agriculture Education</b>	To establish partnerships with public and private tertiary institutions providing training in agriculture  To seek new partners to increase the # of scholarships and bursaries for training in agriculture	The # of trained agriculturalist at the tertiary level  increased	# of partnerships established  # of person who received scholarship/bursary	6 Tertiary Institutions  150 beneficiaries	6 Tertiary Institutions  200 beneficiaries	7 Tertiary Institutions  220 beneficiaries	8 Tertiary Institutions  220 beneficiaries	9 Tertiary Institutions  240 beneficiaries

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
		e							
		To provide career counselling and mentorship through the use of staff and volunteers	Career counselling provided	# of workshops hosted  # of members counselled	4 workshops hosted  10,000 members counselled	4 workshops hosted  10,000 members counselled	4 workshops hosted  10,000 members counselled	4 workshops hosted  10,000 members counselled	4 workshops hosted  10,000 members counselled
	<b>Mobilisation and registration of Membership</b>	Forge partnerships with stakeholders CBOs and Public Institutions  Utilise electronic capabilities to complement the face to face modality for registration		# of members registered	100,000 persons registered  8% of membership registered electronically	110,000 persons registered  10% of membership registered electronically	120,000 persons registered  15% of membership registered electronically	130,000 persons registered  20% of membership registered electronically	140,000 persons registered  25% of membership registered electronically

Policy Priority	Program/sub-program and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
Production and Productivity Programme	Agricultural Mastery and Stimulation Training	To complement traditional face to face training sessions with the 4-H online institute	Increased number of persons trained in agriculture and agriculture related areas	# of stimulation training exposures  # of mastery training exposures	220,000 training exposure  1,400 members certified	220,000 training exposure  2,000 members certified	220,000 training exposure  2,500 members certified	220,000 training exposure  3,000 members certified	220,000 training exposure  3,500 members certified
		To improve promotion of online training institute  To improve the user friendliness and quality of training material of the online training institute  To introduce new methods of certification	Licensing programme introduced	# of participants licensed	6 participants licensed (pilot)	100 participants licensed	100 participants licensed	100 participants licensed	100 participants licensed
	Product Development Programme	Partnership with appropriate agencies to patent 4-H products	# of products patented  # of products developed	# of 4-H Products patented  # of products	2 Products patented	2 <i>Products patented</i>	2 Products patented	2 Products patented	2 Products patented

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
		Utilize 4-H competitive structure to improve product innovation and quality.	d	developed	12 new products developed	12 new products developed	12 new products developed	12 new products developed	12 new products developed
	<b>National School Garden Programme</b>	To partner with private and public agencies in an effort to source inputs and provide technical support for gardens in schools	School gardens established and maintained	# of gardens maintained  # of new gardens established	500 gardens maintained  50 model gardens  50 new gardens	550 gardens maintained  50 model gardens  50 new gardens	600 gardens maintained  50 model gardens  50 new gardens	650 gardens maintained  50 model gardens  50 new gardens	700 gardens maintained  50 model gardens  50 new gardens
<b>Production and Productivity Programme</b>	<b>Healthy Lifestyle Programme</b>	To promote healthy lifestyle among our members  Promote the versatility and wholesomeness of local food	Persons exposed to healthy lifestyle practices and healthy local dishes (Eat Jamaican produce)	# of persons impacted	25,000 person	20,000 person	25,000 person	30,000 person	35,000 person
	<b>Capacity Building</b>	To improve	Centres Refurbish	# of centres		3 centres	3 centres	3 centres	3 centres

Policy Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
	<b>in Training &amp; Commercial Development</b>	the physical infrastructure  To increase the number tutorial/commercial models  To use training centres to facilitate 4-H members as well as community farmers in best practices  Continuous training and development of our staff and volunteers	ed  Tutorial/commercial models developed  Participants trained at tutorial/commercial centres	refurbished  # of training commercial models developed  # of participants trained at tutorial/commercial centres  # of staff trained  # of volunteers trained	    5000 participants trained at tutorial/commercial centres  80 staff trained  500 volunteers trained	    4 training tutorial models developed  6000 participants trained at tutorial/commercial centres  80 staff trained  550 volunteers trained	    4 training tutorial models developed  7000 participants trained at tutorial/commercial centres  80 staff trained  600 volunteers trained	    2 training tutorial models developed  8000 participants trained at tutorial/commercial centres  80 staff trained  650 volunteers trained	    2 training tutorial models developed  9000 participants trained at tutorial/commercial centres  80 staff trained  700 volunteers trained
<b>Production and Productivity Programme</b>	<b>Visibility Awareness and Promotion (VAP)</b>	To enhance the appeal of the organisation	<i>16 achievement and business expositions hosted</i>	# of expositions hosted by the 4-H Clubs	16 exposition	16 exposition	16 exposition	16 exposition	16 exposition

Policy Priority	Program/sub-program and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
		<p>ion to youth</p> <p>To present agriculture as a viable career option</p> <p>Promote the advantages of employment through enterprise development</p> <p>Promote new and adaptable technologies in agriculture</p> <p>Utilise social media and other electronic platform capabilities to highlight the work of 4-H members</p>	<p><i>annually</i></p> <p><i>To participate 40 business and agriculture shows annually</i></p> <p><i>New technologies promoted</i></p> <p><i>Platforms utilised</i></p>	<p># of shows participated in</p> <p># of technologies promoted</p> <p># of platforms utilised</p> <p># of users</p>	<p>30 shows exhibited at</p> <p>5 platforms utilised</p> <p>3000 users</p>	<p>30 shows exhibited at</p> <p>5 platforms utilised</p> <p>3500 users</p>	<p>30 shows exhibited at</p> <p>5 platforms utilised</p> <p>4000 users</p>	<p>30 shows exhibited at</p> <p>5 platforms utilised</p> <p>4500 users</p>	<p>30 shows exhibited at</p> <p>5 platforms utilised</p> <p>5000 users</p>

Policy Priority	Program/sub-program and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
Micro, Small & Medium Enterprise (MSME) & Entrepreneurship Programme	<b>Agricultural Enterprise and Entrepreneurship Development</b>	To partner with Project sponsors to provide funding and agricultural inputs to establish and support enterprises	Entrepreneurship training provided  Agricultural enterprises established  New and emerging enterprises to be developed	# of new agricultural enterprises established  # of new enterprises	260 new enterprises	230 new enterprises  1 mushroom enterprise  1 bamboo enterprise	250 new enterprises  2 mushroom enterprises  1 bamboo enterprise	300 new enterprises  5 mushroom enterprises  1 bamboo enterprise	300 new enterprises  6 mushroom enterprises  1 bamboo enterprise
	<b>Rural Youth Employment and Empowerment Programme (RYEEP)</b>	To incorporate entrepreneurship in the training programmes of farmers.  To engage other agencies to generate funding to provide training and input to participants	Increased rural agricultural enterprises	# of farmers trained in entrepreneurship  # of new enterprises established	120 young farmers trained  100 young farmers receive inputs	120 young farmers trained  100 young farmers receive inputs	120 young farmers trained  100 young farmers receive inputs	120 young farmers trained  100 young farmers receive inputs	120 young farmers trained  100 young farmers receive inputs

Policy Priority	Program/sub-program and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
Micro, Small & Medium Enterprise (MSME) & Entrepreneurship Programme	Livestock Development Programme	To provide young farmers with livestock for the establishment of agri-enterprises.  To revamp the revolving scheme for a consistent flow of inputs for new farmers. To establish partnerships with the relevant agencies in order to acquire and distribute the requisite resources for the start-up of livestock	New livestock farmers established	# of livestock farmers established	100 new livestock farmers	150 new livestock farmers			

#### 5.9.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
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	<b>Estimates of Expenditure</b> (2019/2020) (J\$ 000)	<b>Projections</b> (2020/2021) (J\$ 000)	<b>Projections</b> (2021/2022) (J\$ 000)	<b>Projections</b> (2022-2023) (J\$ 000)
Recurrent	251,321	142,164	146,941	151,906
Capital A	000	60,000	000	000
Capital B	000	000	000	000
Appropriations in Aid	000	000	000	000
<b>Total Funding Requirement</b>	<b>251,321</b>	<b>202,164</b>	<b>146,941</b>	<b>151,906</b>

### 5.9.5 Human Resources Capacity Plan

<b>Units/Divisions or Projects</b>	<b>Staff Complement</b>	<b>Planned 2019/2020</b>	<b>Planned 2020/2021</b>	<b>Planned 2021/2022</b>	<b>Planned 2022/2023</b>
Human Resource Management and Administration	18	18	18	18	18
Finance and Accounts Division	9	9	9	9	9
Field Service Unit	89	89	89	89	89
Business & Entrepreneurship Unit	3	3	3	3	3
Central Administration	8	8	8	8	8
<b>Total</b>	<b>127</b>	<b>127</b>	<b>127</b>	<b>127</b>	<b>127</b>

### 5.10 JAMAICA BUSINESS DEVELOPMENT CORPORATION (JBDC)

The Jamaica Intellectual Property Office (JIPO) was established on February 1, 2002 under statutory provisions of the Jamaica Intellectual Property Office Act. The main activities of the Office are to register trademarks, patents, designs, geographical indications and copyright.

The JIPO structure includes an Advisory Board of Directors, as well as an Executive Management Team. JIPO's principal objectives include to administer intellectual property laws now in force and future enforcement in accordance with national policies and Jamaica's bilateral, multilateral and international obligations and to ensure that the intellectual property laws and system contribute to national economic growth and development and realize the potential of intellectual property rights holders in Jamaica. JIPO receives funding from the Accountant General's Department but is a self-sustainable agency, earning over One Hundred Million Dollars (\$100,000,000.00) a year in revenue.

#### 5.10.1 Vision, Mission and Mandate

**Vision** - To be a state of the art intellectual property office that contributes to wealth creation in Jamaica and the main point of reference for all matters relating to intellectual property rights protection and enforcement.

**Mission** - To establish and administer a modern and effective intellectual property rights system that will act as a catalyst for international competitiveness, facilitating economic growth and national development.

**Mandate** (as established by the JIPO Act)- is to:

- (a) administer all relevant (intellectual property) laws;
- (b) advise the Minister on matters relating to the administration of such laws;
- (c) promote the progressive development of intellectual property rights in Jamaica;
- (d) carry out other functions relating to intellectual property rights as the Minister, after consultation with the Executive Director, may determine;
- (e) exercise any power and perform any function conferred on it by or under the Act or any relevant law, and to do all such other things as in the opinion of the Office are necessary or incidental to the proper performance of its functions.

### **5.10.2 Strategic Outcomes**

- i. All relevant intellectual property laws passed, in force and implemented for public benefit
- ii. Increased public awareness, protection and use of intellectual property
- iii. Automation of JIPO processes for public ease of access and registration
- iv. Contribution to business development and wealth creation

### **5.10.3 Strategic Plans and Priority Programmes (2019/2020-2022/2023)**

### **5.10.4 Medium Term Expenditure Summary**

### **5.10.5 Human Resources Capacity Plan**

<b>Units/Divisions or Projects</b>	<b>Staff Complement</b>	<b>Planned 2019/2020</b>	<b>Planned 2020/2021</b>	<b>Planned 2021/2022</b>	<b>Planned 2022/2023</b>
Executive Office	5	6	6	6	6
Corporate Communications	3	3	4	4	4
Administration & Facilities	10	10	11	11	11

Human Resources	4	4	4	4	4
Information Technology	6	6	6	6	6
Project Management	5	5	5	7	7
Finance & Accounts	7	7	7	8	8
Business Advisory Services	28	28	28	30	30
Financial Support Services	5	6	6	6	6
Marketing Services (Things Jamaican)	23	24	25	25	25
Technical Services	17	18	20	20	20
IRC Management	6	8	8	8	8
<b>Total</b>	<b>119</b>	<b>125</b>	<b>130</b>	<b>135</b>	<b>135</b>

### 5.11 JAMAICA INTELLECTUAL PROPERTY OFFICE (JIPO)

The Jamaica Intellectual Property Office (JIPO) was established on February 1, 2002 under statutory provisions of the Jamaica Intellectual Property Office Act. The main activities of the Office are to register trademarks, patents, designs, geographical indications and copyright.

The JIPO structure includes an Advisory Board of Directors, as well as an Executive Management Team. JIPO's principal objectives include to administer intellectual property laws now in force and future enforcement in accordance with national policies and Jamaica's bilateral, multilateral and international obligations and to ensure that the intellectual property laws and system contribute to national economic growth and development and realize the potential of intellectual property rights holders in Jamaica. JIPO receives funding from the Accountant General's Department but is a self-sustainable agency, earning over One Hundred Million Dollars (\$100,000,000.00) a year in revenue.

#### 5.11.1 Vision, Mission and Mandate

Vision - To be a state of the art intellectual property office that contributes to wealth creation in Jamaica and the main point of reference for all matters relating to intellectual property rights protection and enforcement.

Mission - To establish and administer a modern and effective intellectual property rights system that will act as a catalyst for international competitiveness, facilitating economic growth and national development.

Mandate (as established by the JIPO Act)- is to:

- (a) administer all relevant (intellectual property) laws;
- (b) advise the Minister on matters relating to the administration of such laws;
- (c) promote the progressive development of intellectual property rights in Jamaica;
- (d) carry out other functions relating to intellectual property rights as the Minister, after consultation with the Executive Director, may determine;

(e) exercise any power and perform any function conferred on it by or under the Act or any relevant law, and to do all such other things as in the opinion of the Office are necessary or incidental to the proper performance of its functions.

### 5.11.2 Strategic Outcomes

- v. All relevant intellectual property laws passed, in force and implemented for public benefit
- vi. Increased public awareness, protection and use of intellectual property
- vii. Automation of JIPO processes for public ease of access and registration
- viii. Contribution to business development and wealth creation

### 5.11.3 Strategic Plans and Priority Programmes (2019/20-2022/23)

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
<b>Business and Trade Facilitation Programme</b>  Create an enabling environment to support the growth of industries in agriculture, fisheries, manufacturing and service sectors	Programme # 301 - Industrial Development & Export Promotion /Sub-Programme # 35 - Protection of Intellectual Property Rights	Promote Public Awareness of the importance, use and development of IPRs	IP aware members of the public increased	No. of persons to whom IP information has been provided	Over 8000 customers provided with IP information in office or by phone and over 5500 members of the public received IP information at presentations	Over 8250 customers provided with IP information in office or by phone and over 5750 members of the public received IP information at presentations	Over 8500 customers provided with IP information in office or by phone and over 6000 members of the public received IP information at presentations	Over 8750 customers provided with IP information in office or by phone and over 6250 members of the public received IP information at presentations	Over 9000 customers provided with IP information in office or by phone and over 6500 members of the public received IP information at presentations
		Increase marketing of JIPO services including increased social media	Increase revenue	<i>Increase in revenue</i>	104,280,350	113,677,957	136,928,030	145,896,127	X

Policy Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
		marketing							
		Advise Government regarding development and implementation of relevant IP policies, strategies, new legislation and legislative amendments	Appropriate policy, legislation and regulations developed for comprehensive IP protection	Review and provision of comments and recommendations on draft legislation within one month of receipt	Review and provide comments and recommendations on draft legislation and proposed legislative amendments within one month of receipt	Review and provide comments and recommendations on the Trade Marks (Amendment) Bill & the draft Copyright (Licensing Bodies) Regulations and the draft Plant Variety Protection Bill within one month of receipt; get National IP Strategy officially adopted by Cabinet within the year;	Review and provide comments and recommendations on draft Traditional Knowledge Protection Act within one month of receipt	Review and provide comments and recommendations on draft legislation within one month of receipt	Review and provide comments and recommendations on draft legislation within one month of receipt
		Digitize and automate JIPO files, registers and processes	entry of data from physical files to electronic database	No. of physical files for which data has been transferred to electronic system	Data for 500 patent files uploaded to electronic database	Data for 1000 patent files and 500 design files uploaded to electronic database; Hire special project team of 4 persons to enter data continuously over 12	Data for 1000 patent files, 500 design files and 200 copyright files uploaded to electronic database; Hire special project team of 4 persons to	Data for 1000 patent files, 500 design files and 200 copyright files uploaded to electronic database; Hire special project team of 4 persons to	Data for all IP files routinely uploaded to electronic database

Policy Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
						months.	enter data continuously over 12 months.	enter data continuously over 12 months.	
		Upgrade the equipment and technology used by JIPO to modernize and automate services offered to the public	Upgrade equipment and technology used by JIPO to modernize and automate services offered to the public. Increased data security.	Replacement of outdated equipment/machinery and upgrade of equipment/machinery		\$4,640,500.000			
		Develop a national framework for IP valuation and collateralization	the development of a national framework for IP valuation and collateralization	Extent of progress made in finalization of project proposal and development of framework for IP valuation and collateralization	Finalize JIPO-IDB project proposal and get project approval	Components 1-2 of Project complete	Components 3-4 of Project complete		

#### 5.11.4 Medium Term Expenditure Summary

#### 5.11.5 Human Resources Capacity Plan

## 5.12 JAMPRO TRADE & INVESTMENT

### 5.12.1 Vision, Mission and Mandate

#### Vision

To be the world class business enabler and promotions agency, making Jamaica the premier destination to do business.

#### Mandate

Drive Jamaica's economic development through growth in investment and export.

### 5.12.2 Strategic Plans and Priority Programmes (2019/20-2022/23)

Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
National Strategy 8-4: Strengthen investment promotion and trade facilitation	Industry Development & Export Promotion	Execute targeted innovative promotions & marketing	Nation Branding strategy developed	Consultations held Consultant secured Strategy developed	Secure consultant for development of strategy	Secure consultant for development of creative elements of strategy	Execution of initiatives under the National Branding and repositioning strategy	Execution of initiatives under the National Branding and repositioning strategy	TBD
National Strategy 8-4: Strengthen investment promotion and trade facilitation			Investment flows	Value of Local and Foreign Direct Investments (LDI & FDI) by clients	US\$625.5mn	US\$719.3mn	US\$827.2mn	US\$951.3mn	TBD
National Strategy 8-4: Strengthen investment promotion and trade			Export sales	Value of export sales by clients	US\$534.67mn	US\$614.8mn	US\$707mn	US\$813.1mn	TBD

Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
facilitation  Strategic Priority #3	Industry Development & Export Promotion (cont'd)	Execute targeted innovative promotions & marketing (cont'd)							
National Strategy 8-4: Strengthen investment promotion and trade facilitation			Jobs created	Number of jobs created by clients	14,156 jobs	14,864 jobs	15,607 jobs	16,387 jobs	TBD
National Outcome #12: Internationally Competitive Structures - Cultural and Creative Industries  National Strategy 8-7: Develop the capabilities of micro, small and medium-sized enterprises (MSMEs)  Strategic Priority #4			PROPE LLA Programme	Number of film projects supported	Execution of initiatives under the PROPE LLA Programme	Execution of initiatives under the PROPE LLA Programme	TBD	TBD	TBD

Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
National Strategy 8-7: Develop the capabilities of micro, small and medium-sized enterprises (MSMEs) Strategic Priority #4	Industry Development & Export Promotion (cont'd)		Export Max III	Launch of Export Max III and % increase in export sales of participating companies	Launch of Export Max III	Execution of initiatives under Export Max III	Execution of initiatives under Export Max III	Execution of initiatives under Export Max III	TBD
National Strategy 8-4: Strengthen investment promotion and trade facilitation			Ministerial promotional Roadshows	2 promotional Roadshows conducted with a Minister	2 promotional Roadshows conducted with a Minister	2 promotional Roadshows conducted with a Minister	TBD	TBD	TBD
National Strategy 8-4: Strengthen investment promotion and trade facilitation			International investment sector conferences held in Jamaica	2 international investment sector conferences held	-	2 international investment sector conferences held	TBD	TBD	TBD
National Outcome #12: Internationally Competitive Structures – Agriculture			Industry Development & Export Promotion (cont'd)	Research on blue economy and climate-smart agriculture conducted	Research conducted	-	Research conducted outlining feasibility for Jamaica	TBD	TBD

Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Strategic Priorities #2 and #7 SDG#14			ed						
National Outcome 8-1: Ensure a facilitating policy, regulatory and institutional framework for business development Strategic Priority #1	Industry Development & Export Promotion (cont'd)	Establish a national export and investment regime	National Investment Policy	National Investment Policy approved	National Investment Policy Green Paper submitted	National Investment Policy submitted as White Paper	National Investment Policy promulgated & Implementation of Action Plan commenced	Implementation of Action Plan	TBD
National Outcome 8-1: Ensure a facilitating policy, regulatory and institutional framework for business development Strategic Priority #1			National Business Portal	Portal launched	Portal established & launched	MDA process Re-engineering	MDA Process re-engineering Communication campaign launched	TBD	TBD
National Strategy 8-4:		JAMPRO Act Amend	Act amended	Proposed amendm	Review of amend	Act amended	-	-	

Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Strengthen investment promotion and trade facilitation Strategic Priority #1			ed		ents drafted and submitted to MICA/CPC	ments			
National Outcome #12: Internationally Competitive Structures – Agriculture [and other sectors] Strategic Priority #7			Sector-specific road-maps developed	Road maps/strategies developed	-	Target sector strategies developed	Strategies implemented	Strategies implemented	TBD
National Strategy 8-4: Strengthen investment promotion and trade facilitation		Expand and strengthen network of performance-based promoters	Performance based partnerships established with Foreign Service Offices (FSOs)	Work plans developed Leads referred	FSO work plans developed & implemented	Revision of FSO work plans	Revision of FSO work plans	TBD	TBD
National Strategy 8-4: Strengthen investment			Performance based partnerships established	MOUs signed Leads referred	MOUs signed and implemented	MOUs signed and implemented	MOUs signed and implemented	TBD	TBD

Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
promotion and trade facilitation			hed with Honorary Investment Advisers						
National Strategy 8-4: Strengthen investment promotion and trade facilitation			Performance based partnerships established with in-market brokers	Brokers secured Leads referred	In-market brokers secured	In-market brokers secured	TBD	TBD	TBD
National Strategy 8-1: Ensure a facilitating policy, regulatory and institutional framework for business development Strategic Priority #1		Fostering an Enabling Business Environment	Doing Business Reform Agenda Advanced	Jamaica propelled towards Top 10 in the Doing Business Report Global Rankings  Communications campaign undertaken	Execution of initiatives under Doing Business Reform Agenda	Execution of initiatives under Doing Business Reform Agenda	TBD	TBD	TBD
National Export Strategy 2 Strategic Priority #1		Fostering Business Environment (cont'd)	National Export Strategy 2 (NES2) implemented	High impact elements of NES2 implemented	Status Report	Closeout of NES2	-	-	-
National Outcome			National	Coordinator secured	-	Secure Coordi	Execute work	Execute work	TBD

Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
#12: Internationally Competitive Structures – Agriculture Strategic Priority #1			Coordinator for Agriculture	Action Plan for Way Forward of Industry		nator	plan	plan	
National Outcome #12: Internationally Competitive Structures - Information and Communications Technology (ICT)			National Coordinator for Outsourcing	Revised Outsourcing Strategy /Action Plan for Way Forward of Industry	Execute work plan	Execute work plan	TBD	TBD	TBD
National Outcome #12: Internationally Competitive Structures - Information and Communications Technology (ICT)			Global Services Sector Project (Enhanced capacity of training institutions for outsourcing industry)	Export of global services	Secure official approval from IDB for project	Execute initiatives under project	Execute initiatives under project	Execute initiatives under project	US\$300mn in exports of global services
National Strategy 8-1: Ensure a facilitating policy, regulatory			Medical Tourism Policy	Medical Tourism Policy	Medical Tourism Policy Green Paper submitted	Medical Tourism Policy submitted as	Medical Tourism Policy promulgated & Implementation of	TBD	TBD

Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
and institutional framework for business development						White Paper	Action Plan commenced		

### 5.12.3 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)	Projections 21/22 (J\$ 000)
Recurrent	867,855.20	895,571.50	912,614.90
Capital A			
Capital B			
Appropriations in Aid	31,700.00	33,100.00	33,100.00
<b>Total Funding Requirement</b>	<b>899,555.20</b>	<b>928,671.50</b>	<b>945,714.90</b>

### 5.12.4 Human Resources Capacity Plan

	Units/Divisions or Projects	Current Staff Complement	Planned 2019/2020	Planned 2020/21	Planned 2021/2022
1	Administration	7	-	-	-
2	Contact Management Centre	5	-	-	-
3	Corporate Initiatives	3	-	-	-
4	Corporate Planning and Strategic Support	3	-	-	-
5	Corporate Secretary/Legal Unit	2	-	-	-
6	European Regional Office	3	-	-	-
7	Finance	6	-	-	-
8	Human Resources	4	-	-	-
9	Integrated Marketing Communications	6	-	-	-
10	Internal Auditor	1	-	-	-
11	Management Information Systems	2	-	-	-
12	New Market Development	2	-	-	-
13	North American Regional Office	3	-	-	-

	Units/Divisions or Projects	Current Staff Complement	Planned 2019/2020	Planned 2020/21	Planned 2021/2022
14	Policy & Business Advocacy	3	-	-	-
15	President's Office	2	-	-	-
16	Project Implementation	6	-	-	-
17	Research and Business Opportunities	3	-	-	-
18	Sales & Promotions Support Unit	4	-	-	-
19	Agribusiness	6	-	-	-
20	IT-Enabled Services	3	-	-	-
21	Logistics & Infrastructure	3	-	-	-
22	Manufacturing, Energy and Mining	3	-	-	-
23	Tourism & Services	3	-	-	-
24	Film, Animation and Music	4	-	-	-
25	Western Jamaica Regional Office	2	-	-	-
26	Vice President's Office- Finance & Corporate Service Division	2	-	-	-
27	Vice President's Office- Marketing Division	2	-	-	-
28	Vice President's Office- Research, Advocacy & Project Implementation	3	-	-	-
29	Vice President's Office- Sales & Promotions	2	-	-	-
	<b>Total</b>	<b>100</b>	-	-	-

## 5.13 NATIONAL IRRIGATION COMMISSION (NIC)

### 5.13.1 Vision, Mission and Mandate

#### Vision

To meet the needs of our customers by delivering high quality irrigation services driven by competent staff, technology, innovation and collaboration with partners.

#### Mandate

The mandate of the National Irrigation Commission Limited (NIC) in accordance with the Irrigation Act 1949 is:

- To manage, operate, maintain and expand the existing and future irrigation schemes and systems as may now or hereafter be established by the Government of Jamaica or by any Department or Agency thereof...to fix and collect the rates or charges to be paid... for the use of such water.

## 5.13.2 Strategic Outcomes

### 5.13.3 Strategic Plans and Priority Programmes (2019/20- 2022/23)

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Base Year Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)
<b>CAPITAL B</b>							
South St. Catherine & Clarendon Agricultural Development Project (SCCADP)		Rehabilitate Schemes at Bernard Lodge, Amity Hall, Parnassus	Increased area under irrigated agriculture	# of hectares serviced with irrigation	0	136,000	855,000
South St. Catherine & Clarendon Agricultural Development Project (SCCADP)		Lot allocation to individual farmers, vulnerable groups and private investors	Field Surveys	Size and # of lots leased		20,000	
		Partner with AIC, MICA for land development & increase farm production/productivity	Increased agricultural productivity levels	# of farmers being serviced  Tons/ha		30,000	
Expansion of Pedro Plains Irrigation System utilizing Black River Surface Flows		Partner with French Firm Societe Du Canal de Provence (SCP) to Complete Feasibility Study and Preliminary Design	Feasibility Study and Preliminary Design	Feasibility Study and Preliminary Design completed		37,000	
Small Irrigation Scheme (Formative Phase)		Develop one (1) small irrigation scheme to benefit small farmers (Yallahs)	One (1) small irrigation scheme developed	# of hectares of land serviced with irrigation		95,000	
CAPITAL A:	<b><i>Irrigation #105</i></b>						
Amphibious Excavator		Replace aged excavator with new equipment with similar capabilities for river	Amphibious Excavator acquired	% increase in metres of drains cleaned	0	60,000	

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Base Year Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)
		and drain cleaning					
Hydraulic gates Rio Cobre Dam & Measuring device		Automation of intake sluice gates at the Rio Cobre Dam	Sluice gates and measuring instrument installed;  flow readings electronically recorded	Improved accuracy of flow measurement;  Reduction in response time to operate intake gates	0	24,000	25,200
Lower Old Harbour Main Canal, St. Catherine - Restoration of Declining Infrastructure		Rehabilitation of 2000 metres of declining infrastructure with HDPE pipes	Canal infrastructure rehabilitated	% work completed  # of metres of canal rehabilitated with HDPE pipes	0	40,000	42,000
Office Accommodation and Facilities Improvement - Mid-Clarendon		Upgrade and expand office accommodation and facilities to meet current and future demands	Office Accommodation and Facilities completed	% of work completed	0	25,000	
Office Accommodation and Facilities Improvement – Rio Cobre/Operations Centre		Provide replacement for derelict building and relocate office to Operations Centre compound	Office Accommodation and Facilities completed	% of work completed	0	60,000	
Electrical Motors for Pumps		Replacement of inefficient electrical motors	New electrical motors installed	% of work completed	0	10,000	10,500

#### 5.13.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
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	<b>Estimates of Expenditure 2019/20 (J\$ 000)</b>	<b>Projections 2020/21 (J\$ 000)</b>	<b>Projections 2021/22 (J\$ 000)</b>	<b>Projections 2022/23 (J\$ 000)</b>
Recurrent	1,817,193	1,894,899	1,964,684	2,037,554
Capital A	597,500	627,375	658,743	691,680
Capital B	358,000	855,000	1,121,000	377,000
Appropriations in Aid (where applicable)	534,050	550,071	566,573	583,570
<b>Total Funding Requirement (NET)</b>	<b>2,238,643</b>	<b>2,827,203</b>	<b>3,177,854</b>	<b>2,522,664</b>

#### 5.13.5 Human Resources Capacity Plan

<b>Units/Divisions or Projects</b>	<b>Current Staff Complement</b>	<b>Planned 2019/2020</b>	<b>Planned 2020/2021</b>	<b>Planned 2021/2022</b>	<b>Planned 2022/2023</b>
CEO Suite, Public Relations, Internal Audit	12	12	12	12	12
Corporate & Legal Services	24	26	26	26	26
Finance & Corporate Planning	18	25	27	27	27
Engineering & Technical Services	131	*177	199	199	199
Commercial Operations	11	18	19	19	19
Management Information Systems & Geographic Information Systems	8	12	11	11	11
Project Unit	12	12	12	12	12
<b>TOTAL</b>	<b>217</b>	<b>281</b>	<b>306</b>	<b>306</b>	<b>306</b>

## 5.14 OFFICE OF THE GOVERNMENT TRUSTEE

The Office of the Government Trustee (OGT) was established pursuant to Section 227 of the Insolvency Act 2014 (the Act) with effect from April 1, 2016 to assist in the rehabilitation of debtors and the restoration of the financial viability of debtor businesses through the implementation of proposals or the administration of their affairs in bankruptcy. It replaces the Office of the Trustee in Bankruptcy which previously had exclusive jurisdiction over the winding up of bankrupt estates under the Bankruptcy Act and also assisted in the winding up of insolvent companies pursuant to the Companies Act.

### 5.14.1 Vision, Mission and Mandate

#### Vision

The vision of the OGT is to be the premier provider of insolvency administration services in Jamaica.

#### Mission

Its mission is to assist debtors to return to financial stability through the provision of an insolvency service which adheres to international standards and best practices in the administration of their affairs and the satisfaction of their creditors' liabilities thereby contributing to investors' confidence and economic growth.

### 5.14.2 Strategic Outcomes

The strategic outcomes of the OGT are as follows:

- i. Restoration of the financial viability of insolvent businesses and the rehabilitation of insolvent individuals through the cost-efficient administration of their affairs and the satisfaction of their creditors' liabilities
- ii. Insolvency Administration services are offered at high standards and competitive prices because the public is not only aware of the legal mechanisms for assistance with financial difficulties available under the Act but are also confident in the cost-efficient service provided by the OGT as an alternative to private practitioners.

### 5.14.3 Strategic Plans and Priority Programmes (2019/20-2023)

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Strengthen the policy and regulatory framework to improve	Administration of Insolvency  #302/28	Process and determine matters referred by the Supervisor of Insolvency and	Appropriate policy, legislation and regulations implemented	Number of insolvent estates commenced	10 \$15,216,991	14 \$23,676,353	20 \$24,386,644	25 \$27,737,832	30 \$34,452,120

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Ease of doing business including investment in Jamaica		file applications where necessary							
		Recover and dispose of assets; examine insolvents and determine surplus available in accordance with legislative requirements	Appropriate policy, legislation and regulations implemented	% of assets disposed of; % of insolvents in compliance with payments of amounts fixed/ordered	35% of assets recovered sold  72% of bankrupts in compliance \$6,286,948	35% of assets recovered sold  75% of bankrupts in compliance \$24,310,169	35% of assets recovered sold  80% of bankrupts in compliance \$28,313,644	35% of assets recovered sold  85% of bankrupts in compliance \$29,162,023	35% of assets recovered sold  87% of bankrupts in compliance \$31,038,890
		Ascertain best market rates and invest proceeds from asset recovery and payments by insolvents	Appropriate policy, legislation and regulations implemented	% of funds paid by insolvents invested	85% \$7,327,188	85% \$16,996,424	85% \$17,332,272	85% \$17,765,062	85% \$18,854,649
Strengthen the policy and regulatory	Administration of Insolvency #302/28	Examine books and records and verify	Appropriate policy, legislation and regulation	Number of estates for which dividend	8  15%	10 \$23,318,686 15%	10 \$25,065,560 15%	10 \$25,817,527 20%	10 \$26,592,053 20%

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
frame work to improve the ease of doing business including investment in Jamaica		information to establish creditor's claims	ons implemented	s paid and average % of creditors' liabilities satisfied in respect of dividend paid					
		Review and assess administration of insolvent s' estates to ascertain compliance with legislative requirements and satisfaction of creditor's liabilities	Appropriate policy, legislation and regulations implemented	Number of insolvent estates closed	8	\$25,058,708	\$28,313,644	\$27,806,179	\$28,741,733

#### 5.14.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure (2019/2020) (J\$ 000)	Projections (2020/2021) (J\$ 000)	Projections (2021/2022) (J\$ 000)	Projections (2022/2023) (J\$ 000)
Recurrent	85,943	82,067	85,265	88,596
Capital A	000	000	000	000
Capital B	000	000	000	000
Appropriations in Aid	000	000	000	000
<b>Total Funding Requirement</b>	85,943	82,067	85,265	88,596

#### 5.14.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2018/2019	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022
HRM&A	11	13	14	15	15
Finance and Accounts Division					

**NB:** *Based on the current trend of cases being referred to the Office of the Government Trustee from the Office of the Supervisor of Insolvency there will be a need to increase the insolvency unit staffing by two to include another Insolvency Administrator (PLG/TA5) and an Investigator (GMG/SEG1) in years 2019/2020 and 2020/2021 respectively.*

## 5.15 OFFICE OF THE SUPERVISOR OF INSOLVENCY

In carrying out the modernisation of the insolvency regime of Jamaica, the Bankruptcy Act of old has been repealed and replaced by the Insolvency Act which came into force on January 2, 2015. Pursuant to the Insolvency Act, 2014, the Office of the Supervisor of Insolvency has been established and the Minister of Industry has appointed the Supervisor of Insolvency. In carrying out their mandate the Office of the Supervisor of Insolvency contributes to national growth by ensuring the existence of an efficient regime for insolvency administration thereby promoting investors' confidence in the economy.

The Office of the Supervisor of Insolvency (OSI) has been established for the purpose of regulating the licensing of trustees and supervising the administration of estates under the Insolvency Act. The Office of the Supervisor of Insolvency is to ensure the function as a licensing authority for insolvency practitioners, to supervise the administration of insolvent estates, to ensure that trustees are acting in compliance with the Insolvency Act and to serve as a repository for information relating to insolvency administration.

### 5.15.1

#### **Vision, Mission, Mandate**

##### Vision

To be the provider of world-class service in the regulation and supervision of all insolvency matters in Jamaica.

##### Mission

To regulate the insolvency regime of Jamaica, ensuring it is in keeping with international best practices thereby bolstering the economy and strengthening investors' confidence in the commercial sector of Jamaica.

##### Mandate

The mandate of the Office of the Supervisor of Insolvency is to:

- Give priority to the restoration and rehabilitation of debtors determined to have reasonable financial viability;
- Ensure the winding up of the affairs of insolvent persons and companies in a manner that is cost-effective where reorganisation is not feasible;
- Ensure that all proceedings adhere to the requirements of the legislative and regulatory framework while balancing respect for creditors' rights with consideration for debtors' circumstances;
- Ensure reputable, trustworthy persons are licensed as insolvency practitioners; and
- Serve as a repository for all bankruptcy records.

### 5.15.2 Strategic Outcomes

The strategic outcomes of the Office of the Supervisor of Insolvency are:

- i. All insolvency practitioners are suitably qualified, reputable individuals with the necessary technical training
- ii. All estates have been administered in accordance with the Insolvency Act, and viable companies have been restructured.

### 5.15.3 Strategic Plans and Priority Programmes (2019/20-2022/23)

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)
<b>NATIONAL STRATEGY 8-1: ENSURE A FACILITATING POLICY, REGULATORY AND INSTITUTIONAL FRAMEWORK FOR BUSINESS DEVELOPMENT</b>								
<b>SECTOR STRATEGY: STRENGTHEN MECHANISMS TO PROTECT CONSUMER RIGHTS</b>								
<b>Priority Actions: To supervise the administration of insolvent estates and ensure the legislation is kept modern.</b>								
	Regulation of Commerce (PROGRAMME 302)/ Commerce Regulation and Administration (SUB-PROGRAMME 28)	Supervise the various processes under the new insolvency regime	Modernized and responsive insolvency infrastructure established	Percentage of insolvency proceedings carried out in compliance with legislation	100% Cost: \$17,813	90% Cost: \$18,394	95% Cost: \$18,854	100% Cost: \$19,813
		Facilitate necessary amendments to the insolvency legislation ensuring that it is in keeping with international best practices	Appropriate policy legislation and regulations for long-term development of service sectors established.	Improvement of insolvency framework scores in international rankings	-	Prepare a list of suggested amendments \$16,940	Improvement in score by 1 point Cost: \$17,364	Improvement in score by 1 point Cost: \$17,798
<b>Priority Actions: To regulate insolvency practitioners</b>								
	Regulation of Commerce (PROGRAMME 302)/ Commerce Regulation and Administration (SUB-PROGRAMME 28)	Licensing of trustees	Modernized and responsive insolvency infrastructure established	Number of trustees licensed	2 \$14,368	≥10 Cost: \$ 16,527	≥ 15 Cost: \$16,940	≥ 15 Cost: \$17,364
		Appointment of Government Trustee to act when person unable to afford private trustees		Timeline within which suitable matters referred to OGT	2 weeks Cost: \$16,956	2 weeks Cost: \$21,400	1 week Cost: \$21,935	2 week Cost: \$22,483
<b>Priority Actions: To increase awareness of the regime and Office</b>								

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)
	Regulation of Commerce (PROGRAMME 302)/ Commerce Regulation and Administration (SUB-PROGRAMME 28)	Promote the new insolvency regime	Modernized and responsive insolvency infrastructure established	Number of stakeholders sensitized	≥150 Cost: \$8,076	200 Cost: \$20,659	200 Cost: \$21,176	75 Cost: \$21,705
<b>Priority Actions: To train the staff of the OSI (Capacity building)</b>								
	Regulation of Commerce (PROGRAMME 302)/ Commerce Regulation and Administration (SUB-PROGRAMME 28)	Internal Capacity Building	Modernized and responsive insolvency infrastructure established	Number of employees trained	3 Cost: \$312	6 Cost: \$420	5 Cost: \$483	5 Cost: \$555
<b>Priority Action: Serve as a repository of insolvency records</b>								
	Regulation of Commerce (PROGRAMME 302)/ Commerce Regulation and Administration (SUB-PROGRAMME 28)	Maintenance of an accurate registry of all insolvency records		Timeline within which insolvency searches conducted	1 working day \$4,613	1 working day Cost: \$19,101	1 working day Cost: \$19,579	1 working day Cost: \$20,068

#### 5.15.4 Medium Term Expenditure Summary

Item	CURRENT	Year 1	Year 2	Year 3	Year 4
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	<b>Estimates of Expenditure</b> (2018/2019) (J\$ 000)	<b>Projections</b> (2019/2020) (J\$ 000)	<b>Projections</b> (2020/2021) (J\$ 000)	<b>Projections</b> (2021/2022) (J\$ 000)	<b>Projections</b> (2022/2023) (J\$ 000)
Recurrent	132,175	145,628	153,238	160,928	169,003
Capital A	000	000	000	000	000
Capital B	000	000	000	000	000
Appropriations in Aid	2,000	2,000	2,000	2,000	2,000
<b>Total Funding Requirement</b>	<b>134,175</b>	<b>147,628</b>	<b>155,238</b>	<b>162,928</b>	<b>171,003</b>

### 5.15.5 Human Resources Capacity Plan

<b>Units/Divisions or Projects</b>	<b>Staff Complement</b>	<b>CURRENT</b> <b>2018/2019</b>	<b>Planned</b> <b>2019/2020</b>	<b>Planned</b> <b>2020/2021</b>	<b>Planned</b> <b>2021/2022</b>	<b>Planned</b> <b>2022/2023</b>
Executive Office and Legal	3	4	4	4	4	4
Finance & Administration	7	7	8	8	8	8
Communication Unit	2	2	2	2	2	2
Field Operations	13	13	15	15	15	15
Information Technology	2	2	2	2	2	2
Research	5	5	5	5	5	5
<b>TOTAL</b>	<b>32</b>	<b>33</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>

## 5.16 RURAL AGRICULTURAL DEVELOPMENT AUTHORITY (RADA)

The Rural Agricultural Development Authority (RADA) is a statutory body under the Ministry of Agriculture & Fisheries. RADA was established under the Rural Agricultural Development Authority Act of 1990, replacing the Land Authorities Act and began its operation on August 1, 1990. It is Jamaica's chief agricultural extension and rural development agency.

### 5.16.1 Vision, Mission and Mandate

#### Vision

The vision of RADA is to become the leader in the drive towards achieving national economic growth and stability through agricultural development.

#### Mission

The mission of RADA is to promote agricultural production as the main engine of growth in rural communities; provide or ensure the provision of technical, marketing, financial and infrastructure

facilities and provide the social services required for the improvement of the quality of life of farm families.

#### Mandate

- To enhance the development of farming through an effective, efficient and sustainable Extension Service.
- To supplement information to rural development agencies, thereby assisting to advance improvements in rural infrastructure.
- To provide the supplemental social services required for the improvement of the quality of life of farm families.
- To provide technical advice to farmers of any size. To provide a reliable agricultural marketing information service.
- To assist in the implementation of specified rural development projects.

#### 5.16.2 Strategic Outcomes

- i. Improvement in production and productivity of crops and live stocks
- ii. Encouragement of new entrants to the sector with greater focus on Women and Youth
- iii. Organization Re-Alignment :
  - a. Greater focus on the technical nature of the Authority
  - b. Capacity building for staff
  - c. Develop alternative sources

#### 5.16.3 Strategic Plans and Priority Programmes (2019/20-2022/23)

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
<b>MAJOR PROJECTS</b>								
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in Jamaica	Building and Structures	To improve physical facilities for staff to facilitate more efficient delivery of services.	Two (2) new office facilities constructed	Offices completed	2	2	2	3
					\$240,000,000.00	\$240,000,000.00	\$288,000,000.00	\$336,000,000.00

Policy Priority	Program/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
<b>MAJOR PROJECTS</b>								
Build the capacity of Ministry and its entities to effectively implement policies, programmes and projects	ISO 9001:2015 Certification	To achieve ISO 9001 certification	Sensitization sessions and documentation of process flows conducted.	# of staff trained	15	15	18	21
					\$1,000,000.00	\$1,000,000.00	\$1,200,000.00	\$1,400,000.00
Optimize the production and productivity of key local produce and products towards meeting the demands of targeted markets	Farm Road Maintenance	Improvement to rural agricultural infrastructure	Farm roads rehabilitated	# of farm roads rehabilitated	50	50	60	70
					\$1,188,000.00	\$1,188,000.00	\$1,425,600.00	\$1,663,200.00
Optimize the production and productivity of key local produce and products towards meeting	Tractor Service	Increase mechanization of small and medium size farms through the utilization of appropriate equipment within the economic reach of the average	Arable lands tilled	Hectares of land tilled	300	300	360	420
					\$4,300,000.00	\$4,300,000.00	\$5,160,000.00	\$6,020,000.00

Policy Priority	Program/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
<b>MAJOR PROJECTS</b>								
the demands of targeted markets		small and medium scale farmer						
Optimize the production and productivity of key local produce and products towards meeting the demands of targeted markets	Drought Mitigation	Promotion of disaster coping and prevention mechanisms.	Agri. Input support training conducted	# of farmers trained	20,000	20,000	24,000	28,000
					\$20,350,000.00	\$20,350,000.00	\$24,420,000.00	\$28,490,000.00

Policy Priority	Program/ Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
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Policy Priority	Programme/ Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
Build the capacity of Ministry and its entities to effectively implement policies, programmes and projects	Human Resource Management & Administration	To implement a programme of training and preparation of officers with the demonstrated capacity for accession to middle and senior management positions.	Succession plan reviewed and mentoring /coaching/ training programme for potential managers implemented	# of staff training sessions	5	5	6	7
					\$1,000,000.00	\$1,000,000.00	\$1,200,000.00	\$1,400,000.00
			Plan and execute training programmes aligned with training needs in collaboration with DTT&TI	% of officers trained each month	8	8	10	11
					\$8,000,000	\$8,000,000.00	\$9,600,000.00	\$11,200,000.00
			Good relationship management programme implemented in an effort to build staff morale and encourage team building and cohesion among staff within parishes and departments and between head	Number of activities facilitated such as: <input type="checkbox"/> Employee of the Quarter (with an independent committee)	7	7	8	10
					\$25,000,000.00	\$25,000,000.00	\$30,000,000.00	\$35,000,000.00
				<input type="checkbox"/> Staff Fun Day, Sports Day, Public Lecture				
				<input type="checkbox"/> Christmas Function				

Policy Priority	Programme/ Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
			office and parishes	□ Wellness Programme (Health Fair; Exercise Programme)				
Build the capacity of Ministry and its entities to effectively implement policies, programmes and projects	Public Relations and Communications	Disseminate externally useful, accurate and relevant information on the services	Press statements /releases transferred to articles for publication	# of press statements/releases transferred	52	52	62	73
					\$18,000,000.00	\$18,000,000.00	\$21,600,000.00	\$25,200,000.00
	Promotion of RADA's Services and Programmes	Interviews highlighting organizational initiatives and ads conducted	# of interviews conducted	60	60	72	84	
				\$1,200,000.00	\$1,200,000.00	\$1,440,000.00	\$1,680,000.00	
			# of Public Relations Campaigns conducted to sensitise and provide awareness	4	4	5	6	
				3,200,000.00	3,200,000.00	3,840,000.00	4,480,000.00	
		Utilization of electronic advertisement	# of digital advertisements placed within strategic locations	4	4	5	6	
				\$1,800,000.00	\$1,800,000.00	\$2,160,000.00	\$2,520,000.00	

Policy Priority	Programme/Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
			Videos uploaded to RADA You-Tube and featured documentary developed for airtime	# of videos developed and uploaded/aired.	30	30	36	42
					\$2,400,000.00	\$2,400,000.00	\$2,880,000.00	\$3,360,000.00
Build the capacity of Ministry and its entities to effectively implement policies, programmes and projects	Information Communication & Technology	Strengthen communication infrastructure to support internal and external customers.	Infrastructure sites reviewed and updated	# of infrastructure sites reviewed and updated	12	12	14	17
					\$4,500,000.00	\$4,500,000.00	\$5,400,000.00	\$6,300,000.00
		Provide support to technical areas of RADA through the drone surveillance operation	Aerial images captured to assist with agricultural production data collection and disaster recovery analysis.	# of flights performed and analysis completed	60	60	72	84
					\$1,000,000.00	\$1,000,000.00	\$1,200,000.00	\$1,400,000.00
		Implement ICT equipment preventative/corrective maintenance programme	All major ICT equipment functional and downtime reduced	# of equipment maintained	150	150	180	210
					\$16,000,000.00	\$16,000,000.00	\$19,200,000.00	\$22,400,000.00
		Implement ICT equipment replacement programme	ICT equipment procured and integrated on network	# of equipment replaced	60	60	72	84
					\$26,000,000.00	\$26,000,000.00	\$31,200,000.00	\$36,400,000.00

Policy Priority	Programme/Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
Strengthen Agricultural Health and Food Safety Systems	Livestock Development	Training of farmers in Good Agricultural Practices (GAP)	Farmers trained	# of farmers trained	8,000	8,000	9,600	11,200
					\$21,170,000.00	\$21,170,000.00	\$25,404,000.00	\$29,638,000.00
			Farmers visited to ensure that GAP are being implemented	# of farmers visited	10,000	10,000	12,000	14,000
		Development of resource materials	Livestock Bulletins developed	# of bulletins developed	8	8	10	11
					\$584,000.00	\$584,000.00	\$700,800.00	\$817,600.00
		Development of demonstration sites	Demonstration sites established	# of sites established	13	13	16	18
					\$2,200,000.00	\$2,200,000.00	\$2,640,000.00	\$3,080,000.00
		Establishment of fodder plant nurseries in four parishes	Fodder banks established.	# of sites identified and established	4	4	5	6
					\$1,760,000.00	\$1,760,000.00	\$2,112,000.00	\$2,464,000.00
Optimize the production and productivity of key local produce and products towards meeting the demands of targeted markets	Agricultural Disaster Risk Management	Implementing agricultural disaster risk management (ADRM), climate smart programmes through collaboration with External Partners/Stakeholders	Technical and logistics support to climate change adaptation projects provided (externally funded)	Reports produced and submitted	12	12	14	17
					\$2,100,000.00	\$2,100,000.00	\$2,520,000.00	\$2,940,000.00
		Capacity Building	Training and sensitization	# of sessions conducted	80	80	96	112

Policy Priority	Programme/ Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
			sessions conducted		\$2,100,000.00	\$2,100,000.00	\$2,520,000.00	\$2,940,000.00
		Disaster mitigation, preparedness and response	Text messages sent to stakeholders	# of text messages sent	10,000	10,000	12,000	14,000
					\$100,000.00	\$100,000.00	\$120,000.00	\$140,000.00
		Support for provision of Agrimet services for stakeholders	Weather stations serviced and maintained	# of stations installed and serviced	13	13	16	18
					\$520,000.00	\$520,000.00	\$624,000.00	\$728,000.00
Optimize the production and productivity of key local produce and products towards meeting the demands of targeted markets	Training and Technology Transfer	Organize and conduct training sessions in all field aspects of Crop and Livestock Production, Farm Planning and Management, Land Husbandry, Agricultural Disaster Risk Management	Farmer Training Sessions conducted	# of sessions held	2,353	2,353	2,824	3,294
					\$17,870,000.00	\$17,870,000.00	\$21,444,000.00	\$25,018,000.00
					39,000	39,000	46,800	54,600
			Farmers trained	# of farmers trained	\$23,510,000.00	\$23,510,000.00	\$28,212,000.00	\$32,914,000.00
		To develop and implement a systematic training programme in agronomy and livestock extension delivery.	Recertification of extension staff completed	# of staff trained	200	200	240	280
					\$5,900,000.00	\$5,900,000.00	\$7,080,000.00	\$8,260,000.00

Policy Priority	Programme/ Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
		To train 40 extension staff in Agri.Business Management through Open Distance Learning( Online)	Delivery of modules completed to staff over a 12 week period	# of staff successfully completing the course	40	40	48	56
Optimize the production and productivity of key local produce and products towards meeting the demands of targeted markets.	Marketing Extension	To train farmers in Marketing, Post-Harvest Management, Agro-Business Management and Cost of Production	Training sessions conducted	# of training sessions	312	312	374	437
					\$3,100,000.00	\$3,100,000.00	\$3,720,000.00	\$4,340,000.00
			Seminars and workshops conducted	# of seminars and workshops conducted	52	52	62	73
					\$7,200,000.00	\$7,200,000.00	\$8,640,000.00	\$10,080,000.00
		To strengthen linkages between buyers and sellers	Farm Visits conducted	# of farm visited	6,000	6,000	7,200	8,400
						0	0	0
					Field Tours facilitated	# of field tours	4	4
			\$400,000.00	\$400,000.00	\$480,000.00	\$560,000.00		

Policy Priority	Programme/Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
	On-Farm Irrigation	To introduce or reiterate the use of integrated irrigation techniques to farmers in an effort to foster greater efficiency.	Training sessions in the areas of irrigation system layout, installation, operation and maintenance, rain water harvesting conducted.	# of training sessions conducted to farmers	12	12	14	17
					\$2,280,000.00	\$2,280,000.00	\$2,736,000.00	\$3,192,000.00
		To improve the capacity of officers in water management techniques and irrigation technology.	Training sessions on irrigation technology organized and delivered.	# of training sessions conducted	4	4	5	6
					\$735,000.00	\$735,000.00	\$882,000.00	\$1,029,000.00
				# of officers trained	24	24	29	34
		To promote water use efficiency, soil moisture conservation strategies and rain water harvesting techniques.	Installation of Irrigation systems facilitated.	# of systems designed and installed	40	40	48	56
		To increase efficiency, productivity and competitiveness of local farmers, house holders, schools.	Technical and input support provided to ensure the installation of on-farm irrigation systems	# of drip irrigation systems distributed and installed for farmers	200	200	240	280
Optimize the production and productivity of key	Greenhouse Technology	Development of Resource Materials	Resource Materials developed	# of resource materials completed.	4	4	5	6
					\$1,000,000.00	\$1,000,000.00	\$1,200,000.00	\$1,400,000.00

Policy Priority	Programme/ Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
local produce and products towards meeting the demands of targeted markets								
		Training of Farmers in best practices of tropical greenhouse crop production and farm business management	Farmers trained in vegetable production.	# of farmers trained	150	150	180	210
					\$1,300,000.00	\$1,300,000.00	\$1,560,000.00	\$1,820,000.00
		Staff training: capacity building in technical knowledge and skills for conducting soil, water and plant tissue samples.	Training sessions conducted	# of sessions conducted	4	4	5	6
			Agricultural Extension Officers trained	# of officers trained	120	120	144	168
					\$2,600,000.00	\$2,600,000.00	\$3,120,000.00	\$3,640,000.00
Strengthen MSMEs' including farmers' and fishers' contribution to Jamaica's economy	Social Services and Home Economic	Promote good home management practices and consumer behaviour through education and training within community groups and individual households	Training sessions in general home economics, agro-processing, personal, social and economic development conducted	# of training sessions conducted	1,560	1,560	1,872	2,184
					\$3,900,000.00	\$3,900,000.00	\$4,680,000.00	\$5,460,000.00

Policy Priority	Programme/ Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
		Promote the development of family businesses to improve economic conditions and quality of life.	Consumer education fora to create awareness and equip participants to manage issues which impact on family life. organized and conducted	# of fora organized conducted	52	52	62	73
					\$351,000.00	\$351,000.00	\$421,200.00	\$491,400.00
		Promoting micro enterprise development and cottage industry at the farm and community levels in rural areas.	Operations of the 7 Agro processing incubators initiated.	# of persons employed	200	200	240	280
					\$40,000,000.00	\$40,000,000.00	\$48,000,000.00	\$56,000,000.00
	Fruit Tree Crop	To increase the availability and diversity of economically viable and nutritionally important tree crop species.	Training sessions in orchard establishment, management and tree crop resuscitation conducted	# of training sessions held	10	10	12	14
					\$210,000.00	\$210,000.00	\$252,000.00	\$294,000.00
			Fruit Tree Orchards Established	# of plants distributed	36,000	36,000	43,200	50,400
					\$9,140,000.00	\$9,140,000.00	\$10,968,000.00	\$12,796,000.00
				Hectares established.	150	150	180	210

Policy Priority	Programme/Project & Budget No.	Strategies	Output	Performance Indicator	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
		Establishments of demonstration plots and the provision of assistance (inputs) to farmers/beneficiaries to improve management and increase yield of established fruit tree crops.	Proper cutting back care of overgrown and low yielding fruit trees demonstrated	# of demonstrations conducted	500	500	600	700
					\$500,000.00	\$500,000.00	\$600,000.00	\$700,000.00

#### 5.16.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 19/20 (J\$)	Projections 20/21 (J\$)	Projections 21/22 (J\$)
Recurrent	1,750,219,540	1,790,318,074	1,831,881,624
Capital A	1,488,000,000	1,488,000,000	1,488,000,000
Capital B	-	-	-
Appropriations in Aid	9,000,000	9,000,000	9,000,000
<b>Total Funding Requirement</b>	<b>3,247,219,540</b>	<b>3,287,318,074</b>	<b>3,328,881,624</b>

#### 5.16.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2021/2023
HRM&A	154	154	154	154	154
Finance & Accounts and Audit	64	64	64	64	64
Technical	290	290	290	290	290
Executive	5	5	5	5	5
<b>Total</b>	<b>513</b>	<b>513</b>	<b>513</b>	<b>513</b>	<b>513</b>

## 5.17 TRADE BOARD LIMITED (TBL)

The Trade Board Limited (TBL) is the government's trade regulatory arm operating under the auspices of the Ministry of Industry, Investment and Commerce. Its legal authority is derived from the Trade Act (Law 4) 1955 and is guided by a Board of Directors supported by four (4) Committees namely Audit, Finance and Administration, Motor Vehicle Imports, and Trade Facilitation.

### 5.17.1 Vision, Mission and Mandate

#### Vision

The Trade Board Limited is the focal point for facilitation and support of modern commerce through trade, export enhancement, rules observance and a repository and disseminator of national, regional and international trade-related information.

#### Mission

The Mission of the Trade Board Limited is:

- To facilitate the increase of trade nationally, regionally and internationally by the issuance of licences and certificates of origin consistent with Government policies and international agreements.
- To be efficient and responsive to the needs of our customers.
- To operate within the ambit of and consistent with international best practice, standards and protocols.
- To effectively communicate and educate our customers and stakeholders on trade related matters.
- To engage and retain a cadre of highly skilled, trained, competent and motivated staff.
- To ensure compliance with environmental procedures and standards with respect to trade related matters relevant to our mandate.

### 5.17.2 Strategic Outcomes

- A re-engineered business process that ensures efficiencies and the timely delivery of services within established guidelines
- Amended Trade Act and Electronic Transaction Act to reflect the redefined role and functions of the Trade Board Limited
- Implementation of Jamaica's Single Window to facilitate access and delivery of government trade and regulatory service by way of a single entry point
- A list of products eligible for preferential treatment; a database of trade related information/statistics
- TBL being the focal point with respect to trade information on imports/exports
- Greater public and stakeholder awareness of the benefits available under the various trade arrangements and provisions of the motor vehicle policies
- Set of procedures to regulate and monitor the Motor Vehicle Industry
- Implementation of the Government of Jamaica Public Key Infrastructure
- Commodity regimes (sugar & milk powder) that balances the interests of both government and stakeholders
- Self-Financing of the Trade Board Limited

### 5.17.3 Strategic Plans and Priority Programmes (2019/20-2022/23)

Policy Priority	Programme/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in Jamaica	<b>Regulation of Trade</b>  Electronic Single Window for Trade (ESWT)	Stakeholder collaboration/consultation with JCA	The Electronic Single Window for Trade (ESWT)	Electronic Single Window for Trade (ESWT) fully implemented and is operational by the end of Q3 of FY 2021/2022	Assist JCA Project team with the design and development of the operational architecture of the Electronic Single Window for Trade as it pertains to TBL  Testing of TTBL prototype of ESWT	Ongoing participation/collaboration with JCA towards full development and implementation of ESWT	Ongoing participation/collaboration with JCA towards full development and implementation of ESWT	Review, monitoring and evaluation of operations of ESWT	Ongoing review, monitoring and evaluation of operations of ESWT
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in Jamaica	<b>Regulation of Trade</b>  Jamaica Trade Information Portal (JTIP)	Secure project funding from the IFC/World Bank  Recruit staff  establish MOUs with data-source entities  Collect statistical data on imports and exports  Collect	The Jamaica Trade Information Portal (JTIP)	Jamaica Trade Information Portal (JTIP) implemented and is operationalized by the end of Q2 of Financial Year 2019/2020	At least 75% of technical preparation/information to facilitate establishment of Trade Portal completed	Full operationalization of Jamaica Trade Information Portal	Ongoing update, monitoring and evaluation of JTIP	Ongoing update, monitoring and evaluation of JTIP	Ongoing update, monitoring and evaluation of JTIP

Policy Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
		information on market access							
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in Jamaica	<b>Regulation of Trade</b> Trade Board Information System (TBIS)	Develop Functional Requirement Specifications (FRS) Secure funding for system upgrade Business process re-engineering Perform Quality Assurance Testing	Modernized and responsive infrastructure	Implementation of an enhanced Trade Board Information System (TBIS) that is fully linked to all other GOJ related systems - (Version 5)	80% integration of TBIS to include Scrap metal registration and motor vehicle certification/re-certification Services	An enhanced TBIS is implemented and fully operational	Ongoing monitoring and review of TBIS	Ongoing monitoring and review of TBIS	Ongoing monitoring and review of TBIS
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in	<b>Regulation of Trade</b> Legislative Review and Amendment(s) of The Trade Act (Law 4) 1955	Develop TORs for the engagement of consultants for review of Trade Act Engage consultants Review and prepare drafting	Appropriate legislation and regulations.	Trade Act (Law 4) 2020	Review of Trade Act commenced	Drafting instructions to Chief Parliamentary Council (CPC) completed and submitted Trade Act approved by Parliament and gazetted	Trade Act amended to reflect the redefined (facilitatory) role of the Trade Board Limited by December 31, 2020	Ongoing monitoring and evaluation of environment	Ongoing

Policy Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Jamaica		instructions for the Chief Parliamentary Counsel (CPC)							
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in Jamaica  Ensure consumer protection	<b>Regulation of Trade</b> Used Motor Vehicle Preshipment Inspection (PSI) Certification Programme	Develop effective procedures to implement provision for Pre-shipment Inspection/Dealer Disclosure Certificate  Sign-off of Legal framework and Cabinet Submission by Cabinet  Develop public sensitization programme	Consumer rights, relevant local businesses, and natural environment protected	Pre-shipment Inspection/Dealer Disclosure Certificate implemented  No (0) breach of the Fair Competition Act/Consumer Protection Act by businesses	Pre-shipment Inspection/Dealer Disclosure Certificate implemented  Sign-off on Legal framework (Regulations) in context of MVIP	Ongoing monitoring and evaluation			
Strengthen the policy and regulatory framework	<b>Regulation of Trade</b> - Import and export	A review of the list of items requiring import	A more streamlined/facilitatory and less bureaucratic structure	At least <b>16,000</b> import licences issued	At least <b>16,000</b> import licences issued	<b>16,400</b> import licences to be issued	<b>16,300</b> import licences to be issued	<b>16,200</b> import licences to be issued	<b>16,100</b> import licences to be issued

Policy Priority	Program/sub-program and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
work to improve the ease of doing business including investment in Jamaica	t of licensable items	and export licences based on health, safety and environmental issues  Import and export licences are issued in compliance with trade regulations		At least <b>600</b> export licences issued	<b>600</b> export licences to be issued	<b>600</b> export licences to be issued	<b>600</b> export licences to be issued	<b>600</b> export licences to be issued	<b>600</b> export licences to be issued
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in Jamaica	<b>Regulation of Trade</b>  Certification/Recertification of Motor Vehicle Dealers  Certification/Recertification of Scrap Metal Dealers (Exporters, Itinerant & Carriers)	Annual inspections and spot checks at intervals. Each motor vehicle dealer to be inspected once per year followed by spot checks at intervals  Registration of scrap metal dealers as per procedures and guidelines stipulated in the	A more streamlined and facilitatory structure	430 motor vehicle dealers certified / re-certified  At least <b>127</b> scrap metal dealers certified / re-certified	<b>460</b> motor vehicle dealers certified/ re-certified  <b>127</b> scrap metal dealers certified/ re-certified	<b>485</b> motor vehicle dealers certified/ re-certified  <b>121</b> scrap metal dealers certified/ re-certified	<b>490</b> motor vehicle dealers certified/ re-certified  <b>115</b> scrap metal dealers certified/ re-certified	<b>485</b> motor vehicle dealers certified/ re-certified  <b>109</b> scrap metal dealers certified/ re-certified	<b>485</b> motor vehicle dealers certified/ re-certified  <b>109</b> scrap metal dealers certified/ re-certified

Policy Priority	Program/sub-program and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
		Trade (Scrap Metal) Regulations, 2013							
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in Jamaica	<b>Regulation of Trade</b> Export Enhancement Certification/Re Certification of Products  Management/Monitoring of Commodity Regimes (Refined Sugar & Milk Powder) Based on Cabinet Decisions	Verifying product analyses and conducting site visits to determine qualification of products for preferential treatment or for access to commodity regimes  Issuing Certificates of Origin against list of eligible products  Implement public education programmes on trade agreements  To review the system	Expanded and new markets for Jamaican products	At least <b>4,800</b> Certificates of Origin issued  At least <b>50</b> Product Analyses completed  100% compliance to the provisions of both commodity regimes – Refined Sugar and milk powder	<b>4,850</b> Certificates of Origin to be issued  <b>55</b> Product Analyses completed  At least 98% of manufacturers/importers are registered for the importation of Refined Sugar/milk powder	<b>4,860</b> Certificates of Origin to be issued  <b>57</b> Product Analyses completed  Process/Procedures of the regimes to be reviewed/refined	<b>4,870</b> Certificates of Origin to be issued  <b>59</b> Product Analyses completed  Ongoing management and monitoring	<b>4,880</b> Certificates of Origin to be issued  <b>61</b> Product Analyses completed  Ongoing management and monitoring	<b>4,890</b> Certificates of Origin to be issued  <b>65</b> Product Analyses completed  Ongoing management and monitoring

Policy Priority	Program/sub-program and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
		for the management and monitoring of regimes based on Cabinet decisions  Provide Secretariat services for advisory committees – Refined Sugar & Milk Powder							
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in Jamaica	<b>Financial Audit and Administration (FAA) Act</b>	Attainment of Self-financing status  Develop Financial/Business Plan to support the financial needs of the TBL  Review fee structure  Financial records are made available to	Modernized and responsive infrastructure	100% of expenditure undertaken within budget	Audited Financial Statements completed by first quarter of Financial Year	Audited Financial Statements completed by first quarter of Financial Year	Audited Financial Statements completed by first quarter of Financial Year	Audited Financial Statements completed by first quarter of Financial Year	Audited Financial Statements completed by first quarter of Financial Year

Policy Priority	Program/sub-program and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
		auditors							
Strengthen the policy and regulatory framework to improve the ease of doing business including investment in Jamaica	<b>Human Resource and Administration</b>  Modernization/ Re-Engineering  Institutional Strengthening of the Trade Board Limited	Review of organizational structure  Streamlining of operations/ business process  Gap Analysis / Needs assessment to design and implement a comprehensive programme for staff training and development  Implement a performance incentive programme as part of the restructuring process	Modernized and responsive infrastructure	98% of services issued within the Guarantee of Service guidelines  5 Persons trained/re-trained annually  Achieve at least an average of 85% performance standard through performance appraisal evaluation	Partial implementation of new organization structure  Training and development of staff members  Recruitment of appropriate staff (if necessary)	Full implementation of new organization structure with capability framework, benchmarks for productivity & performance management	Continuous organizational review and staff training	Continuous organizational review and staff training	Continuous organizational review and staff training
Build the capacity of	<b>ISO 9001: 2015 Quality</b>	Develop and implement	A more streamlined and facilitatory management/op	ISO 9001 2015 Accredited	Development & implementation of	ISO 9001 2015 Accredited	Continuous monitoring	Continuous monitoring	Continuous monitoring

Policy Priority	Program/sub-programme and Budget No	Strategies	Output	Performance Indicators	Target & Cost 18/19 (000)	Target & Cost 19/20 (000)	Target & Cost 20/21 (000)	Target & Cost 21/22 (000)	Target & Cost 22/23 (000)
Ministry and its entities to effectively implement policies, programmes and projects	Management System for documentation of all procedures and continuous improvement in all processes/procedures	policies & procedures  Conduct training seminars / workshops	Operational/support structure	Efficiency	policies & procedures  Training seminars/workshops and audits conducted			and evaluation	and evaluation

#### 5.17.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4	Year 5
	Estimates of Expenditure (2018/2019) (J\$ 000)	Projections (2019/2020) (J\$ 000)	Projections (2020/2021) (J\$ 000)	Projections (2021/2022) (J\$ 000)	Projections (2022/2023) (J\$ 000)
Recurrent	121,050	126,768	130,177	133,758	137,521
Capital A	000	000	000	000	000
Capital B	000	000	000	000	000
Appropriations in Aid	54,000	54,000	54,000	54,000	54,000
<b>Total Funding Requirement</b>	<b>175,050</b>	<b>180,768</b>	<b>184,177</b>	<b>187,758</b>	<b>191,521</b>

### 5.17.5 Human Resources Capacity Plan

<i>Units/Divisions or Projects</i>	<i>Staff Complement</i>	<i>Planned 2018/2019</i>	<i>Planned 2019/2020</i>	<i>Planned 2020/2021</i>	<i>Planned 2021/2022</i>	<i>Planned 2022/2023</i>
<i>Executive Management</i>	2	4	4	4	4	4
<i>Office of Deputy Trade Administrator</i>	1	2	2	2	2	2
<i>Import/Export Licensing</i>	10	12	12	12	12	12
<i>Export Certification</i>	4	5	5	5	5	5
<i>Human Resource &amp; Administration</i>	4	7	7	7	7	7
<i>Information &amp; Communication</i>	4	5	5	5	5	5
<i>Finance &amp; Accounts</i>	5	6	6	6	6	6
<i>Legal Officer</i>	1	2	2	2	2	2
<i>Internal Auditor</i>	1	1	1	1	1	1
<i>Public Education/ Public Relations/ Jamaica Trade Information Portal (JTIP)</i>	1	1	3	3	3	3
<b>TOTAL</b>	33	45	47	47	47	47

**Note: There are six (6) temporary officers (incl. part time cleaners) currently employed by The Trade Board Limited**

## 6. LIST OF PUBLIC SECTOR ENTERPRISES (SELF-FINANCED PUBLIC BODIES)

PSE	Purpose	Income (\$'000)				Expenditure (\$'000)			
		YR1	YR2	YR3	YR4	YR1	YR2	YR3	YR4
<b>Mr. Stephen Wedderburn</b> Executive Officer Bureau of Standards Jamaica  6 Winchester Road, Kingston 10 (876) 926-3140 (fax (876) 926-9658 <a href="mailto:swedderburn@bsj.org.jm">swedderburn@bsj.org.jm</a> <a href="mailto:mdennie@bsj.org.jm">mdennie@bsj.org.jm</a>	To facilitate trade, market access and business development and support consumer protection by providing standardization, metrology, testing and certification services	1,217	1,253	1,291	1,329	1,188	1,224	1,260	1,298
<b>Mrs. Judith Ramlogan</b> Chief Executive Officer/ Registrar of Companies Company Office of Jamaica  1 Grenada Way, Kingston 5 (876) 908-4419-25 (876) 754-1876 <a href="mailto:ramloganjb@orcjamaica.com">ramloganjb@orcjamaica.com</a> <a href="mailto:grayc@orcjamaica.com">grayc@orcjamaica.com</a>	To continually facilitate ease of doing business in Jamaica by providing easy to use, efficient registration systems that will promote voluntary compliance and deliver accurate information to all stakeholders.	469.431	474.211	481.385	486.231	565.069	606.526	637.546	670.557
<b>Mr. Gusland McCook</b> Director General Jamaica Agricultural Commodities Regulatory Authority (JACRA)	To promote and regulate the operation of a free, fair and								

PSE	Purpose	Income (\$'000)				Expenditure (\$'000)			
		YR1	YR2	YR3	YR4	YR1	YR2	YR3	YR4
1 Willie Henry Drive, Kingston 15 (876) 758-2925 <a href="mailto:gmccook@jacra.org">gmccook@jacra.org</a> ; <a href="mailto:srobinson@jacra.org">srobinson@jacra.org</a>	vibrant trading environment for selected Agricultural Commodities grown in Jamaica, for both local and export markets								
<b>Miss Yvonne E. Burns</b> Manager Coconut Industry Board  18 Waterloo Road, Kingston 10 926-1770-2 Fax (876) 968-1360 <a href="mailto:yvonne.burnscib@cwjamaica.com">yvonne.burnscib@cwjamaica.com</a> ; <a href="mailto:cocindbrd@cwjamaica.com">cocindbrd@cwjamaica.com</a> <a href="mailto:achung.cocoindboardja@gmail.com">achung.cocoindboardja@gmail.com</a>	To promote the interest and efficiency of the coconut industry; encourage the production of coconuts and regulates the purchase, sale and exportation of coconut as well as the importation of coconut products and substitutes.	<b>320,430.0</b>	<b>306,810.0</b>	<b>365,840.0</b>	<b>427,090.0</b>	<b>679,780.0</b>	<b>749,270.0</b>	<b>815,070.0</b>	<b>880,330.0</b>
<b>Mr. Christopher Emanuel</b> Chief Executive Officer  Senator Norman Grant President Jamaica Agricultural Society (JAS)	To ensure the protection and promotion of farmers' interests through a vigorous, independent and								

PSE	Purpose	Income (\$'000)				Expenditure (\$'000)			
		YR1	YR2	YR3	YR4	YR1	YR2	YR3	YR4
67 Church Street, Kingston (876) 922-0610, (876) 948-2901 Fax (876) 967-7419 <a href="mailto:cpaulemanuel@gmail.com">cpaulemanuel@gmail.com</a> <a href="mailto:pjackson@jaf.gov.jm">pjackson@jaf.gov.jm</a>  <a href="mailto:jaspresident2012@gmail.com">jaspresident2012@gmail.com</a>	financially viable organization								
<b>Mrs. Lisa Bell</b> National Export Import Bank of Jamaica Ltd., (EXIM Bank)  85 Hope Road, Kingston 10 630-1400 <a href="mailto:lbell@eximbankja.com">lbell@eximbankja.com</a> <a href="mailto:lcruckshank@eximbankja.com">lcruckshank@eximbankja.com</a>	To facilitate the growth and development of Jamaica's productive sector through increased exports and sustained job creation by providing innovative, tailored and competitively-priced trade financing solutions at competitive interest rates.	<b>\$891.82 Million</b>	<b>\$865.81 Million</b>	<b>\$909.09 Million</b>	<b>\$937.70 Million</b>	<b>\$824.67 Million</b>	<b>\$774.78 Million</b>	<b>\$755.12 Million</b>	<b>\$748.46 Million</b>
<b>Mr. Dean H. Avril</b> Chief Executive Officer Jamaica Dairy Development Board  Hope Gardens, Kingston (876) 618-7107 (876) 927-1731 <a href="mailto:dhavril@micaf.gov.jm">dhavril@micaf.gov.jm</a> ; <a href="mailto:bhowardia@yahoo.com">bhowardia@yahoo.com</a> <a href="mailto:dairyboard@micaf.gov.jm">dairyboard@micaf.gov.jm</a>	To promote and foster the development of the dairy sector with particular emphasis on promoting local milk production and achieving efficiencies in the production,	<b>103,843</b>	<b>109,035</b>	<b>114,487</b>	<b>120,212</b>	<b>90,012</b>	<b>94,512</b>	<b>99,238</b>	<b>104,200</b>

PSE	Purpose	Income (\$'000)				Expenditure (\$'000)			
		YR1	YR2	YR3	YR4	YR1	YR2	YR3	YR4
	processing, marketing and other trade in dairy products.								
<b>Mrs. Sharon-mae Shirley</b> Chief Executive Officer Jamaica National Agency for Accreditation (JANAAC)  6 Rekadom Avenue, Kingston 10 (876) 968-7799 Fax (876) 920-2799 <a href="mailto:Sharonmae.shirley@jamaica.gov.jm">Sharonmae.shirley@jamaica.gov.jm</a> ; <a href="mailto:Northeda.palmer@janaac.gov.jm">Northeda.palmer@janaac.gov.jm</a> ;	To provide internationally recognized accreditation services and training to Laboratories, Inspection Bodies and Certification Bodies that facilitate market access	142,577	144,175	145,474	146,804	121,902	123,138	123,316	122,938
<b>Mr. Berris Pitter</b> Chief Financial Officer & Consultant Micro Investment Development Agency (MIDA)  4 St. Lucia Avenue, Kingston 5 9876) 928-5191 (876) 928-3513 Fax (876) 930-1343 <a href="mailto:berrispitter@cwjamaica.com">berrispitter@cwjamaica.com</a> <a href="mailto:mida@cwjamaica.com">mida@cwjamaica.com</a>	To provide leadership in developing and promoting a sustained and integrated approach to the growth and financing needs of the MSME sector	12,890	11,235	11,545	12,320	11,059	11,104	11,205	11,398
<b>Mrs. Lorice Edwards-Brown</b> Chief Executive Director National Compliance Regulatory Authority (NCRA)	To effectively and efficiently protect consumers and businesses from	1,040,223	1,349,687	1,417,172	1,488,030	1,034,214	1,287,543	1,351,929	1,419,516

PSE	Purpose	Income (\$'000)				Expenditure (\$'000)			
		YR1	YR2	YR3	YR4	YR1	YR2	YR3	YR4
6 Winchester Road, Kingston 10 (876) 926-3140 <a href="mailto:Ledwardsbrown@ncra.org.jm">Ledwardsbrown@ncra.org.jm</a> ; <a href="mailto:dwalker@ncra.org.jm">dwalker@ncra.org.jm</a> ;	harmful and deceptive goods and unfair trade practices by maximizing compliance to regulations								
<b>Mr. George Callaghan</b> Chief Executive Officer Sugar Industry Authority  5 Trevennion Park Road, Kingston 5 (876) 926-5930-9 <a href="mailto:george.callaghan@jamaica.sugar.org">george.callaghan@jamaica.sugar.org</a> <a href="mailto:sia@jamaicasugar.org">sia@jamaicasugar.org</a>	To enforce the provisions of the Sugar Industry Control Act	\$505.0 M	\$390.0 M	\$390.0 M	\$390.0 M	\$505.0 M	\$390.0 M	\$390.0	\$390.0 M
<b>Mr. Vivian Brown</b> Chief Executive Officer Sugar Company of Jamaica Holdings (SCJ Holdings Limited)  Lot 12, Innswood , Old Harbour Road, Spanish Town, St.. Catherine. (876) 618-5890 (876) 383-9865 (c) <a href="mailto:Scjh.ceoassistant@gmail.com">Scjh.ceoassistant@gmail.com</a> <a href="mailto:sugarscjh@gmail.com">sugarscjh@gmail.com</a>	To manage over 55,000 hectares of land located in several sugar-dependent communities spanning 32 political constituencies in six (6) parishes.	679,204	504,945	737,832	720,049	423,296	898,376	389,388	412,533

# APPENDICES

## RISK MANAGEMENT PLAN

RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES							
Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	
					19/20	20/21	
Policy & legislative Development Programme	Cabinet disapproval	Negative	Low to moderate	Avoidance			
				Reduction	✓	✓	
				Sharing			
				Acceptance			
Strengthen Agricultural Health and Food Safety Systems	Inadequate financing	Negative	Medium	Avoidance			
				Reduction	✓	✓	
				Sharing			
				Acceptance			
	Contaminated food/feed sources detected in market	Negative	Medium	Medium	Avoidance		✓
					Reduction	✓	
					Sharing		
					Acceptance		
	Introduction of animal and zoonotic diseases to economy	Negative	High	High	Avoidance		
					Reduction	✓	✓
					Sharing		
					Acceptance		
Strengthen MSMEs' contribution to Jamaica's economy	Inadequate financing	Negative	High	Avoidance			
				Reduction		✓	
				Sharing			
				Acceptance	✓		
	Lack of stakeholder buy-in	Negative	Medium	Medium	Avoidance		
					Reduction		✓
					Sharing	✓	
					Acceptance		
	Lack of critical skill	Negative	Low	Low	Avoidance		
					Reduction	✓	✓
					Sharing		
					Acceptance		
Improve the ease of doing business	Insufficient market	Negative	Low	Avoidance	✓	✓	

RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES							
Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	
					19/20	20/21	
to facilitate investment in Jamaica	outlets			Reduction			
				Sharing			
				Acceptance			
				Avoidance			
	Lack of stakeholder buy-in	Negative	Medium	Reduction	✓	✓	
				Sharing			
				Acceptance			
				Avoidance			
National Quality Infrastructure and Systems Programme - Food Safety Infrastructure & System Business & Trade Facilitat	Lack of stakeholder buy-in	Negative	Medium	Reduction	✓	✓	
				Sharing			
				Acceptance			
				Avoidance			
	Delayed implementation of programmes/projects	Negative	Medium	Medium	Reduction	✓	✓
					Sharing		
					Acceptance		
					Avoidance		
	Inadequate financing	Negative	Negative	High	Reduction		
					Sharing		
					Acceptance	✓	✓
					Avoidance	✓	✓
	Inadequate information and communication Technology	Negative	Negative	High	Reduction		
					Sharing		
					Acceptance		
					Avoidance		
	Low levels of compliance with high risk products	Negative	Negative	Medium	Reduction	✓	✓
					Sharing		
					Acceptance		
					Avoidance		
Optimize the production and productivity of key local produce and products towards targeted markets / Build climate-resilient	Limited number of persons with the requisite expertise in specific crop production	Negative	Medium	Reduction		✓	
				Sharing	✓		
				Acceptance			
				Avoidance			

**RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES**

Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					19/20	20/21
agriculture, fisheries, manufacturing and services sectors	Pest and Disease	Negative	Medium	Avoidance		
				Reduction	✓	✓
				Sharing		
				Acceptance		
	Limited access to low interest rate capital	Negative	Low	Avoidance		
				Reduction	✓	✓
				Sharing		
				Acceptance		
	Adverse weather conditions	Negative	Low	Avoidance		
				Reduction	✓	✓
				Sharing		
				Acceptance		
	Natural Disasters/extreme weather	Negative	Medium	Avoidance		
				Reduction	✓	✓
				Sharing		
				Acceptance		
	Praedial Larceny	Negative	Medium	Avoidance		
				Reduction	✓	✓
				Sharing		
				Acceptance		
Increase access of select local industries to emerging and existing markets	PIMSEC non approval of proposals	Negative	Medium	Avoidance		✓
				Reduction	✓	
				Sharing		
				Acceptance		
	Delays in implementation of work programme	Negative	Medium	Avoidance		
				Reduction	✓	✓
				Sharing		
				Acceptance		
	Inadequate financing	Negative	Medium	Avoidance		
				Reduction		✓

<b>RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES</b>						
<b>Programme/Project/Policy Initiative</b>	<b>Risks</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigating Measure/Response</b>	<b>Year 1</b>	<b>Year 2</b>
					<b>19/20</b>	<b>20/21</b>
				<b>Sharing</b>	✓	
<b>Acceptance</b>						
<b>ORGANISATIONAL RISKS</b>						
All priority programmes/projects/policies	Fiscal space constraints	Negative	Medium to high	<b>Avoidance</b> – initiative closed	✓	✓
				<b>Reduction</b>		
				<b>Sharing</b>		
				<b>Acceptance</b> – revise plan and schedule to fit budget	✓	✓

## MONITORING PLAN

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	Departmental - level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2019/2020)		Year (2020/2021)		Year (2021/2022)		Year (2022/2023)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
<b>Policy &amp; Legislative Development Programme</b>	Select Policies and plans promulgated with agreed time frame	Cabinet approval of Food and Nutrition Security Policy	Arrange Stakeholder consultations	AHWP FNS Action Plan	Quarterly	AHWP & ALUP Action Plan  National fisheries & Aquaculture Policy	Quarterly	Livestock Policy and Seed Policy  Draft Organic Policy	Quarterly		Quarterly	Quarterly Progress report
<b>Development of Agro-Parks</b>	# of Agro-parks fully established implemented per year  # of Agro-Parks certified with Global Gap certification	5 new Agro-parks established and Nine (9) operational	Development and implementation of Agro-Parks programme and Global Gap Programme	Fourteen (14) Agro-parks operational and at least two (2) New Agro-parks established  5 Agro-parks certified	Quarterly	16 Agro-Parks operational and at least two (2) New Agro-parks established  1 New Agro-park certified	Quarterly	18 Agro-Parks operational and at least two (2) New Agro-parks established	Quarterly		Quarterly	- Site visits (observation) - Project Manager's progress reports

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	Departmental - level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2019/2020)		Year (2020/2021)		Year (2021/2022)		Year (2022/2023)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
									1 New Agro-park certified			
<b>Food Safety Infrastructure and Systems Programme</b>	Local Abattoir Meat Science system  National Animal Identification & Traceability System (NAITS)	4000 cattle in the process of being tagged	Carry out tagging process  PR campaign	NAITS for Cattle – 8000 tagged	Quarterly	NAIS for Cattle continues – 10,000 cattle	Quarterly	NAIS for Cattle – 10,000 tagged  Consul tancy Report for Pigs	Quarterly	NAIS for Cattle – 10,000 tagged  Pilot pig tagging	Quarterly	- Quarterly progress reports - Site visits
Competitive Products Development Programme/ <b>Onion Development Programme</b>	# of hectares of onion production	Onion Development Plan  59 ha (693t) in 2013 (import 9000t)	Training of GAPS  Soil testing	200 ha  4,000 t	Quarterly	250 ha  4,100 t	Quarterly	300 ha  5000 t	Quarterly	340	Quarterly	- Quarterly progress reports - Site visits

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	Departmental - level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2019/2020)		Year (2020/2021)		Year (2021/2022)		Year (2022/2023)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Production & Productivity/Sugar Transformation Programme	Increase in production and productivity of sugar cane # of Social Economic Projects implemented in SDAs  Training & skills programme implemented for Sugar Dependent Areas (SDAs)	Expanded production - 3000 Ha		80 km of cane road  5TC/ha  600 persons trained/certified  80 small business enterprise  Close out of project	Quarterly	Project closed		-		-		- Site visits (observation) - Quarterly Progress report
Modernization of the Ministry's Entities and Divisions	# and type of Divisions transformed to new modernized	Proposal for R&D and Fisheries  Infrastructural works	Complete budget and plans for new organizational structure	Fisheries is in transition year 1  ALMD completed	Quarterly	Fisheries and is in transition year 2  2 labs accredited and	Quarterly	Fisheries and R & D are in transition year 3	Quarterly	Fisheries and R & D are in transition year 4 and 2 respectively	Quarterly	- Quarterly progress reports - Site visits

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	Departmental - level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2019/2020)		Year (2020/2021)		Year (2021/2022)		Year (2022/2023)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	organizational structure  # of agricultural labs internationally accredited	and quality management for five (5) labs in progress		3 labs accredited		recertification of 3 labs		and 1 respectively  Recertification of five labs		ely		

All programmes and projects will be monitored on a quarterly basis commencing with the April – June Quarter Review

## EVALUATION PLAN

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (mm/yy)	Evaluation Method(s)	Entity Responsible for Evaluation
Agro Parks Development & Agro-Economic Zones	To facilitate the expansion of the productive capacity of the agricultural sector by building out the infrastructure to support investments in the production of selected crops directed towards import substitution and replacement as well as the provision of raw material for agro-processing and non-traditional exports	Competitiveness of the agricultural sector increased  Reduction in food import bill	Mid-term Terminal Impact	March 2030	Document reviews, STATIN Import Data Report % contribution to GDP Food Export Income	MICAF
Agricultural Health, Food Safety Infrastructure and Systems Programme	Animal and public health safeguarded and market access for Jamaica's animals and animal products maintained.	Food Safety increased in local meat production	Mid-Term Terminal	March 2021	Consultant report  Survey	MICAF
Competitive Products Development Programme/Onion Development Plan	To ensure the sustainability development of the onion sub-sector thereby reducing Jamaica's dependency on imports and achieving self-sufficiency in onion production	Self-sufficiency in onion production increased	Mid-tern Terminal	March 2021	Survey Data Report	MICAF
Micro, Small, and Medium Enterprise and Entrepreneurship Programme	To facilitate the growth and productivity of the local MSME sector					
Modernization of the Ministry's Entities and Divisions	The improvement of the Ministry's service delivery to its major clients – farmers and other	Service delivery for select technical services strengthen and modernised	Mid term Terminal	March 2021	Director's Report	MICAF

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (mm/yy)	Evaluation Method(s)	Entity Responsible for Evaluation
	stakeholders.	Internationally accredited food safety laboratories increased				