



# Jamaica Tomorrow

NATIONAL PLANNING SUMMIT PROGRAMME MANAGEMENT OFFICE

# imagine

## ALIGNING TRADE WITH DEVELOPMENT

### “GDP” ALLIANCE - ROUNDTABLE FOR DEVELOPMENT SERIES

The National Planning Summit (NPS), in conjunction with the Ministry of Industry Investment and Commerce, held its first Roundtable Discussion Series on Aid for Trade (AFT) on May 4, 2009, at the Jamaica House, Banquet Hall. The aim of the forum was to provide stakeholders with a background to the global and local issues relating to AFT, so as to devise a coordinated position for Jamaica prior to the 2<sup>nd</sup> Regional Review on Aid for Trade in Latin America and the Caribbean held May 7-8, 2009 in Montego Bay, Jamaica.

The Roundtable Series is envisioned as a forum within which private and public sector stakeholders will discuss key issues important to Jamaica. Much time in Jamaica is spent devising tactical responses to challenges that invariably arise each day. There is, however, a dearth of forums within which to strategically think about how to position Jamaica for the future. The Roundtable Series will provide one such fora for strategic thinking.

The keynote speaker at the Aid for Trade Roundtable

*“...increasing thrust by donor countries towards providing trade related aid.”*

was Mrs. Pat Francis, the President of the International Trade Centre and Mrs. Alison Roofe from the Ministry of Foreign Affairs and Foreign Trade also presented on the negotiating agenda for Jamaica. Specifically, the objectives of the roundtable discussions were to: (1) identify the priorities for Jamaica that could be supported through AFTs; (2) achieve consensus on key country priorities; and (3) discuss the best strategies for accessing these funds.

The private and public sector participants were informed about the increasing thrust by donor countries towards providing trade related aid. The key categories of aid available under AFT are: i) Trade policy and regulations; ii) Build-

ing productive capacity; iii) Economic Infrastructure; and iv) Trade-related structural adjustments.

The integration of trade policies into broader country development policies and plans is an important step towards improving Jamaica's ability to penetrate global markets

and attain economic growth through international trade. The consensus from the Roundtable was that the recently completed National Export Strategy should form the basis of a strategy aimed at attracting trade-related aid. The Office of the Prime Minister will be working with JTI and the private sector players to devise this strategy.

### Budget Debated The Relevance of NPS

The emphasis coming out of this year's budget presentations has only helped to underscore the continued importance of social partnerships and the need for even greater commitment and support for the work being carried out by the NPS Monitoring Board and Expert Teams.

In the Medium Term Socio-Economic Policy Framework, the government identifies six (6) priority focus areas for ensuring Jamaica's development: i) Security and safety of our people; ii) A stable macro-economy; iii) Strong economic infrastructure; iv) Energy security and efficiency; v) Achievement-driven education and training; and iv) Effective governance.

This year's budget is clearly focused on reforms that will assist Jamaica in achieving its vision, and much of it falls within the existing NPS sphere of initiatives: Consolidation of statutory deductions; reduction of stamp duty & transfer tax; tax amnesty programme inviting compliance; National Education Inspectorate; Jamaica Teaching Council; The Parenting Commission; Private-public sector partnership in education infrastructure investments; reducing fiscal deficit and balancing the budget (medium term); implementation of the Police Force Strategic Review recommendations; advancing the land titling agenda; establishment of the One-Stop Shop for development approvals; reducing bureaucracy (critical bottlenecks); effectiveness of existing incentives reviewed; and establishing the feasibility of a Venture Capital Company. All of these are directly related to the realization of the NPS goals.

So, nearly two years after the 2007 Summit, the NPS maintains its relevance even in these economically challenging times. It should be recognized for its role in helping to build consensus and its initiatives should be further supported. Clear and measureable targets consistent with those of our national development plans should be agreed; actions for attaining the objectives rationalized; and implementation progress measured and evaluated on a regular basis to ensure we remain on track for success.

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#### Upcoming Events of Interest:

- NPS Monitoring Board meeting w/ the Team Chairs May 28, 2009
- Second “GDP” Alliance Roundtable for Development, June/July 2009

## NPS Special Projects — International Financial Services Centre

The potential for Jamaica to be established as an International Financial Services Centre (IFSC) and the anticipated benefits are clear: job creation, real estate development, diversification of Jamaica's economic base, increased government revenue and an expansion of our presence within the international financial market. Having assessed our prospects, Jamaica will seek to enter the market as a mid-value competitor with a strategy for developing into a Centre of Excellence. Initial focus would be on smaller niche markets, exploiting tax treaties and/or special access to larger markets. In this model local professionals will be required to perform most of the service provider jobs.

Cabinet has approved the establishment of a statutory body to manage the implementation and marketing activities of the IFSC; and the Chief Parliamentary Counsel (CPC) has assigned a full-time drafter to ensure promulgation of the relevant legislation by Mid-2009. The Team, headed by Minister Don Wehby has announced a new Implementation Committee, chaired by Mr. Eric Crawford, that will take the project forward until the statutory body is established. The Committee is supported by a secretariat established at Jamaica Trade & Invest.

A Chief Operating Officer has been contracted to manage the project with the support of specialist consultants who will be on board by May 2009 and will look at, inter alia, the refinement of the list of products and services that will be offered in our jurisdiction. Budgetary provision of \$102.6 million has been approved by Cabinet for the financial year 2009/2010.

Jamaica has much to offer at this time: a cache of professionals (chartered/qualified accountants, MBAs and lawyers); a strong regulatory framework; and a fast growing financial sector. The high quality of our transportation infrastructure/airports; our history as a stable democracy; proximity to the world's largest market (USA); and the availability of training facilities for professionals in the financial industry are all positives.

The aim is to offer a range of products and services including regional treasury management and fund



***An IFSC will attract critical investment, and the creation of this new industry will help to spur Jamaica's economic growth.***

management, with special interest in the area of sports and entertainment/copyright financing. There are opportunities for business and employment within the economy from the development of the International Ship's Registry. The concept of international ship registration is considered to play a key role in developing Jamaica as a shipping centre – a 'one-stop shop'. In tandem with ship registration, the development of Jamaica's aircraft registry is also under consideration. Another niche area, with great potential for job creation, is captive insurance.

This initiative will require maximum cooperation among all the stakeholders - public and private sectors alike - and we must use this period of economic decline to fashion a legislative and regulatory framework that embraces the new standards being developed, recognizes the importance of banking regulation and the need for proper supervision within the sector. In time, the global economy will recover, investors will return and Jamaica will be in a position to take full advantage of the inevitable upswing. With some aggressive marketing, Jamaica will be most appealing when international business once again begins to expand.

## NPS Special Projects — Caymanas Economic Zone

On approximately 1,000 acres of prime real estate at Ferry, St Catherine emerges the plan for the Caymanas Economic Zone (CEZ). Home to the next great economic location for Jamaican enterprise and described by Minister Karl Samuda, Ministry of Industry, investment & Commerce (MIIC) as perhaps the most efficient utilisation of the resources located in the Caymanas area, it is anticipated to provide economic stimulus to the area and create a considerable number of new jobs in the next 3-5 years.

MIIC has been collaborating with the UDC, the Port Authority, the Ministry of Transport and Works and the Ministry of Agriculture to complete an impact assessment and other studies including ones for the provision of potable water and traffic impact. To add to its attractiveness, it is envisioned that the Tinson Pen airstrip will be relocated to a site adjacent to the economic complex and that there will be a leg of the railway that will lead to the port. All of which the Minister added, is critical to the overall development.

***"...will provide a myriad of opportunities for fostering Jamaica's economic growth and development."***

The project entails the build-out of units that will service the ICT industry, the services industry, and provide warehousing and light manufacturing, such as agro-processing. Discussions have been held with overseas partners, and the ministry is also engaging and seeking to attract local investors. It

is intended that the project will be a joint venture between the public and private sectors, under which the Government will provide the land as equity, and focus on infrastructural development. The private sector will be invited to build out the structures to accommodate the ICT industry, in particular. This is in addition to the initiatives that are underway in Portmore, where the GOJ will be building out new facilities to accommodate the expansion of the ICT Business Process Outsourcing (BPO) industry.

To date, the concept plan has been completed and the MIIC will be seeking expressions of interest from both local and international investors to part-

ner in the development. A memorandum of understanding has been drafted and approved by the Attorney General's Department for signature once a suitable investor has been identified. MIIC is also engaged in finalizing negotiations with the World Bank to identify funding for the completion of the feasibility study. The UDC is well advanced with the process to contract the consultants to undertake the technical studies. The TOR has been developed and the bid put out to tender.

Integral to all of this is the development of the Port of Kingston and its link to the Economic Zone. The port facility offers an enormous opportunity for investment, given its potential for greater utilisation and being one of the most attractive locations for business and development. The possibility exists for future expansion at Caymanas, to obtain even more acreage and to incorporate developments for residential and recreational purposes. Eventually, it is intended that the overall development in that area will be over 2,000 acres and will provide a myriad of opportunities for fostering Jamaica's economic growth and development.

## NPS Special Projects — Portmore ICT Park *(Continued on Page 4)*

# “NPS Feature Presentations”

## JCF Strategic Reform & NPS

In an effort to consolidate resources and avoid overlaps, the NPS Monitoring Board agreed to utilize the existing framework within the Ministry of National Security (MNS), to drive the implementation of the NPS Crime & Violence/Justice priority initiatives.

Through the efforts of the MNS, the Jamaica Constabulary Force (JCF) Strategic Reform Implementation Oversight Committee and its Secretariat: the JCF Strategic Review has been completed and the Report tabled in Parliament. The implementation plan and budget have been approved by the National Security Council (NSC); performance indicators developed for planned activities; and implementation teams established and working assiduously at both MNS and JCF.

A Cabinet Submission for the merger of the Police Service Commission (PSC)/Police Civilian Oversight Authority (PCOA) was prepared, the Commissioner's Strategic Board established, and priorities for 2009 finalized. The backlog of 500 Court of Enquiry Disciplinary Cases against members of the force has been reduced to 211; and the upgrade of Twickenham Park (Jamaica Police Academy - JPA) has commenced. The objective is to enhance the accountability mechanisms governing the operations of the JCF, improve public confidence, and review the legislative and administrative framework governing the JCF.



To create a new vision for security and governance within Jamaica, the Ministry has as a priority, the establishment of a separate Expert Team to assist with driving the implementation of the JPA. The team will consist of key public and private sector representatives as standing members of a combined NPS Expert Team on Crime & Violence, with a key objective to increase the capacity of the JCF by approximately 4,000 new officers and establish appropriate standards in recruitment, training and professional development.

## Clearing The “Bottlenecks”

In keeping with the Government's undertaking for the elimination of unnecessary bureaucracy, waste of public resources and the efficient delivery of government services; the main goal of the NPS Governance/Reducing Bureaucracy Expert Team is to leverage the NPS public-private partnership in order to address specific gaps in the public sector and to focus on eliminating critical “bottlenecks” which are impeding economic growth and development as well as the implementation of key NPS initiatives.



The team's initial focus is on the Office of the Parliamentary Counsel (OPC) and improving the legislative drafting and approval process. To this end the Team is working to help drive issues related to, inter alia, the organizational review and analysis of the OPC which is being implemented by the MOJ and OPC under a CIDA initiative. The review has been completed and the final report submitted.

Currently the Team is working on i) the development of a training strategy and framework for personnel within the Ministries, Departments and Agencies (MDAs) that liaise with the OPC; ii) the compilation of a list of priority legislation, which when passed, would facilitate the successful implementation of the NPS initiatives; and iii) seeking to enhance the communication between government departments and the OPC in order to facilitate the rationalization of several bills that are currently inactive due to a lack of information from MDAs.

By addressing legislative support for critical matters of national development, reducing service delivery times and increasing client satisfaction, the Team hopes to have real impact on the efficiency and efficacy of government. Further, it is anticipated that once the current goals are achieved, they will lend support to eliminating other crucial “bottleneck” areas in the public sector.

## Moving Land Titling into the Future

The major aim of the Land Titling Expert Team is to accelerate the pace of land titling in Jamaica. In view of this broad mandate the Expert Team has decided to tackle some of the key problems facing land titling.

A 2006 IDB Report found that of the 650,000 parcels of land in the rural land market, only 55% have titles and the majority of those titles are flawed. An expansive campaign of land titling across the island would provide many advantages.

Economic growth in Jamaica is inextricably linked to an increase in domestic production and a key issue thwarting the development of small and medium sized businesses relates to the lack of financing. This lack of access to financing on the part of many poor Jamaicans is, in turn, linked to the lack of property to be used as collateral. Accelerating the pace of land titling would therefore unleash much of the existing entrepreneurial potential of a large group of Jamaicans.

*“It has been shown in many countries that widespread, secure, formalized property rights bring substantial economic and social benefits”*

The issues related to improving the land titling process in Jamaica are numerous and include lack of funding, limited surveying capacity, difficulties in providing documentary proof of ownership, and the high costs and unclear benefits of land titling.

Over the last year there have been several successes achieved in the area of Land Titling. These include i) the installation of a Virtual Reference Station (VRS) system that will provide a GPS platform that will make surveying easier; ii) the National Land Agency (NLA) has installed new software and hardware that will facilitate the processing of cadastral maps and other titling matters; and iii) working with the NHT and PC Banks to convert their Facilities for Titles portfolio to registered titles.

The NPS Expert Team will build on this work by emphasizing the development of a National Cadastral Map, expanding the reach of the LAMP programme and the provision of titles for Land Settlements. Despite the current global recession and pressures on the budgets of all entities involved in the land titling process, it is imperative that the work started be continued. Accelerating the pace of land titling in Jamaica will prove invaluable to the future growth and development of Jamaica and all Jamaicans.



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## NPS Special Projects – PORTMORE ICT PARK

Ranked as one of the top Information and Communication Technologies (ICT) offshore outsourcing locations in the world, Jamaica is the Caribbean's leading contact centre destination. A well developed telecommunication infrastructure, low political, economic and natural risk, and the aptitude of the Jamaican workforce for spoken English (diction and persuasion skills), diligent and hard-working ethos, high quality of service and retention levels, trainability, service quality and firm loyalty offers a distinct advantage in offshore outsourcing.

Encouraged by the research of Jamaica Trade and Invest (JTI), confirming the island's competitive capabilities and potential for achieving 9,000 seats in customer contact/business process/information

technology outsourcing, the NPS ICT/Job Creation Expert Team is moving to target the market and invest in infrastructure to support ICT based business outsourcing as a part of their focus to drive the expansion of BPO industry in Jamaica. They are working to develop a strategy to align private capital with national development objectives under a private/public partnership (PPP) to build out ICT-ready facilities within the next 18-24 months.

Located in Portmore, the country's fastest growing township with its young, well-educated and computer literate population, the Portmore ICT Park will be ideally suited for investors wishing to take advantage of Jamaica's strategic and geographic location in accessing major international markets.

The concept plan has been developed and a consultant contracted to develop the PPP methodology for the implementation of the Park. A draft report has been submitted. In addition, the proposed building site has been identified and private sector consultations are advanced. Once the PPP mechanism is agreed, the architectural design and construction documents will be prepared and tendered in order to begin construction on the Park's facilities which are expected to be state-of-the-art.

The advancement of ICT is not without its challenges, but it has also opened up a vast range of opportunities. Jamaica is well poised to take advantage of these and to advance its economic agenda as a means of achieving its vision.

### Your "2 Cents" Worth

#### WE WANT TO HEAR FROM YOU!

Write in or send us an email and tell us what "GDP" issues are important to you.

- ⇒ What problems are you experiencing in doing business in Jamaica today?
- ⇒ What opportunities can Jamaicans take advantage of in these challenging times?
- ⇒ What do Jamaicans need to know in order to Survive 2009?
- ⇒ What should be the theme of the next National Planning Summit?

### Partners in Dialogue

#### Useful Link-ups!!

- [www.miiic.gov.jm](http://www.miiic.gov.jm)
- [www.opm.gov.jm](http://www.opm.gov.jm)
- [www.mof.gov.jm](http://www.mof.gov.jm)
- [www.psoj.org](http://www.psoj.org)
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- [www.jamaicatradeandinvest.org](http://www.jamaicatradeandinvest.org)
- [www.takingresponsibility.org](http://www.takingresponsibility.org)

Right click on the link and select "open Hyperlink" to connect to webpage

### imagine The Future

#### IMAGINE This!

Here's what to look out for in our Next Issue:

- ⇒ What's in a Budget?
- ⇒ Broadening the NPS Focus.
- ⇒ Re-Skilling: Crisis vs Opportunity.
- ⇒ and More.....