

**MINISTRY OF INDUSTRY
INVESTMENT AND
COMMERCE**

**CORPORATE PLAN
2011-2014**

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Executive Summary

Jamaica is poised for growth. Economic tectonic plates have shifted because of the recession, and consequently approaches to economic transformation will have to change. East Asian countries achieved growth using the export led model. The World Bank articulates that current reality shows that growth may also be achieved through domestic demand or regional integration. In order to achieve growth Jamaica may have to embrace both models; increasing exports and increasing our consumption of locally made goods and services thereby reducing our adverse balance of payments.

Foreign Direct Investment (FDI) is a significant source of capital for developing countries. Attracting and retaining FDI is important, however this should be done while increasing the opportunity for domestic investment so that local people benefit and have a stake in the economy. World Bank studies have shown that countries that achieve development success, do so, when the dominant role is played by the local population and government, supported by external stakeholders.

Jamaica Promotions Corporation (JAMPRO) will spearhead the attraction and retention of investments in the country. The new strategy will have to be packaged investments. The focus of JAMPRO will be on the ICT Sector and Tourism. Office Space is the main constraint that affects the development of the ICT Sector. In light of the reluctance of the private developers to invest in office accommodation for the ICT sector the Factories Corporation of Jamaica has been mandated to lead in this area until there are adjustments in the market

Jamaica is considered as a cultural super power and JAMPRO will need to develop specific strategies for enhancing the development of the creative industries and unleash the vast potential of wealth that is present in this sector.

The Jamaica Business Development Corporation will have responsibility for cross-cutting business development support services to micro and small enterprises (MSEs). Emphasis will be on furniture, apparel/fashion, crafts and souvenirs for the Tourism Sector as well as foods. The Scientific Research Council will provide technical support to existing micro, small and medium enterprises (MSMEs) launching new products, having a strong technology requirement or new/start up MSMEs with strong technology inputs. The Bureau of Standards will provide support to small, medium and large (SML) businesses to improve the quality and standards of their goods and assist them to become ISO and HACCP certified. This is a critical strategy to improve their international competitiveness.

This Corporate Plan sets out the framework and priorities for the Ministry for the period 2011-2014. It follows the direction envisaged in Vision 2030 Jamaica - The National Development Plan; the National Planning Summit held in 2007; Ministry Paper 56, "Government at your Service"; Policy Directives from the Office of Cabinet and the Jamaica Labour Party's Manifesto of 2007.

In response to global dynamics, the Ministry is seeking to ensure that consumers enjoy accessibility to products and services and also protection against unfair trading practices. The Ministry is working to facilitate businesses and producers to become technologically equipped and educated, so they can be competitive, self-sustaining and

take advantage of the opportunities presented by the several trading arrangements available to Jamaica.

Vision, Mission, Mandate and Functions

Vision

The vision of the Ministry of Industry, Investment and Commerce is to foster economic development and improve the quality of life for all Jamaicans.

Mission Statement

The mission of the Ministry of Industry, Investment, and Commerce is to:

- Promote Industrial and Commercial Development
- Promote Local and Foreign Investment
- Facilitate Commerce and Protect consumers

Mandate

- Spearhead Jamaica's mobilization of investments, business expansion and operations within a networked world in order to increase competitiveness and expand productive employment.
- Promote and facilitate the development of industry and small business sectors, including improved access to credit.
- Facilitate, diversify and promote the export of goods and services.
- Contribute to economic growth by broadening the country's industrial base in a manner that focuses on the use of local resources.
- Provide scientific and technical support to existing industries to enhance their performance in increasingly competitive domestic and international markets.
- Promote a culture of innovation.

- Liaise with the business community to ensure effective management of Jamaica's rights and obligations under CARICOM Trade Regimes.
- Promote the development of the services sector.
- Implement Jamaica's trade remedy laws in a fair, transparent and expeditious manner.
- Provide an efficient service for the regulation and registration of businesses, as well as cooperatives and friendly societies.
- Monitor and regulate the commercial sector.
- Promote fair competition and encourage ethical business practices
- Manage the National Quality Infrastructure through the promotion of standardisation, metrology, certification and accreditation systems.
- Ensure product reliability and consumer safety through technical regulations.
- Ensure the wholesomeness of products entering commerce
- Protect and promote the rights of consumers
- Protect and promote Intellectual Property Rights (IPR's)

Functions

- Provide a policy framework to guide the operations of agencies.
- Resolve policy conflicts in the portfolio (or with other Ministries)
- Influence policies of other ministries that intersect with the policies of this Ministry
- Set policy and programme priorities, allocate financial resources to agencies accordingly and appoint Boards to oversee agencies.
- Provide strategic direction to agencies on a particular subject matter as necessary

- Monitor the performance of subject areas and agencies
- Form new agencies as required to address aspects of the portfolio and close agencies no longer required
- Collaborate/interface at a high level with other ministries and agencies in a “joined-up government” mode to achieve portfolio objectives which span more than one ministries
- Pilot the promulgation and amendments of legislation and regulation which guide the operations of the agencies and portfolio subject areas
- Resolve difficult issues relating to agencies and subject areas

SUBJECTS, DIVISIONS AND AGENCIES

Subjects

- Agro Business
- Anti-Dumping
- Building Inspection
- Commercial Business
- Commodity Supplies
- Companies Act
- Consumer Affairs
- Co-operatives and Friendly Societies
- Dumping & Subsidies
- Design Act
- Distributive Trade
- Factory Construction
- Fair Competition Act
- Food Storage/Prevention of Infestation
- Free Zone Development
- Hire Purchase
- Industrial Development
- Investment Promotion
- Manufacturing
- Marketing and Advertising
- Merchandise Marks
- Metrication
- Patents
- Registration of Business Names Act
- Science and Technology
- Small Business Development
- Standards
- Trade Act
- Trade Marks
- Weight and Measures

Internal Divisions

- Commerce
- Communications
- Corporate Affairs
- Finance and Accounts
- Internal Audit
- Industry
- Investment
- Legal
- Policy, Planning, Projects & Research
- Science & Technology

External Agencies/Departments

- Anti Dumping and Subsidies Commission
- Bureau of Standards, Jamaica
- Companies Office of Jamaica
- Consumer Affairs Commission
- Department of Cooperatives and Friendly Societies
- Factories Corporation of Jamaica
- Fair Trading Commission
- Food Storage and Prevention of Infestation Division
- Jamaica Business Development Corporation
- Jamaica Commodity Trading Co
- Jamaica Exotic Flavours & Essences Co. Limited
- Jamaica Intellectual Property Office
- Jamaica National Agency for Accreditation
- Jamaica Promotions Corporation
- Kingston Free Zone
- Montego Bay Free Zone
- Micro Investment Development Agency
- Scientific Research Council
- Self Start Fund
- Trade Board Limited

The following section summarizes the critical issues and actions for the four outcome areas that the Ministry will be focusing on.

Outcome 1: Modernization of Industry

Globalization has changed the competitive landscape and middle income developing countries, like Jamaica, will have to become more competitive and carve out their own niche. One such area is Agri-business which the World Investment Report has identified as a growth area for the upcoming year. Jamaica with its vast array of produce, fruits, vegetables, flavours and essences needs to capitalize on this market now. Jamaica Exotic Flavours and Essences Company (JEFE) and the Scientific Research Council (SRC) have been playing a pivotal role in the modernization of industry.

The Ministry will continue to facilitate the modernization and retooling of industry as well as the introduction of modern production techniques into factories. This retooling is necessary if Jamaica is to become a principal exporter both regionally and internationally. It should be noted that any termination of the current Modernization of Industry (MOI) programme could lead to a contraction of retooling and upgrading of plants.

Tremendous emphasis will have to be placed on greater production in general and specifically manufacturing, especially for the export market. To facilitate this process there is a National Export Strategy (NES) and continued implementation of this strategy is by the Jamaica Exporter's Association (JEA) and JAMPRO.

Outcome 2: Enhancing Investment

The 2010 World Investment Report indicates that global inflows should reach more than \$1.2 trillion in 2010, rise further to \$1.3–1.5 trillion in 2011, and head towards \$1.6–2 trillion in 2012. However all of this hinges on the lifting of the recession and economic expansion in the larger economies such as the United States of America. The UNCTAD report further states that overcoming barriers to attracting Foreign Direct Investment (FDI) will be one of the major challenges for Small Island Developing States (SIDS) such as Jamaica.

In order to meet this challenge the Ministry through its flagship agency JAMPRO will position itself to capitalize on the opportunities as the crisis wanes. JAMPRO has started to package its investment opportunities and has created a Business Opportunities Directory which may be viewed at the company's website at www.jamaicatradeandinvest.org A packaged business opportunity is much more likely to capture key target markets because the investor has a framework in which to implement the desired project.

One of the major projects that will be undertaken over this Corporate Planning period is the establishment of the International Financial Service Centre that will build on Jamaica's strength in terms of financial services.

Additionally, construction will commence at the Caymanas Economic Zone involving the development of the first two hundred (200) acres during the Corporate Planning Cycle. Forty acres of this land is earmarked for the

development of accommodation for the Information and Communication Technology (ICT) Sector. CEZ will also house several other light manufacturing and service industries.

Outcome 3: Commerce - Regulation of the Business Environment

For the medium term the Ministry will focus on the:

- Creation of a database for commodities and a price monitoring mechanism
- Provide timely and accurate information so that consumers can make informed decisions.
- Monitor sensitive items and implement timely policy interventions in order to ensure that the country has adequate supplies.

MIIC will also seek to ensure that there is timely and efficient delivery of legislative amendments, priority policies and programmes.

Outcome 4: Satisfied Employees and Customers

The Public Sector Transformation Unit (PSTU) tabled their preliminary report in Parliament in 2010. The transformation process is ongoing and the reform is expected to be completed over the medium term. As a part of this process the Ministry will have to rationalize the staff complement and job responsibilities of its divisions as well as its twenty (20) portfolio agencies.

Human Capital is critical to the development of the organization and the country. As such greater emphasis will have to be placed on training and the principle of

life long learning in order to transform the public sector into a more efficient and customer focused entity. Some of the measures that will be instituted to address this issue include:

- Implementation of the Performance Management and Appraisal System (PMAS) commenced in 2009
- Monitoring and evaluation of the HIV Workplace Policy
- Cross Training for team members at the Divisional level
- Specialist Training for team members
- Job Enrichment
- Job Rotation
- Continued implementation of social activities by the social and welfare committee
- The Ministry will be working towards having its management systems ISO certified
- Weekly staff development sessions

There are two groups of customers- internal and external. The Ministry needs to train all team members in customer service and implore them to provide quality customer service to both internal customers and our external customers. Internal customers need to feel a sense of value and belongingness in order for them to deliver high quality service to the external customers

Table 1 - Key Performance Targets for MIIC

Performance Indicators	Actual 2009/10	Planned 2010/11	Planned 2011/12	Planned 2012/13
Macro Indicators:			1%	
GDP Growth Rate (%)				
Investment growth (%)				

Medium Term Performance Targets for MIIC

Micro Indicators	2008	2009	2010	2011	2012	2013
Loans to businesses via Micro Enterprises Financing Limited (J\$) (Jan- Sept) (Source: ESSJ)	224.4	207.14	246.8 (MIIC Internal target of 10% above 2008)	251.4 (MIIC Internal target of 12% above 2008)	255.8 (MIIC Internal target of 14% above 2008)	260.3 (MIIC Internal target of 16% above 2008)
Foreign Direct Investment (BOJ- Calendar Year) (US\$mn)	1436.6					
CAPEX-JAMPRO (J\$ bn) Source :Corporate Plan)	32.34	18.439	24.405	35.65	61.26	
Jobs created by funds disbursed by SSF (fiscal year) split into temp and perm is not available		441	600	828 (MIIC Internal target of 38% above 2010)		
JAMPRO- Jobs created (fiscal year) Permanent Temporary Total	9151	2,934 <u>1,555</u> <u>4,489</u>	3551 <u>2920</u> <u>6,471</u>	1510 <u>5280</u> <u>6790</u>	4620 <u>4750</u> <u>9,370</u>	

Micro Indicators	2008	2009	2010	2011	2012	2013
Linkage contracts facilitated by JAMPRO: Number Value (J\$m) (source: Corporate Plan)	42 J\$284	49 J\$935	45 J\$322	50 J\$523	52 J\$594	
Average Employment by Manufacture Industry (Source: ESSJ)	80,100	77,700				
Manufacture Labour force as a percentage of total employed labour force (Source: ESSJ)	7.3	6.9				
Commercial bank loans and advances to manufacturing sector (J\$m)	9302	9389				
Number of MSMEs assisted (technical) JBDC HEART JNSBL (Source: ESSJ)	870 317	3300				
Business Approvals facilitated: NLA NEPA JAMPRO KSAC and Parish Councils	335	235				
New Businesses Registered: COJ DCFS	8676 26	9061 10	9387	8500 35	8500 35	8500 35
JANAAC- No. of laboratories applied for accreditations (Source: Ministry		3	5			

Micro Indicators	2008	2009	2010	2011	2012	2013
Paper)						
Number of companies ISO certified						
JIPO: Number of Trade Marks applications	1810	1846				
Number of Trade Marks registration (calendar year)	1677	1679				
Number of Patent Application	127	126				
Number of Industrial Design Application	39	53				
Number or Intellectual Property (Source: Ministry Paper)	11	5				
Number of companies HACCP certified (NCBJ)	14,808	13,742	14,808	16,741	22,547	27,289
FSPID: Number of Inspections Quantity of food inspected	512,722 m.t.	563794.2 m.t.	512,722 m.t.	563,994 m.t.	620,393 m.t.	682,432 m.t.
SRC- Product development	5	18	28	35	45	
Formulations Sold	12	29	30	35	40	
BST Waste water Treatment Systems	12	13	15	20	25	
Number of active registered exporters- JAMPRO Treaty Certification	872	751	700			
Value of total exports (US\$mn)	2,682.9	1320.2				

Micro Indicators	2008	2009	2010	2011	2012	2013
Value of manufactured exports (US\$mn) (Source: ESSJ)	1,213.5 revised)	722.9 (preliminary)				
Value of exports facilitated by JAMPRO (J\$bn) (Source: Corporate Plan)	4.48	3.781	Value of exports facilitated by JAMPRO (J\$bn)	4.48	3.781	Value of exports facilitated by JAMPRO (J\$bn)
Scrap Metal Value Volume (Source: Trade Board)	225089 1538 m.t.	1,506,70 94052 m.t.	Scrap Metal Value Volume	225089 1538 m.t.	1,506,70 94052 m.t.	Scrap Metal Value Volume (Source: Trade Board)
Value of raw materials imported						
Value of Government Procurement going to small businesses (\$)			3.76	4.14	4.50	
Anti-dumping cases opened		1				
CAC-Resolution of consumer complaints		2030	2000			
Value of redress regarding consumer complaints(J\$mn) Source: Ministry Paper)		23.8				
TC: Complaints re competition in the market Matters investigated Complaints resolved (Source: Ministry Paper)		209				

Policies

The Ministry's work is guided by the following policies:

Vision 2030 Jamaica – The National Development Plan (NDP)

The vision is to make, ***Jamaica the place of choice to live, work, raise families and do business.*** The Plan has four principal goals:

1. Jamaicans are empowered to achieve their fullest potential

This goal seeks to create a healthy and stable population with world class education as well as training, and to promote our authentic Jamaican culture. Economic growth is necessary to provide proper funding for the social services that will empower the citizenry.

2. The Jamaican society is secure, cohesive and just.

This goal addresses the issue of effective governance along with security and safety for all citizens. In order to attract greater levels of Foreign Direct Investments (FDI), Jamaica will need to sustain and further reduce the level of crime and violence.

3. Jamaica's economy is prosperous

Arguably the most challenging goal is to create a stable macroeconomic environment that is business friendly, technologically driven, energy efficient and globally competitive. MIIC, along with the twenty (20) portfolio agencies, that falls within its ambit will have a pivotal role to play in the attainment of this goal.

4. Jamaica's development is in harmony with its environment

Sustainable development is critical for all countries as we face increased levels of global warming and climate change. Consequently Jamaica needs to ensure that development is twinned to proper management of the environment and natural resources. MIIC has responsibility for promoting investments and as such investors should be made aware of the country's environmental laws and practices.

The table below shows the National Strategies in the NDP that are applicable to MIIC and its portfolio agencies

Table 2 – National Strategies

National Strategies (numbering based on NDP)	Priority Sector Strategies For years 1- 3	Key Actions For Years 1- 3	Responsible Agencies
<p>8-1 Ensure a facilitating policy, regulatory and institutional framework for business development</p>	<p>Improve and streamline bureaucratic processes for business establishment and operation</p>	<p>Develop a unique national ID number for every Jamaican</p>	<p>(a) MIIC, CITO</p>
	<p>Strengthen legal and regulatory framework for e-commerce and protection of intellectual property (IP) rights</p>	<p>Develop Geographical Indications Project</p>	<p>(b) MIIC, JIPO</p>
<p>8-7 Develop the capabilities of micro, small and medium sized enterprises (MSMEs)</p>	<p>Increase and strengthen acquisition, analysis and application of data and information on MSMEs and the informal sector</p>	<p>Develop the MSME Policy Framework</p>	<p>(a) MIIC, JTI</p>
	<p>Increase awareness and information on business opportunities and programmes for MSMEs</p>	<p>Develop new business opportunities for SMEs</p>	<p>(b) MIIC, JTI</p>

National Strategies (numbering based on NDP)	Priority Sector Strategies For years 1- 3	Key Actions For Years 1- 3	Responsible Agencies
<p>9-5 Develop Jamaica as a regional logistics hub with multimodal transport linkages</p>	<p>Develop national mechanism and framework to spearhead development of logistics hub</p>	<p>Develop an approved land use plan for integrated logistics hub on the South Coast for Clarendon, St. Catherine and KSAC</p> <p>Coordinate and rationalize plans for logistics facilities at Port of Kingston, Vernamfield and Caymanas</p>	<p>MTW, OPM MOA, MIIC NEPA, MMT, ME UDC, MWH, LAs</p> <p>MTW, OP, MOA MIIC, NEPA, MMT ME, UDC, MWH LAs</p>
<p>12-1 Develop company sophistication and productivity</p>	<p>Develop world-class capacity in measurement and promotion of productivity</p> <p>Identify and strengthen export capacity in targeted areas</p>	<p>Target sectors with low productivity and/or low quality and identify industry-specific needs</p> <p>Develop and implement the National Export Strategy</p>	<p>MIIC, JPC</p> <p>MIIC, JTI</p>
<p>12-5 Promote eco-efficiency and the green economy</p>	<p>Develop the capacity of local companies in process, materials and energy efficiencies</p>	<p>Adopt Cleaner Production Mechanism (CPM) through promotion of incentives (carbon credits) and capital financing available</p>	<p>MOE, MIIC, SRC PCJ MFPS, OPM Met Office</p>

National Strategies (numbering based on NDP)	Priority Sector Strategies For years 1- 3	Key Actions For Years 1- 3	Responsible Agencies
Manufacturing	Ensure availability and access to competitive factory space	<p>Promote best practices in design of new facilities and retro-fitting of existing facilities to maximize process, materials and energy efficiency</p> <p>Manage and promote rentable factory space</p> <p>Undertake feasibility and planning studies for the development of Caymanas Economic Free Zone</p>	<p>MOE, MIIC, SRC PCJ JMA</p> <p>MIIC, FCJ</p> <p>MIIC</p>
Creative Industries	Expand collaboration in regional and international marketing	Provide relevant export development services to existing and potential exporters	MIIC, JTI
Sport	Improve quality and relevance of training and accreditation at educational and training institutions by strengthening	Strengthen linkages and develop regular schedule of dialogue between manufacturing sector	MMT, MOE, UWI UTech, HEART Trust/NTA, Universities, MIIC JMA, JEA, SBAJ

National Strategies (numbering based on NDP)	Priority Sector Strategies For years 1- 3	Key Actions For Years 1- 3	Responsible Agencies
	<p>linkages to the manufacturing sector</p> <p>Strengthen relevant industry associations including the JMA, JEA and SBAJ</p> <p>Identify and create awareness and facilitate opportunities for linkages between the manufacturing sector and purchasers in linkage sectors and industries</p> <p>Use creative aspects of Brand Jamaica in marketing Jamaican manufactured products</p> <p>Increase exposure of manufacturers to relevant and innovative production technologies</p>	<p>associations, Government and relevant faculties at universities</p> <p>Develop strategic partnerships & collaborative relationships in keeping with JTI's Stakeholder Strategy</p> <p>Develop marketing strategy for Things Jamaican suppliers</p> <p>Promote Jamaica in targeted sectors and markets via e-Bay type vending sites</p> <p>Facilitate the procurement of appropriate equipment and machinery through affordable financing and incentives</p>	<p>MIIC, JTI JMA, JEA, SBAJ</p> <p>MIIC, JBDC</p> <p>MIIC, JIPO, JTI, BSJ, JMA, JEA</p> <p>DBJ, EXIM, JTI, MIIC MFPS</p>

National Strategies (numbering based on NDP)	Priority Sector Strategies For years 1- 3	Key Actions For Years 1- 3	Responsible Agencies
Creative Industries	Improve customer service within the sector	Carry out consumer education programme	MIIC
	Increase opportunities and financing for products and services in the creative industries	Identify and develop sources of financing that are appropriate for each category of products and services in the creative industries	MICYS, MIIC, JTI PIOJ, Private Sector
Sport	Develop MSMEs geared at meeting the needs of the 'Business of Sport'	Build institutional and human capacity of sport-related MSMEs	MIIC, MICYS
ICT	Expand ICT-focused business parks for major service providers	Undertake feasibility/planning studies for establishment of ICT complexes in proximity to population centres, including ICT Park in Portmore	MIIC
	Encourage the increased use of e-commerce operations	Encourage businesses to establish e-commerce websites including through the provision of templates	MMT, MIIC, CITO

National Strategies (numbering based on NDP)	Priority Sector Strategies For years 1- 3	Key Actions For Years 1- 3	Responsible Agencies
Services	Expand use of the full range of modes of delivery of export services	<p>Provide relevant export development services to existing and potential exporters</p> <p>Establish National Coalition of Service Industries (NCSI) and implement the Strategic Plan for the Promotion of Professional Service Exports in Jamaica</p>	<p>MIIC, JTI</p> <p>MIIC, JTI, Private Sector Associations</p>

B. Draft National Customer Service Policy

The Draft National Customer Service Policy (NCSP) encapsulates into a single point of reference, the various guidelines, policies, Acts, programmes concerning customer service within the Public Sector. The guiding principles of the NCSP are based on standards, duty of care, consultation, access to information and openness, courtesy and helpfulness, creativity and innovativeness, cooperation and clustering of services and the six values which Public Sector Employees are expected to uphold.

C. Ministry Paper 56/02 Government at your Service

Ministry Paper No. 56 tabled in Parliament in September 2002 articulates a vision of a modernized, effective and efficient public sector by 2012. Some of the specific objectives include:

- To improve the way in which Jamaica is governed
- To promote effective management
- To deliver high quality service to users at a reasonable cost
- To value public servants and make sure that they are both motivated and properly equipped to meet new challenges

Strategies

The strategies of the Ministry are to:

- Secure and allocate financial and other resources, which enable the Ministry to address its priorities. Formulate policies and advice for the Minister, agencies and departments, which better enable them to contribute to the achievement of the Government's desired policy outcomes.
- Conduct frequent independent and objective audits of the Ministry's head office and its departments/agencies.
- Pursue a joined-up Government approach to harmonize policies and achieve objectives.
- Set performance standards linking organizational performance with targets.
- Review efficacy of agencies' operations through client satisfaction surveys and focus groups.
- Establish and maintain a liberalized transparent motor vehicle import policy regime. Develop and enforce criteria for operation by used motor vehicle dealers.
- Promote Citizens Charter/customer service throughout the Ministry and its agencies.
- Develop viable cooperative enterprises and socially acceptable friendly societies, which would enhance employment/production potential and facilitate social and economic empowerment.

- Enforce the provisions of the Fair Competition Act (FCA) in relation to the conduct of business in Jamaica in order to determine whether any enterprises are engaging in anti-competitive business practices.
- Ensure that foods entering commerce conform to clear and strict standards so as to protect consumers' health from food borne diseases and hazardous contaminants.

Table 3 - Strategic Outcomes

Outcome	Indicators	Strategies
Modernization of Industry	1. Retooling of Industry- an increase in the number of production facilities that have retooled	Removal of customs user fees on capital goods
		Depreciating capital goods over 1 year instead of 2 years
	2.Introduction of modern production techniques into farms and factories	Partnership with the Ministry of Agriculture and JMA
		SRC and BSJ to build capacity of agro processors
	3.Increased application of science and technology to enhance productivity and global competitiveness	BSJ to enforce standards through greater monitoring and inspections so that locally produced goods can meet international standards
		BSJ to conduct training for MSMEs to increase technical capacity
		MIIC to identify source of funding for retooling of local factories
		JANNAC to accredit laboratories
		NCBJ and SRC to target MSME to ensure certification especially for international market
	4. Establishment of Business Incubators and	JBDC and SRC to enhance incubator facilities and increase number of

	Entrepreneurial Production Centres (EPC)	<p>incubatees</p> <p>Consolidation of Export Centres and Business Information Centres into one unit - ECBIP</p> <p>Partnership with CDFs through the Social Development Commission</p>
	6. Construction/ Upgrade of general infrastructure	FCJ to dispose of current facilities and use funds to construct/upgrade new facilities

Enhancing Investment	1. Establishment of the Caymanas Economic Zone (CEZ)	Embark upon the phased development of CEZ
	2. To increase investment in ICT and creation of Office Space for the ICT Industry	<p>JAMPRO will showcase the ICT opportunities</p> <p>Development of 25 acres in Portmore and Naggo Head for ICT. This venture will be a public and private sector partnership</p> <p>FCJ will construct suitable office space for the ICT Industry.</p> <p>Other infrastructural development</p>
	3. To increase Jamaica's global ratings in Competitiveness	<p>Create partnerships and encourage the sharing of best practices with counterpart countries</p> <p>Advocate for policy and legislative changes that will create an enabling environment</p>
		Encourage businesses to consistently introduce technological improvements & innovation
	4. To increase investment in the Creative Industries	JAMPRO will package and showcase opportunities for investing in film, music, sports and other areas.
	5. Expanding Linkages for the various industries especially agro-tourism	<p>Develop the agro-tourism linkage.</p> <p>Sensitizing hoteliers about the local product offerings and the importance of buying Jamaican</p>
Commerce - Regulation of the Business	Timely amendment of legislation	Amend legislation on an as needed basis in order to ensure effective

Environment		regulation
	Protection of Consumers	Establish effective consumer lobby group
		CAC to undertake regular surveys and publish findings thereby empowering consumers
		Establish database for commodities and price monitoring
		Regular meeting with stakeholders from the relevant Industries
	Making the trade process more efficient- Jamaica Trade Point	Trade Board, BSJ and JAMPRO to simplify processes and enhance efficiency
		Replicating best practices from other countries
	Timely resolution of trade issues	Adherence to WTO guidelines Discussions and negotiations with CARICOM and other trading partners Putting forward agenda items for COTED and other meetings

The priority projects for the medium term are:

1) The Caymanas Economic Zone (CEZ)

This development has a public and a private component. The Ministry will be working with local and overseas partners to complete the development on a phased basis. The CEZ will target the following areas:

- Information and Communication Technologies (ICT)
- Manufacturing and Agro-processing
- Creative Industries
- Research and Development
- Business Support Services such as Incubators

The Ministry has received expressions of Interest from several local and overseas companies about locating operations at the CEZ.

2) International Financial Service Centre (IFSC)

JAMPRO will spearhead the implementation of this project. The size of the global offshore financial sector is estimated to be in the region of \$5 trillion to \$7 trillion and there are approximately 80 jurisdictions that offer these services worldwide. There is the prospect of creating substantial job opportunities, this could be as high as 15,000 comprising of local professionals in the fields of administration, legal, accounting/auditing and financial services.

Over the medium term the following activities will be undertaken:

- Hire an international firm to assist in determining the products and services that will be the focus of the Centre

- Prepare the necessary overarching legislation for the establishment of the IFSC as well as amendments to other Acts as necessary
- Obtain an assessment of the revenue implications of Jamaica's adoption of the "territorial" type tax status as recommended by KPMG
- Meet key international standards in supervision and regulation
- Establish a world-class International Financial Services Centre

During FY 2010/2011 the consultants study was completed and a Submissions presented to Cabinet. The drafting of legislation for the IFSC commenced during this period. It is envisioned that establishment of the IFSC will be towards the end of the current Corporate Planning cycle.

3) Ongoing Implementation of the National Export Strategy

The National Export Strategy (NES) is a comprehensive strategy map that seeks to effectively align the initiatives of the primary export stakeholders in an effort to increase the competitiveness of Jamaica's exports, boost export performance, and ensure the sustainable development of the nation's export sector.

During financial year 2010-2011 JAMPRO conducted several training sessions to prepare local investors to compete globally and capitalize on the vast export market in Europe. Jamaica Marketing Company (JAMCO) and JAMPRO will be working closely to provide effective marketing for Jamaican products in traditional as well as emerging markets in Europe. Jamaica commenced the exportation of re-built motorcars to Turks and Cacois during this period.

4) Creating an Enabling Business Environment

In order to attract greater levels of Foreign Direct Investment (FDI), Jamaica will have to become more competitive as evidenced by such indicators as the World Bank Doing Business Report. The Ministry will be working collaboratively with other Ministries to:

- Repeal outmoded legislation, amend existing legislation, draft new legislation
- Simplify Business Processes and eliminating non value added processes
- Improve trading across borders
- Mergers between and among Ministries, Departments and Agencies
- Modernize Port Community system
- Simplify Tax system
- Improve customer service
- Improve company registration
- Improve transparency of government operations and sensitise the public about government procedures
- Establish Credit Bureau
- Establish a Collateral Registry

5) Incubator and Entrepreneurial Production Centres Project

This project is on-going; execution is done by JBDC. There are a large number of clients in the MSME sector and consequently incubation will not be done in the traditional sense of physically housing a client for an extended time. However, technical assistance, machinery and equipment will be made available to the

clients to assist them in overcoming specific challenges. JBDC has acquired machinery for packaging and labelling and this has made a tremendous difference in the quality of the packaging of products for the MSME sector. JBDC is now equipped to provide food processing incubation service.

6) Development of the MSME Sector

It is widely accepted that the micro, small and medium enterprise sector (MSME) is the heart of most economies. This sector creates significant employment because it is usually more labour intensive than larger more capital intensive businesses that contribute to jobless growth. In order to facilitate development of the MSME sector, the Government has undertaken and will continue to implement several initiatives. These include:

- Reduction of Interest Rate on Government Securities in FY 2010-2011
- The Ministry of Youth, Sports and Culture launched a Venture Capital Fund in FY 2010-2011
- Loan facility of \$50 million to the Small Business Association for expansion of its operations in FY 2010-2011
- GOJ/IDB/MIF partnership to offer \$40 million grant to Women Owned Businesses
- Draft MSME Policy completed in 2010
- Multiple retail outlets for MSME loans
- Training of Business Owners by JBDC so that they can capitalise on the new preferential procurement policy
- Removal of Customs Duty from capital goods

- Accelerated depreciation of capital goods from two years down to one year
- Merging Export Centres and Business Information Centres into a single unit
- Programmes geared towards building the agri-business, furniture, apparel and craft sectors

7) Legislative Programme

In order to create an enabling environment and reduce bureaucracy, government will need to repeal outdated legislation, create new legislation as well as make amendments to existing legislation. Consequently there will be a review of a number of Acts to enable and strengthen the business environment. These include:

- Amendment to Cooperative Societies Act and Regulations
- Companies Act
- FTC Act
- Intellectual Property Protection Legislation
 - Geographical Indications Act and Regulations
 - Copyright Act
 - Patent & Designs Bill
- Amendment to Consumer Protection Act
- Fair Competition (Amendment Bill)
- Customs Duties (Dumping & Subsidies) Amendment Bill
- Trade Marks (Amendment) Act and Trade Marks (Amendment) Rules

- Companies Record Management Rules
- Trade Act
- Companies Bill

Financial

For the financial year 2010-2011 the Ministry of Industry, Investment and Commerce was allotted \$1.8 billion.

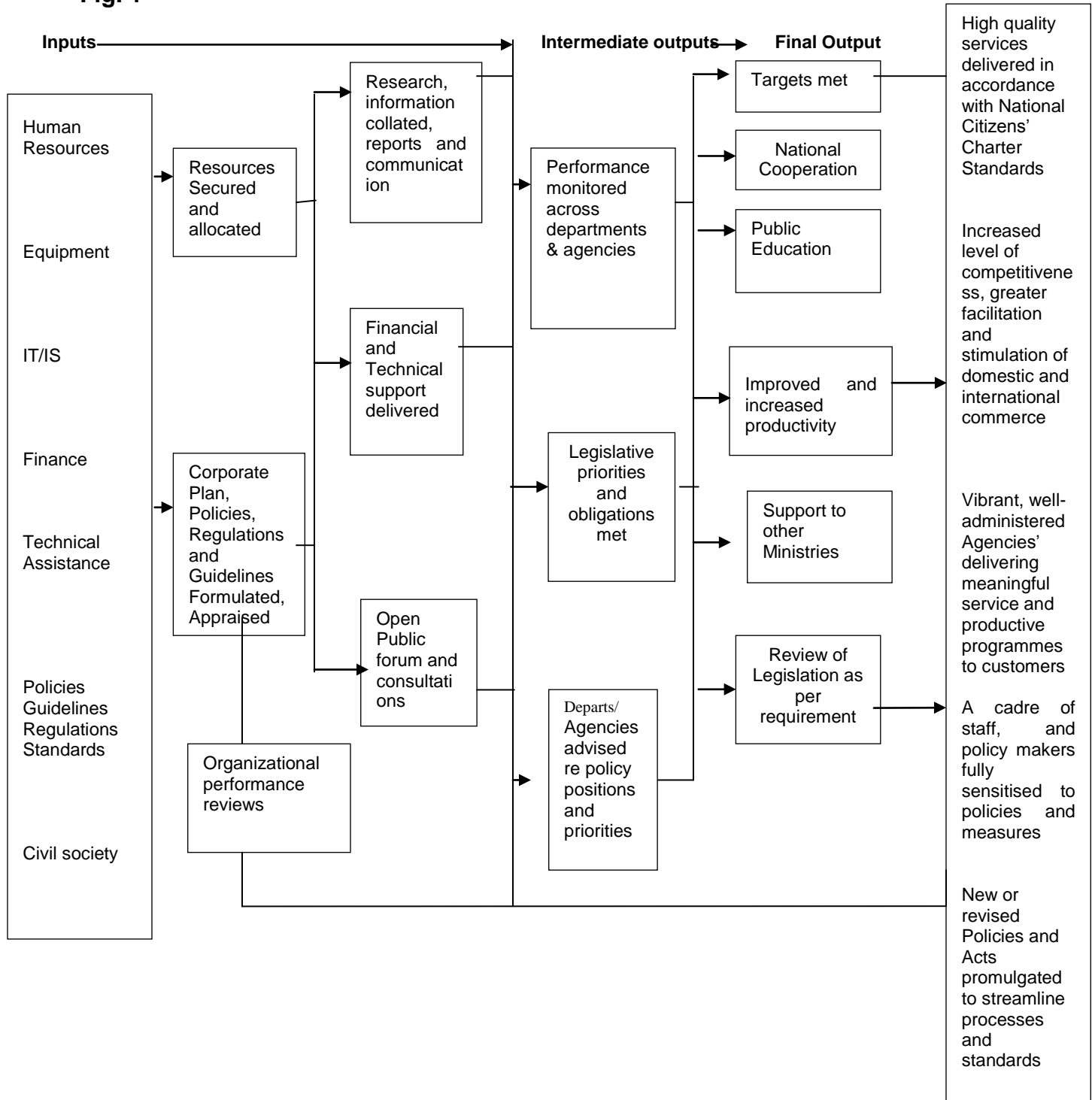
Table 6 - Recurrent Budget

	Approved Estimate 2010-2011 \$M	Second Supplemental 2010-2011 \$M	Approved Estimate 2011-2012 \$M
Ministry, Administered Department and Divisions not Located at Head Office			
(a) Head Office	383.0	367.6	356.4
(b) Cooperative Department	62.3	60.7	71.6
[c] Food Storage & Prevention of Infestation Division	105.2	103.3	120.5
Sub-Total	550.5	531.6	548.5
Autonomous Portfolio Agencies:			
Anti-Dumping Commission	39.5	39.4	35
Consumers Affairs Commission	109.7	109.1	105.2
Fair Trading Commission	62.9	62.9	66
Jamaica Business Development Corp.	197.8	196.7	180
Jamaica Commodity Trading Co.	-		
Jamaica Intellectual Property Office	68.4	68.4	65
Jamaica Marketing Company	10.0	5.0	
Jamaica Trade and Invest	422.9	420.5	378
Scientific Research Council	337.7	336.1	291
Trade Board	72.0	72.0	69
Sub-Total (Agencies)	1,321	1,310	1,193.9
TOTAL (Includes AIA)	1,871	1,841.6	1,742.4

OUTPUT MAP/ KEY OUTPUTS

The key outputs of the Ministry are set out in the following output map. This map shows how the Ministry realizes its final outputs from its major inputs through the delivery of a number of intermediate outputs.

Fig. 1



Environmental Scan

The Ministry conducted an Environmental Scan, in order to inform the strategy formulation process. The information obtained from the environmental scanning has been classified into a **PESTLE** analysis; Political, Economic, Social, Technological, Legal and Environmental.

Political	Economic	Social
<ul style="list-style-type: none"> • War in the Middle East • CARICOM and the CSME • Full implementation of the WTO and Economic Partnership Agreement • A new political party was formed in Jamaica in 2010 • Civil Society has brought issues of political accountability and responsibility to the forefront • A Bill has been tabled in Parliament seeking term limit for the position of Prime Minister 	<ul style="list-style-type: none"> • New IMF agreement that puts a cap on the debt to GDP ratio • Jamaica has satisfactorily completed all IMF assessments as at November 2010 • The world is coming out of a global recession • Full implementation of the WTO and Economic Partnership Agreement (EPA) • BRIC economies i.e. Brazil, Russia, India and China will create demand for “niche products” • Geographical proximity to target markets • Strategies to educate businesses to retool and become competitive • Based on favourable investor friendly factors, Jamaica can benefit through effective marketing and management. • Decreasing capital budget 	<ul style="list-style-type: none"> • English speaking populace • Jamaica is considered as a Cultural Superpower • Strong and stable democracy • Jamaica has received external support in the fight against Crime and Violence • Crime and Violence has decreased • Ensuring that the principles of Fair Competition are upheld • Protecting Jamaica against unfair competition in the form of dumping or improper subsidization • Contributing to the social and economic development of the nation by facilitating the establishment and regulation of Cooperatives and Friendly Societies.
Technological	Legal	Environmental
<ul style="list-style-type: none"> • Potential as logistics, sporting and creative hub for the region • Improved infrastructure; especially telecommunications • Increasing levels of e-Commerce • High mobile telephone penetration rates 	<ul style="list-style-type: none"> • Cyber Crime Act has been passed • Six new Crime Bills have been passed • Jamaica has received monetary assistance from the Canadian Government to enhance the legal system • Independent Judiciary 	<ul style="list-style-type: none"> • Global Warming and the resultant changes in weather and climatic conditions • Emphasis on the “green economy” Development can be twinned with preservation/enhancement of natural environment

Conclusion

Global economic conditions are improving; however there is uncertainty as to when complete recovery will take place. The World Bank articulates that emerging economies are now key variables in the global growth equation, accounting for half of global growth, and leading the recovery in world trade. The United States of America is Jamaica's largest trading partner and as such the Jamaican economy is largely impacted by conditions in the United States of America. Trade between both countries continue to be buoyant.

The BRIC economies have posited new approaches and solutions to the global challenges. Jamaica is considered as a cultural super power. The country needs to develop clear strategies for the development of the creative industries in order to translate these opportunities into tangible results that can have significant socio-economic impact. India's multi-million "Bollywood" film industry is an excellent example.

The implementation of the National Export Strategy (NES) should prove to be a catalyst to Jamaican exports, especially in the area of agro-processing and manufacturing. Therefore when the economic tide recedes the country will be in a position to compete vigourously in established markets and tap into new markets. The Ministry of Industry, Investment and Commerce is committed to contributing to Jamaica's economic growth; thereby making Jamaica the place of choice to live, work, raise families and do business.

DEFINITION OF PLANNING TERMS

Terms	Meaning
Corporate/Strategic Planning	The process of determining the set of high-level actions and allocation of resources necessary to deliver results effectively and efficiently over the medium term
Environmental Scan	A critical look at the external and internal environment in which the organization operates
SWOT Analysis	The process of categorizing the data obtained from the environmental scan. The internal environment has strengths and weaknesses. Whereas the external environment has opportunities and threats/challenges.
Vision	A high level description of where and what the organization sees itself as in the future
Mission	A short and simple statement that describes the purpose for the organization
Ministry Business Plans (MBP)	The MPB provides information on plans and expected performance over a three-year period. These reports are tabled in Parliament Annually. They include information on the department or agency's mission or mandate, strategic outcomes, strategies, plans and performance targets
Accountability	The obligation to demonstrate and take responsibility both for the means used and the results achieved in light of agreed expectations
Ministry Performance Reports (MPR)	Tabled in Parliament four months after the end of the financial year. Their fundamental purpose is to present a report on results and accomplishments as established in the corresponding MBP in order to provide Parliamentarians with knowledge and understanding of the government's stewardship of public resource
Monitoring	An on-going activity that uses systematic collection of data; on specified indicators, to provide management with an indication of the extent to which physical and financial progress have been made on a planned programme, policy or initiative
Results-based Management	A comprehensive, lifecycle, approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making and drive change. The approach focuses on getting the right design early in a process, focusing on outcomes, implementing performance measurement, learning and changing and reporting performance

Strategies	Plan of action designed to achieve a particular goal
Strategic Outcome	A long term and enduring benefit to Jamaicans that stems from a department or agency's mandate, vision and efforts. It represents the difference a department or agency wants to make for Jamaicans
Policy	A course of action taken by Government to address a given problem/s. A statement of principles by Government that informs legislation, regulation, official guidelines and operating practices intended to influence behaviour towards a stated outcome
Priority Policies	The statement of the broad course of action consistent with the national priorities to which the Ministry/Agencies will contribute
Input	The resources required by the business units to effectively and efficiently produce outputs e.g. staff and equipment
Process	The actions taken to convert the inputs into outputs in order to fulfil the organization's mission
Output	The main product or services created by an organization that will be delivered to the external client
Outcome	The likely or achieved medium-term effects of an intervention's outputs
Performance Indicator	A variable that allows the verification of changes in the development intervention or shows results relative to what was planned
Target	A statement quantifiable in measurable terms, about what is to be achieved for a given time period
Effectiveness	The extent to which an organisation, policy, programmes or initiative is meeting its expected results
Efficiency	The extent to which an organisation, policy, programme or initiative produces outputs in relation to the resources used
Medium Term Expenditure Framework (MTEF)	A tool which links plans and budgets over the medium term and help managers make decisions on how best to strategically allocate financial resources in line with government policy
Prioritising conflicting demands	The process of ranking task/activities based on the budgetary allocation. The process usually involves the downscaling and or delay of tasks.

**Ministry of Industry, Investment and Commerce-Policy, Planning, Projects and Research Division
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