

NATIONAL
QUALITY
POLICY
(2019)

MINISTRY OF INDUSTRY,
INVESTMENT, AND
COMMERCE.

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LIST OF ABBREVIATIONS AND ACRONYMS

ABCAS	Accreditation Based Conformity Assessment System
BIPM	International Bureau for Weights and Measures
BSJ	Bureau of Standards Jamaica
CARICOM	Caribbean Community and Common Market
CIPM	International Committee for Weights and Measures
CMC	Calibration and Measurement Capability
CROSQ	Caricom Regional Organisation for Standards and Quality
EU	European Union
FSMA	Food Safety Modernization Act
GATT	General Agreement on Tariffs and Trade
GDP	Gross Domestic Product
HACCP	Hazard Analysis and Critical Control Points
IAAC	Inter-American Accreditation Cooperation
IAF	International Accreditation Forum
ICT	Information and Communication Technology
IEC	International Electro-Technical Commission
ILAC	International Laboratory Accreditation Cooperation
ISO	International Organisation for Standardization
JAMPRO	Jamaica Promotions Corporation
JANAAC	Jamaica National Agency for Accreditation
JBDC	Jamaica Business Development Corporation
JIPO	Jamaica Intellectual Property Office
MDA	Ministries Departments and Agencies
MoFPS	Ministry of Finance and the Public Service
MICAF	Ministry of Industry, Commerce, Agriculture and Fisheries
MRA	Mutual Recognition Agreement
MSET	Ministry of Science, Energy and Technology
MSME	Micro, Small and Medium Enterprises

NAB	National Accreditation Body
NCAC	National Conformity Assessment Cluster
NCBJ	National Certification Body of Jamaica
NCRA	National Compliance and Regulatory Authority
NGO	Non-Governmental Organisation
NMI	National Metrology Institute
NQCo	National Quality Council
NQCu	National Quality Culture
NQI	National Quality Infrastructure
NQP	National Quality Policy
NSB	National Standards Body
OIML	International Organisation for Legal Metrology
PIOJ	Planning Institute of Jamaica
PTB	Physikalisch Technische Bundesanstalt (the German Metrology Institute)
SEZ	Special Economic Zone
SFCA	Safe Food for Canadians Act
SI	International System of Units
SIM	Inter-American Metrology System
SPS	Sanitary and Phytosanitary
SPSTP	Strategic Public Sector Transformation Project
SQIP	Strategic Quality Infrastructure Plan
TBT	Technical Barriers to Trade
TFA	Trade Facilitation Agreement
UNIDO	United Nations Industrial Development Organisation
USAID	United States Agency for International Development
WTO	World Trade Organisation

PREFACE

The National Quality Policy (NQP) of Jamaica 2017 is a revision of the National Quality Policy of 2001. The revision has become necessary due to the following:

- i. Jamaica's growth agenda and the need to recognize the role of quality in global competitiveness.
- ii. Changes in the global trading system including an increased focus on the World Trade Organization Technical Barriers to Trade (WTO TBT) and Sanitary and Phytosanitary (SPS) Agreements with their attendant verification requirements and the new demands of the Trade Facilitation Agreement (TFA).
- iii. Global advances in standards, technical regulations and conformity assessment practices over the last sixteen years.
- iv. Best practices that have developed in modern quality policies from other jurisdictions.
- v. Increased awareness and demand for quality goods and services by regulatory authorities, producers, purchasers and consumers globally.

A strategic national response to this increased international focus on quality demands adjustments in the National Quality Policy and enhancement of the National Quality Infrastructure (NQI). This is necessary to drive and facilitate the transformation of the economy to one based on production, export and consumption of quality goods and services. The recognition of this need prompted the Government of Jamaica to include the revision of the National Quality Policy and improvement of the National Quality Infrastructure under the Strategic Public Sector Transformation (SPST) Project which is financed by a loan from the World Bank.

The initial development of the revised policy was based on research and development in the national quality infrastructure of other jurisdictions as well as through consultation with the World Bank Technical Expert under the SPST Project. Further development of the policy was completed through extensive consultations which were driven by a core NQI committee consisting of key stakeholder representatives. Once a suitable draft was developed, a similar participatory process was utilized for consultation with the government ministries, departments and agencies (MDAs); academia; Non-Governmental Organizations (NGOs) and the private sector across the island (see Appendix 1). Following the stakeholder consultations, the final draft policy document was circulated to stakeholders for validation including to the World Bank, United Nations Industrial Development Organization (UNIDO) and United States Agency for International Development (USAID) and the Caribbean Regional Organization for Standards and Quality (CROSQ). The comments arising from this review process were incorporated.

Arising from the 2001 Policy there were significant adjustments to Jamaica's national quality infrastructure to ensure closer alignment with international best practices. Similarly, the revised Policy will have a positive impact on legislation, regulatory institutions and the institutional policies governing the quality of goods and services produced or imported into Jamaica. It will further seek to influence the Jamaican consumers to demand quality in every sphere of life as the country seeks to build a national culture of quality. The Policy will therefore support the national vision by promoting Jamaica as a quality environment to live, work, raise families and do business.

1.0 EXECUTIVE SUMMARY

The revised National Quality Policy articulates the Government's position on the quality of goods and services produced and consumed in Jamaica. In layman terms, quality is determined by the 'features in a good or service that enables it to satisfy the consumer'. The Government of Jamaica has an interest in the quality of goods and services produced and consumed by its citizens from the perspective of competitiveness, productivity, health, safety, deceptive practices and the environment. The role of the Government, therefore, is to promote laws and regulations and administer practices focused on the advancement of the economy and the protection of human, animal, plant health and the environment while creating an enabling environment for businesses. At the same time, industry stakeholders collaborate to establish standards to facilitate trade. Standards can be described as the language of trade. Through standards, businesses communicate with each other on the technical specifications that will facilitate compatibility in terms of suitability of raw materials, component parts, finished goods, service, etc. Standards developed for commerce are voluntary since they do not have health, safety and environmental considerations. Where these considerations are present and protection is required, the international best practice is for governments to develop technical regulations which require mandatory compliance.

Historically, and like most small developing countries, Jamaica's NQI was dominated by the role of the single institution in Jamaica responsible for administering laws, regulations, standards and conformity assessment procedures relating to the quality of goods and services. This was the Bureau of Standards, Jamaica (BSJ). The BSJ therefore functioned as a regulatory authority while being integral to the development of industry standards with some being designated as 'Compulsory' Standards while others were 'Voluntary' Standards. In addition to its regulatory authority and standards development role, the Bureau was also responsible for accreditation of laboratories, inspection bodies and certification bodies. From its own laboratories, the BSJ conducted tests to support its regulatory work and provided training and technical assistance to businesses. Under this system, conformity assessment functions also resided in the BSJ. The agency could, therefore, have been described as an 'omnibus' National Quality Infrastructure (NQI) for Jamaica.

With the advent of the World Trade Organization (WTO) Agreements, including the Technical Barriers to Trade (TBT) Agreement, new trade rules came into existence. Under the TBT Agreement, the omnibus role of BSJ was considered to be conflicting, as the BSJ should not provide technical assistance to businesses and at the same time regulate them. The need for Jamaica to re-evaluate its quality infrastructure gave rise to the National Quality Policy of 2001. This first Policy articulated the Government's commitment to restructuring the BSJ and to separate those functions that were conflicting. Arising from that policy commitment, the accreditation functions, certification functions, and regulatory functions were separated and new entities have been established to perform those functions. Those entities are the Jamaica National Agency for Accreditation (JANAAC), National Certification Body of Jamaica (NCBJ) and the National Compliance and Regulatory Authority (NCRA). Under the revised quality infrastructure, conformity assessment bodies are free of conflicting interests and provide services to regulate and

facilitate domestic and international trade and the BSJ becomes a standards and quality support services provider.

The National Quality Policy 2001 therefore laid the foundation for the restructuring of the institutional arrangements for the National Quality Infrastructure due to the international changes that has occurred in the sixteen years since its adoption. It provided the policy direction and commitment for the restructuring of the BSJ and the establishment of new institutions to improve service delivery and to assure trading partners of a more rigorous infrastructure. Under the revised Policy of 2017, Jamaica's journey towards a strong and robust national quality infrastructure continues.

The National Quality Policy 2017 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. It also supports the Regional Quality Policy approved by the Caribbean Community.

To facilitate the realization of the goals and outcomes of Jamaica's National Development Plan the policy supports the further development of the National Quality Infrastructure, the building of a National Quality Culture and the implementation of the International Quality Management System Standard, ISO 9001 as well as other international management systems standards, as vehicles to transform public and private institutions, organizations and businesses to facilitate the socio-economic transformation of the Jamaican society to achieve global competitiveness and sustained growth of the economy.

The Policy identifies the main quality related issues for Jamaica as falling into four interrelated categories:

- i. Production of quality goods and services for the global market
- ii. Facilitation of a strong and sustainable MSME sector
- iii. Energy efficiency and management
- iv. Environmental protection

In addition to the need to address the issues raised, the Policy also outlines the need to implement systems to simplify the process of acceptance of Jamaican goods and services in target markets globally. These systems are:

- i. An internationally accepted Accreditation Based Conformity Assessment System (ABCAS)
- ii. A Standards and Technical Regulations System to replace the current Mandatory Standards system
- iii. An integrated approach to compliance with national and international trade requirements.

Policy Vision "Jamaica has 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.”

Embedded in the above Vision are the following key policy statements:

Quality Culture: This Policy establishes the governmental commitment for the building of a National Quality Culture which permeates all aspects of national life.

Quality Infrastructure: This Policy establishes the National Quality Infrastructure through which both public and private sectors in Jamaica can achieve excellence for the benefit of society. This Policy is intended to enhance Jamaica’s reputation as a provider of quality goods and services in the global market.

Quality Management: This Policy proposes the implementation of the International Quality Management System Standard, ISO 9001, as a vehicle to transform most public and private institutions, organizations and businesses to facilitate the socio-economic transformation of the Jamaican society to achieve global competitiveness. This Policy further proposes the implementation of other ISO management system standards as vehicles for the transformation of public and private entities for which such standards are relevant.

Policy Goals

Six (6) policy goals are outlined as follows:

1. Jamaican goods and services are compliant with global requirements through assistance from the National Quality Infrastructure and a national quality promotion strategy.
2. A functional, effective, efficient and adequately legislated National Quality Infrastructure with upgraded and strengthened metrology, standards, accreditation and conformity assessment systems
3. The public sector is transformed and transformative in offering quality service through the implementation of international quality systems standards
4. An effective and efficient internationally recognized Technical Regulations Regime
5. A coordinated programme to build, support and sustain a National Quality Culture
6. A private sector that supports, and is strongly supported by, the National Quality Infrastructure.

Policy Implementation

Details of the policy implementation are contained in the Strategic Quality Infrastructure Plan (SQIP) at Annex 1.

2.0 INTRODUCTION

2.1 Definition of Quality, Quality Policy and Quality Infrastructure

The Concept of Quality

The term 'quality' is used by the average consumer in a relative manner to convey a degree of satisfaction (or dissatisfaction) with a particular purchase. In the world of international commerce, the term 'quality' conveys a similar notion, but it is less subjective. According to the International Organisation for Standardisation (ISO) the term 'quality' means "the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs".¹ Several important features of 'quality' such as specifications, measurement, and conformance are embedded in this definition.

The concept of quality has even wider implications for a society. A country is regarded as developed when the political and economic systems are able to afford the citizenry a high quality of life and standard of living. The National Quality Policy therefore constitutes a strategic intervention intended to provide a policy and institutional framework to influence the quality of public service provided by the state for the citizenry and to influence the private sector towards the production of goods and services that are globally competitive.

National Quality Policy

There is no single internationally acceptable definition of a National Quality Policy. However the following is appropriate for Jamaica:

"the expression of the government's intentions, direction and aims regarding the quality of goods, services, processes and practices in the country, together with the national framework to be established by the government to guide the design and building of the national quality infrastructure and the technical regulations regime, towards achieving the expressed aims".

National Quality Infrastructure (NQI)

"the institutional framework that establishes and implements the practice of standardization, technical regulations development including conformity assessment services, metrology, and accreditation. Therefore the NQI is the infrastructure through which goods and services produced and traded in a country are declared fit for consumption/use in the marketplace".

¹ ISO 8402-1986 Standard

2.2 Background and Purpose

Background

Historically, all the elements of Jamaica's NQI, together with regulatory authority, were resident in the Jamaica Bureau of Standards. As a result, there were conflicts of interest in the operation of the Bureau which resulted in the stifling of some elements and an over-emphasis on others. This affected industry, trade, conformity assessment and regulatory practice in a negative way.

In November 1999, the Cabinet of Jamaica approved a programme to adopt Jamaica's NQI to be compliant with new international principles of conformity assessment. The development of that programme was driven by changes in the international trading environment that required corresponding adjustment in local conformity assessment policy and procedures and was jointly funded by the Jamaican and Swedish Governments. The development of Jamaica's first National Quality Policy began under this jointly funded programme and was eventually approved as a national policy in 2001.

The policy rationale by the portfolio Ministry at the time stated that “the modernization of Jamaica's National Quality Infrastructure is a necessity to facilitate the development of international trade” and that “if impartiality and competence cannot be demonstrated according to the principles defined in the WTO Technical Barriers to Trade Agreement it will become increasingly difficult for exporters to access foreign markets.” The following were identified by the Ministry as the benefits of the National Quality Policy:

- i. Modernization of Jamaica's National Quality Infrastructure is in keeping with internationally accepted principles and the requirements of a free market.
 - ii. Refocusing of the activities of the Jamaica Bureau of Standards (JBS) to deal with core competences while creating opportunities for private testing laboratories.
 - iii. Clear responsibility for the documentation and enforcement of technical regulations within each Ministry.
 - iv. Streamlining and transparency of regulatory procedures for industry and commerce
- v. Modernization of relevant regulations and enforcement mechanisms for the food sector to include the application of HACCP systems.
 - vi. Establish a fully functioning accreditation body to accredit institutions in Jamaica and in CARICOM.
 - vii. Consumers here and importers abroad will have more confidence in the Jamaican products as the systems are adjusted to conform to international requirements
 - viii. The potential for Jamaica to become a training and accreditation centre for the Caribbean.

There have been several developments following the 2001 National Quality Policy including the establishment of the National Accreditation Body – JANAAC, the establishment of a separate compliance body, the National Compliance and Regulatory Authority (NCRA) and the establishment of a National Certification Body of Jamaica (NCBJ). There has also been the implementation of HACCP systems in the regulation of the foods sector and the creation of opportunities for private testing laboratories. In addition, there has been policy approval for public

bodies to move towards ISO 9001 certification. In this regard, a dedicated ISO Quality Systems Unit has been established in the portfolio Ministry.

The journey continues towards the full modernization of the NQI, refocusing of the BSJ, and documentation and enforcement of technical regulations. In addition, over the sixteen years since the approval of the first National Quality Policy, several changes have taken place in the global environment and these impact Jamaica's ability to trade and protect its consumers. As such a revised and updated National Quality Policy is required to drive further development of the NQI, which is the infrastructure through which Jamaica can provide required evidence of compliance with international and national standards and regulations.

The changes that have taken place in the global trading environment have been brought about by:

- i. Jamaica's growth agenda and the need to recognize the role of quality in global competitiveness.
- ii. Global advances in science, technology, standards and technical regulations over the last sixteen years.
- iii. Changes in the global trading system including an increased focus of the WTO TBT and SPS agreements with their attendant verification requirements.
- iv. Best practices that have developed in modern quality policies from other jurisdictions.
- v. Increased awareness and demand for quality goods and services by regulatory authorities, producers, purchasers and consumers globally.

A strategic national response to this new global paradigm demands a modern national quality policy and infrastructure to drive and facilitate the transformation of the economy to one based on the production and consumption of quality goods and services.

Purpose

The overall purpose of the National Quality Policy is to support the achievement of the National Development Goals as expressed in the National Development Plan – Vision 2030 Jamaica through the implementation of an effective and internationally acceptable National Quality Infrastructure and system which facilitates:

- i. Trade and economic development
- ii. Effective use of a system of standards and technical regulations for the development and growth of industry
- iii. Innovation and intellectual property development
- iv. Consumer and environmental protection
- v. Improved quality of goods and services produced by the public and private sectors
- vi. Improvement in the quality of the labour force and the quality of socialization

In particular, the National Quality Policy will facilitate enhanced economic growth through the use of the National Quality Infrastructure (NQI) to facilitate production and export of quality goods and services.

3.0 SITUATION ANALYSIS

3.1 Historical and Legislative Background

The Standards Act of 1969 established the Bureau of Standards and together with the Weights and Measures Act of 1976 and the Processed Foods Act of 1959 determined its functions, activities and developmental processes over the next 50 years. These primary pieces of legislation which dictate activities and processes for the BSJ have remained virtually unchanged over the years and are therefore out of date with modern trends and developments in the field of standards and quality.

While the foregoing pieces of legislation were developed with the goal of ensuring the production and export of Jamaican goods and services which meet regional and international requirements, the documents have not been updated over the period when the most far reaching transformation has taken place in the requirements for effective participation in global trade.

On the international and national scene some of the most significant changes included:

- i. The removal of preferential trading arrangements
- ii. The development and implementation of the General Agreement on Tariffs and Trade (GATT)
- iii. The formation of the World Trade Organization (WTO) and the development of the TBT and SPS agreements in which international trade is based on compliance with standards and regulations.
- iv. Establishment of the CARICOM Regional Organization for Standards and Quality (CROSQ)
- v. Development and implementation of CARICOM Bilateral trade agreements
- vi. Preparation and publication of Jamaica's National Development Plan (Vision 2030)
- vii. The establishment and use of National Quality Infrastructure to support trade and economic development in most countries around the world

While the functions of the BSJ as determined by the different national legislation include the provision of the different quality infrastructure services in the fields of standards, metrology and conformity assessment, it also included the BSJ functioning as the national regulator for commercial activity. The inherent conflicts of interest in this arrangement led to the productive sector displaying a level of distrust of the organization providing developmental services since it was also the regulator. This meant that the critical coaching, hand-holding, and consulting services with regards to standards and quality that are normally available locally to the productive sectors in other countries were stifled in the case of Jamaica. This placed Jamaican producers of goods and services (particularly those in the MSME sector) at a disadvantage against their counterparts in other countries and resulted in Jamaican products not satisfying market requirements or being uncompetitive against similar products from other countries in the market.

The dictates of the legislation also led to Jamaica (through the BSJ) entrenching a system of voluntary and compulsory standards for commercially traded goods and services. This two-tiered system of standards is non-compliant with the WTO TBT agreement and results in unnecessary

restrictions to trade and confusion in the production and trading community about what are regulated mandatory requirements as opposed to optional quality requirements.

The realization of Jamaica's National Development Goals as outlined in Vision 2030 requires the correction of the status quo. The following corrective steps are proposed in the Policy to address the problems associated with the current situation as well as establish a platform for successful production and enhanced global trade in Jamaican goods and services towards attainment of our development goals.

- i. Revision of the existing National Quality Policy of 2001 to take account of the global changes in the trade environment as well as the development direction of the country
- ii. Establishing a suitable configuration for streamlining the creation of and structuring the operationalization of the National Quality Infrastructure to effectively underpin production, productivity, innovation and trade to meet global requirements
- iii. Revision and modernization of key legislation that affect production and trade
- iv. Removal of all regulatory functions from the BSJ and establishment of the National Compliance and Regulatory Authority (NCRA) for commercially traded goods and services
- v. Restructuring and redevelopment of the BSJ to provide quality infrastructure business support services to all sectors of the society
 - vi. Effective rebranding of the BSJ and branding of the regulator, the NCRA

3.2 Other Relevant Plans, Policies and Programmes

Because of the cross-cutting nature of standards and quality and the effect that the National Quality Infrastructure and a National Quality Culture can have on all aspects of national life, it is understood that once implemented, the National Quality Policy will have a positive impact on national policies, programmes and plans that influence or affect the production of goods and services in Jamaica. Below selected policies which are impacted positively by the National Quality Policy have been identified.

(a) Vision 2030 Jamaica – National Development Plan

The attainment of the four (4) National Goals and the fifteen (15) National Outcomes, rely heavily on the availability and use of internationally acceptable public services as well as the production and trade of goods and services which meet global market conditions. Moreover the effective implementation of the National Strategies can only take place in an environment where there is the availability of appropriate standards and regulations as well as conformity assessment capabilities.

(b) Special Economic Zones (SEZ) Policy

This policy will significantly impact the SEZ policy as it will provide the structured basis under which standards and metrology requirements are implemented, internationally accepted accreditation based conformity assessment is provided, training and other technical assistance is provided to allow for the production of goods and services which meet international regulations and standards and are therefore export ready. The quality infrastructure services provided locally

are expected to be at lower cost than those which could be accessed overseas. The lower cost inputs will help to make Jamaican goods more competitive in the global market.

(c) MSME & Entrepreneurship Policy

For the MSME sector to develop and grow in a sustainable way, it is necessary to have independent attestation of the quality of the goods and services produced in that sector. This sector is expected to produce goods and services to satisfy the requirements of local and international markets as well as regional and global value chains. It is only through consistent quality that this customer base will be maintained. The National Quality Policy seeks to ensure the local availability of all the necessary quality services to ensure the consistency in quality of goods and services produced in Jamaica.

(d) National Energy Policy

The National Energy Policy is impacted by the National Quality Policy since quality plays a very important role in the availability, sourcing, generation, distribution and use of all sources of energy. From the assessment of the quality of the raw materials through the quality management systems of production/generation to the conformity assessment of the final product and the management of its use, quality infrastructure services are required.

(e) National Export Strategy

The National Quality Policy will ensure the successes of the National Export Strategy by serving as a key support system to ensuring that the required quality arrangements are in place to drive the country's export activities and support the export sector.

(f) Food and Nutrition Security Policy

The National Quality Policy will impact the food and nutritional goals that the Food and Nutrition Security Policy aims to meet so that the country's agriculture and food systems can deliver adequate quality and nutritionally appropriate quantities of food and make prescriptions for a structured food import replacement program and a re-orientation of food imports and the food distribution system to increase the availability of good quality-nutritious foods in Jamaica.

(g) Food Safety Policy

The Food Safety Policy aims to implement programmes that promote high standards of food hygiene and maintain systems of surveillance and control to ensure compliance with those standards for which the National Quality Policy will play a crucial complementary role.

4.0 POLICY FRAMEWORK

4.1 Policy Vision

The vision of the National Quality Policy is that Jamaica will have a national framework for the development of a sustainable “Standards-Led, Market-Driven” economy supported by a culture of high quality to achieve global competitiveness and consumer protection.

4.2 Policy Goals and Strategies

Goal # 1

Jamaican goods and services are compliant with global requirements through assistance from the NQI and a national quality promotion strategy.

Strategies

1. Implementation of a carefully designed and coordinated ongoing quality promotions programme
2. Conduct a comprehensive assessment of the need for NQI services among producers of goods and services
3. Implementation of a comprehensive programme of NQI assistance to the goods and services sectors as well as entrepreneurial endeavours in Private and Public sectors
4. Establish the resources and programme(s) required to effectively support MSME development and sustainability including support for the creation and international recognition of Intellectual Property.

Goal # 2

A functional, effective, efficient and adequately legislated National Quality Infrastructure with upgraded and strengthened metrology, standards, accreditation and conformity assessment systems to facilitate:

- i. The creation of a quality environment that stimulates and facilitates the growth of businesses and the implementation of the best quality practices in all sectors of the society as well as effective consumer protection;
- ii. A strong and robust system for:
 - a. determining the acceptability of traded goods and services
 - b. provision of evidence that goods and services produced in Jamaica meet the stated and intended quality requirements of the market
- iii. Improvements in productivity and the quality of goods and services in the marketplace;
- iv. The development/enhancement of technology, processes, goods and services to meet global requirements through research and development; and
- v. Adequate human resource capacity in standards, metrology, accreditation and conformity assessment as well as technical regulatory practice.

Strategies

1. Prepare the legislative framework and actual legislations which defines and establishes the NQI, ensures collaborative functionality, effectiveness and efficiency of operation collectively and individually among the NQI entities.
2. Consult with stakeholders and provide Public Education and Information on NQI.
3. Establish the administrative and functional structure of the NQI.
4. Establish and institutionalize the National Quality Council.
5. Develop and retain adequate technical capabilities and expertise to satisfy the needs for NQI services across the society.
6. Support and benefit from regional and international QI related activities
7. Implement international standards, seek accreditation / international recognition for important functions in all NQI entities.
8. Develop the matrix for collaboration within the NQI and with private sector for the provision of standardization services.
9. Establish program of collaboration between NQI entities, national and international regulatory bodies and producers of goods and services.
10. Identify market conditions/needs, encourage local innovation and provide NQI assistance towards satisfying the market.
11. Upgrade physical environmental conditions in key metrology laboratories to meet requirements for international recognition of Jamaica's calibration and Measurement Capabilities (CMCs).
12. Upgrade of metrology laboratory equipment capabilities.
13. Strengthen metrology staff competences.
14. Upgrade Testing Equipment Capabilities of BSJ.
15. Strengthen testing and analytical competences of BSJ staff.
16. Upgrade/strengthen the capabilities of JANAAC and NCBJ to offer appropriate accreditation and certification.
17. Coordinate the building of a National Conformity Assessment Cluster.
18. Develop and establish a national Accreditation Based Conformity Assessment System.
19. Develop the matrix for collaboration within the NQI and with private sector for the provision of standardization services.
20. Create a platform for continual consultations with, and feedback from local and international key stakeholders, and the general public with a view for continual improvement of all aspects of the NQI and the enhancement of this Policy.
21. Establish verification, measurement and testing capabilities as required to meet the needs of, and improve local technologies.

Goal # 3

The public sector is transformed and transformative in offering quality service through the implementation of international quality systems standards

Strategies

1. Implement International Quality and other Management System Standards in the Public Sector toward certification /accreditation.

2. Develop, maintain and modify as necessary, a suitable matrix for compliance with global requirements.
3. Develop and/or adopt available data banks for use in decision making.
4. Establish Standardization Implementation Assistance Programme within NQI to serve public and private sector
5. Develop strong NQI support for Intellectual Property development and maintenance in collaboration with JIPO.

Goal # 4

An effective and efficient internationally recognized Technical Regulations Regime in which there is:

- i. A national practice for the preparation/adoption and implementation of Technical Regulations aligned to, and consistent with international best practice and international agreements to which Jamaica is signatory;
- ii. Enhanced coordination and collaboration among the core NQI institutions and with Technical Regulatory authorities based on internationally acceptable Technical Regulations Code of Practice.
- iii. adequately resourced regulators with effective enforcement capabilities

Strategies

1. Enact appropriate legislation to establish the Technical Regulatory Infrastructure.
2. Establish and implement an internationally acceptable Code of Practice for the development, adoption, implementation of Technical Regulations.
3. Strong and continual collaboration and cooperation between NQI entities and Technical Regulatory Authorities.
4. Develop and publish list(s) of all goods which are subject to regulations in Jamaica.

Goal # 5

A coordinated programme to build, support and sustain a National Quality Culture

Strategies

1. Develop and implement the Strategic Plan for building national quality culture.
2. Establish a platform which links the educational system to the NQI towards education and training in quality at all levels of the educational system, in government, in private sector and in society generally to include:
 - (a) Infusion of quality into existing curricula
 - (b) Developing new curricula based on quality
 - (c) Developing new quality related modular/short courses to meet specific needs
 - (d) Quality socialization (Core values and attitudes).
3. Strengthen the existing quality training platform to be more aggressive and effective in providing quality related training to all sectors of the society.
4. Develop Quality Ambassadorship programme among the leadership in private sector, government, NGOs and Academia Linking into and enhancing the national quality landscape.

5. Establish and sustain a national public education and information campaign in orientation of the nation towards building a quality society to live, work, raise families and do business.
6. Scope and establish National Standards and Quality Capacity Building Programme to affect Public and Private sectors, NGOs and Academia.
7. Establish Standardization User Relations Programmes to include the users of accreditation, metrology, Conformity Assessment and standards.
8. Strengthen the National Quality Awards programme.

Goal # 6

A private sector that supports, and is strongly supported by, the National Quality Infrastructure

Strategies

1. Determine the existing and project future needs for NQI interventions /services in public and private sectors.
2. Continual involvement /consultation with private sector and government to effectively satisfy the expressed needs while seeking to identify and satisfy other latent needs.
3. Establish an integrated and targeted programme for active engagement of the NQI with industry through technical consultations, training, coaching, hand- holding, research and establishment of data banks towards problem solving and increased productivity etc.
4. Develop / expand NQI assistance packages tailored for MSME sector based on government policy and industry needs.
5. Coordinate the work of NQI and the regulators with overseas counterparts and with the implementation of SEZ and other policies to ensure that all standards and quality as well as regulatory requirements are adequately addressed from as early as the product and/or facility design stage.
6. Implement training programmes in collaboration with local and overseas counterparts to help local industry upgrade their standards and quality capabilities.
7. Ensure that standards and quality incentives are apply as appropriate.
8. Promote the involvement of private sector in the provision of standardization services.

4.3 Quality Culture

This policy constitutes the Government's commitment to build a National Quality Culture which shall permeate all aspects of national life. The policy will therefore influence a culture of quality in the following three categories of institutions:

- i. The public sector comprising of ministries, departments and agencies (MDA)
- ii. The private sector and non-government organizations
- iii. Individual

The policy will ensure the adoption of international standards and the establishment of guidelines based on these standards to prescribe how a well-run agency of government should operate to enable it to provide a good quality public service that is cost-effective and represents good value for money. Since the Government has control over the public sector, it will have institutions that

will promote these standards, assist MDAs to implement them and have independent monitoring by the Certification Body of Jamaica, one of the institutions that comprise the NQI. This will serve to promote a culture of high quality of service throughout the public sector.

While the Government does not have control over the private sector, it will seek to influence businesses through the provision of technical assistance, technical regulations and moral suasion to embrace a culture of quality by adopting the relevant international standards. The expectation therefore is that, over time through the implementation of international standards and technical regulations by both public and private sectors, a quality culture will be established.

At both the corporate and individual levels, the policy will seek to support the development, promotion and incorporation of good quality values. At the level of the educational institutions, the policy proposes the incorporation of modules on quality and good values into the curricula as well as the development of courses and training programmes focused on quality and good value systems.

4.4 National Quality Infrastructure

This Policy establishes the National Quality Infrastructure through which both public and private sectors in Jamaica can achieve excellence for the benefit of society. This policy is also intended to enhance Jamaica's reputation as a provider of quality goods and services in the global market place.

4.5 Quality Management System

This policy proposes the implementation of the International Quality Management System Standard, ISO 9001, as a vehicle to transform most public and private institutions, organizations and businesses to facilitate the socio-economic transformation of the Jamaican society to achieve global competitiveness.

The Government shall lead the way in the adoption and implementation of the ISO 9001 Quality Management System Standards in the public sector. The Government will also encourage the private sector to adopt the ISO 9001 Standards.

This policy further proposes the implementation of other ISO systems standards such as ISO 17025, ISO 14000, ISO 22000, ISO 50000 etc. as vehicles for the transformation of public and private entities for which such standards are relevant.

5.0 PRINCIPLES AND VALUES

Consultation

The successful implementation of the National Quality Policy will depend on the buy in of all the stakeholders including the general public. The development of this revised policy has therefore proceeded based on a process of organized consultation. This approach will continue and intensify during the planning and execution of the implementation phase(s).

Compliance with Global Requirements

With the phasing out of preferential trading arrangements (with its special non-tariff barriers) and replacement with standards and quality driven global trade, many developing countries have found themselves in a position of not being able to comply with the WTO-TBT agreement. As a result, some trading blocs such as the European Union have been offering capacity building assistance to allow its developing country trading partners to become compliant with WTO-TBT requirements.

One consequence of this is that the developing states which make the transition at a faster rate gains an advantage in being able to realize the benefits of being compliant with global requirements, thereby accessing the global market sooner than others.

As a result the government, through the implementation of this policy, will be taking the necessary steps to achieve compliance with global requirements.

International Acceptance/Recognition

Because evidence-based compliance with global requirements drives trade in general and market access in particular, it is of vital importance that the international market is in a position to accept the evidence of compliance based on the international recognition of Jamaica's capabilities to provide such evidence. The NQC_u and the NQI will therefore be built upon the use of international standards, international recognition of measurement capabilities and international acceptance of accreditation based conformity assessment processes and results.

Facilitation of Micro, Small and Medium Enterprises

While it is important to understand that the NQP aims at facilitating growth in all areas of industry, the achievement of our national goals requires that focus be placed on the micro, small and medium enterprise (MSME) sector which has the greatest potential for growth in the production of goods and services and the creation of jobs. Data from the European Union (EU) indicates that only 25% of their SME engage in export and an even smaller proportion export beyond the EU. Considering that the proportion of Jamaican MSMEs that engage in export is likely to be even smaller than for the EU, and given the national development imperatives, this policy seeks to help Jamaican MSMEs to face competition, access foreign markets and find new business partners abroad. Going international increases MSMEs' performance, enhances competitiveness and reinforces sustainable growth.

While supporting the growth and development of our MSMEs, Jamaica will also work with the international community to ensure, as far as possible, a stable regulatory framework globally to

foster the free movement of goods and services thereby allowing MSMEs access to foreign markets. In addition, Jamaica acknowledges the use of international standards as a significant tool for enhancing MSME competitiveness as these standards help to reduce technical barriers to trade, reduce costs and facilitate MSME access to markets.

Efficiency and Effectiveness

Production efficiency is a key factor to describe how efficiently a country can produce goods and services. It is based on a country's ability to produce the highest number of units of a good or service while using the least amount of resources possible. The aim is to find a balance between the use of resources, the cost and rate of production, the effect on the environment and the quality of the goods or services being produced. As the government seeks to ensure the building of a National Quality Infrastructure and Quality Culture, it is imperative that efficiency and effectiveness in the provision of goods and services to the market be of utmost importance. In this regard, the provision of services by the NQI and regulatory entities in particular must be highly efficient and effective in their roles to provide services to meet industry needs. This is a scenario in which the private sector will be able to produce quality goods and services for the global market at increasingly competitive costs without negatively affecting the environment.

Consumer Protection

Consumer protection is strongly supported when the NQI and the Technical Regulations regime work together to support health, safety and fair trade. Consumer protection and consumer interests are taken into account in the following ways:

- i. Participation of consumer (groups) in the development of Standards and Technical Regulations including SPS measures
- ii. All consumer have access to the services of the NQI
- iii. The work of the NQI and regulators seek to ensure that consumers enjoy affordable and uninterrupted access to safe products and services to meet their needs at all times
- iv. The NQI and the technical regulation regime, while facilitating trade, safety of goods and services in the market as well as the health of people and the environment, will work together in a way that results in poverty reduction through consumer participation in activities and creation of employment opportunities

6.0 ISSUES AND CHALLENGES

6.1 Quality Related Issues

The key quality related issues which are of importance to the Jamaican economy may be classified into interrelated categories as follows:

- i. Production of quality goods and services
- ii. Facilitation of a strong and sustainable MSME sector
- iii. Energy Efficiency and Management
- iv. Environmental Protection

The main category of "Production of Quality Goods and Services" is supported and underpinned by the other categories.

Production of Quality Goods and Services

This category is considered the mainstay of the economy and is therefore the main area into which quality issues fall. While there are many issues which affect the production of quality goods and services in Jamaica, a few are discussed here as follows because of their impact on the productive sectors and the fact that they can be addressed through the implementation of this policy.

(a) Inadequate Implementation of Standards and Quality Requirements

The sustainable production of goods and services to meet global market demands and internationally accepted quality standards is critical to national development and is the only platform on which Jamaica can compete and take its place as a strong player in the global marketplace. The services sector, as the major contributor to Jamaica's gross domestic product (GDP) will continue to be a major focus area for sustainable development of the Jamaican economy. The growth and expansion of the services sector can only be sustained in the long term if it is based on implementation of, and compliance with standards, technical regulations, metrology and conformity assessment requirements. Similarly, the sustainable growth of the goods sector must be based on production that complies with the technical and conformity assessment requirements of the global marketplace.

A properly structured and effective NQI is the most effective and economical means of consistently providing the standards and quality based technical assistance needed to implement the standards in order to transform the productive sector into the needed engine of strong and sustainable economic growth.

(b) Rejection and Delays at Foreign Ports of Entry

The global trading community requires evidence that goods and services being traded are in compliance and conformance with technical regulations and standards. Many Jamaican exporters have suffered and continue to suffer rejections and delays of their goods at foreign ports of entry due to non-compliance (real or assumed) with standards and technical regulations. Since the national quality infrastructure of a country is the internationally accepted and most economical source of evidence of compliance, the government is committed to ensure that such an

internationally recognized infrastructure and system is urgently developed and available to the productive sector.

(c) National support for technical development and protection of intellectual property

The development, differentiation and security of Intellectual Property for goods, services, processes and practices is of significant interest to Jamaican entrepreneurs. This policy recognises that Jamaica will need to establish a national infrastructure with relevant capabilities and established services to facilitate the development of new and novel industries through the verification, validation and improvement of intellectual property.

(d) Inadequate Dissemination of Standards and Quality Information

Quality includes both stated and implied characteristics required for meeting customer satisfaction. Documented internationally accepted standards are therefore considered as the minimum requirements and specific niche markets and value chains may impose additional requirements. Lack of information on market requirements can prove to be a deterrent to local producers as well as a source of economic loss and even ruin for businesses especially in the MSME sector. The NQI will facilitate businesses in overcoming this challenge by keeping abreast of the rules, standards, guidelines and procedures related to market access and disseminate the information to facilitate businesses.

(e) Poor Quality Goods and Services in the Local Marketplace

Quality is an important issue for the Jamaican people and there is often an inconsistency in the delivery of quality to the domestic and international markets. The Jamaican marketplace must therefore be seen as an important part of the global market requiring goods and services which meet the global requirements. The implementation of internationally accepted standards and conformity assessment requirements in the local marketplace will result in the consumption of more locally produced goods and services at the expense of imported varieties.

(f) Low productivity

Poor quality inputs and low productivity are known to have a dramatic negative effect on the ability of locally produced goods and services to access key export markets. These phenomena also negatively affect the provision of national public services. There is a need to improve quality and productivity in all sectors of the economy through the implementation of internationally accepted standards and the use of NQI services.

(g) Lack of a National Culture of Quality

Deliberate non-compliance with standards and regulations, which has become commonplace in some areas of national life has been facilitated by lack of knowledge of the economic and social benefits that can be derived from those same standards and regulations. In other areas of national life, the lack of adherence to standards, regulations and conformity assessment requirements have resulted in death, destruction of property and the environment, etc., and a heavy toll on public services. In still other areas of national life, the provision, acceptance and use of shoddy/poor quality goods and services, as well as, disregard for quality is cause for concern. The national quality policy provides a platform on which to build a national quality culture to reverse the destructive disregard for quality and strengthen education in, and promotion of all aspects of quality.

Facilitation of a Strong and Sustainable MSME Sector

Changing global trade flows have enhanced the role of quality and standards in economic development over the past decades. Quality upgrading by producers not only improve products and services to meet increasingly demanding customer expectations but also enhances opportunities for expansion into new markets. Increasingly, participation in world trade in a variety of sectors requires that suppliers comply with standards determined by lead buyers in global value chains.

The international community recognizes that in most, if not all global value chains, the micro, small and medium enterprises sector is a major supplier of goods and services. In addition, the successful economies of the world seem to be those which devise appropriate means through which to support the integration of their MSMEs into the global value chains and markets. The policy recognises that the Government will need to establish appropriate mechanisms to identify and address the standards and quality needs of the sector. These include:

- i. Establishment and promotion of system(s) for the provision of tangible incentives for the implementation of standards in production processes for goods and services;
- ii. Assistance to comply with national and international regulations;
- iii. Facilitation of the scientific and technical support needed for the development and maintenance of Intellectual Property; and
- iv. Coaching, hand-holding etc. as necessary for application of standards and quality principles towards establishment and development of successful and sustainable businesses.

Energy Efficiency and Management

Energy management deals with procurement, conversion, distribution and use of energy and is dealt with from a policy stand point in the National Energy Policy. However the cost and quality of energy, and by extension energy efficiency and management, are of critical importance to the realization of major investments in the production of goods and services to meet global customer requirements (including price). The government will therefore take all necessary actions to facilitate the:

- i. Promotion and incentivizing of energy efficiency, conservation and the use of renewable sources;
- ii. Implementation of the International Energy Management System Standard (ISO 50 001) or other suitable/ equivalent standard in the public sector;
- iii. Promotion and encouragement of the implementation of the ISO 50 001 or other suitable/ equivalent standard in the private sector; and
- iv. Compliance of all sources of energy with national and international standards and regulations.

Environmental Protection

The development of the Jamaican economy must take place in the context of a global natural environment which is increasingly affected by phenomena such as global warming. A major effect of global warming is "Climate Change" which could lead to devastation of costal infrastructure, including tourism and traditional farming. This poses severe negative consequences for health and

safety, as well as general economic outlook. The global trading community, in seeking to protect national and regional natural environments, requires that all inputs in the value chain for traded goods and services must be in compliance with internationally accepted standards and regulations for environmental protection.

The government will therefore take steps to ensure the adoption and implementation of strict environmental protection and management standards as part of a national thrust to ensure the country's resilience in adapting to, and coping with the effects of climate change. This in turn will ensure that the national growth and development agenda, based on global trade in goods and services, is sustainable in the long term.

6.2 Quality Related Challenges

In addition to addressing the issues outlined, the level of acceptance of Jamaican goods and services in the global marketplace will be greatly enhanced if Jamaica accepts the challenge of speedily pursuing the following:

- i. Development of an Accreditation Based Conformity Assessment System
- ii. Transition to a Standards and Technical Regulations System
- iii. Establishing an Integrated approach to compliance

The Development of an Accreditation Based Conformity Assessment System (ABCAS)

Jamaica's domestic production and international trade is crucial for the country's economic future. The Policy recognises that global acceptance of Jamaican goods and services is dependent on an infrastructure which is built on credible and accurate measurements based on internationally recognized calibration and measurement capabilities (CMCs), documented standards that reflect international consensus and an accreditation based conformity assessment system (ABCAS) that satisfies international requirements. An ABCAS is of critical importance because conformity assessment results can only be accepted as credible if generated through a system in which the competence of organizations which carry out these assessments is established by appropriate accreditation.

The Transition to a Standards and Technical Regulations system

The two tiered system of standards (voluntary and mandatory) employed by Jamaica for over 40 years is not compliant with the WTO TBT Agreement and therefore cannot provide any benefits in the quest to expand Jamaica's participation in global trade. In expanding bi-lateral trade, to benefit Jamaica, a national system of standards and technical regulations is essential. Standards (voluntary) and technical regulations (mandatory) determine the requirements for goods and services that can be exchanged, and outline procedures under which such exchanges are permissible. Standards, technical regulations and the methods to ensure compliance are critical to domestic and global trade.

Producers and exporters must understand and satisfy the technical requirements governing their products in target export markets. Similarly, importers must ensure that the goods they import

comply with relevant standards, technical regulations and conformity assessment requirements of the Jamaican market.

Establishing an Integrated Approach to Compliance

For Jamaica to successfully compete in the global market, traders, producers and suppliers must not only find a buyer, but they must also ensure that their products meet the importing country's quality and safety requirements, as well as the customers' expectations. To meet these demands of the multilateral trading system, Jamaican enterprises must provide credible evidence, to both purchasers and regulatory authorities that their products conform to international standards. This is a complex challenge that has to be met in several organizational dimensions including the public and private sectors, academia, trade associations, and other stakeholders. Because of the complexity of the challenge to meet all the requirements in the international marketplace as well as the national need for quality services in other fields such as health, education, food safety, consumer protection, justice, environmental protection, etc. a multisectoral, multi-stakeholder approach is vital to the successful development and implementation of the national quality infrastructure. Private sector involvement is therefore crucial to the overall success of this endeavour as they are the ultimate beneficiaries of this work.

7.0 NATIONAL APPROACH TO THE ISSUES AND CHALLENGES

To facilitate trade, industrial growth and the protection of health and public safety, the Government of Jamaica proposes to develop, implement and continually improve and upgrade the National Quality Infrastructure (NQI) to meet Jamaica's needs and to be fully compliant with the country's international and regional trade commitments including WTO TBT and SPS Agreements. This will minimize costly duplications and eliminate non-tariff barriers to trade and market access delays.

An effective National Quality Infrastructure will enable the establishment and validation of Standards and Technical Regulations as well as the continued monitoring and evaluation of conformance. This in turn facilitates a quality platform for:

- i. Orderly development of society;
- ii. Traceability in all aspects of trade in goods and services;
- iii. International recognition of research and Intellectual Property development; and
- iv. Data-driven decision making in trade, public and private investment, consumer and environmental protection, physical development planning as well as risk assessment and mitigation.
- v. Consumer protection

The NQI ensures consistency and economy in the technical regulatory and conformity assessment regimes applied across different arms of government. The government, through the respective line Ministries, is called upon to define the technical regulations relating to goods and services within their portfolio and to establish systems to enforce these regulations. The NQI will guide Ministries in the execution of these functions so that the capabilities that exist in the NQI can be utilized by the Ministries, Departments and Agencies (MDAs) for the development and/or implementation of technical regulations. This joined-up approach allows the concerned Ministries to make better use of their resources by not duplicating capabilities which are available from the NQI. The end result of this approach is the establishment of a modern internationally acceptable Technical Regulations System which facilitates competitive trade and sustainable economic development.

In facilitating sustainable development and competitive trade the NQI will be able to address the specific needs of industry in relation to market access and the quality related requirements imposed by the multilateral trading system. Therefore the development, implementation and improvement of the NQI is to be based on a thorough assessment of national and industry imperatives.

While it is recognized that there is no ready-made model, international best practice and success stories shall be taken into account in establishing the appropriate model for Jamaica. It is of vital importance that specific national and industry needs be carefully considered and prioritized to enable the implementation of the national quality infrastructure on a phased basis with particular attention to ensuring its sustainability. Against this background the government is committed to providing the necessary resources and to institute the changes required to make the NQI effective in driving and supporting economic development.

The building out of the NQI shall therefore take the following into consideration:

- i. The Information and Communication Technology (ICT) requirements to ensure the robust, efficient and secure processing and use of information within the NQI.
- ii. The implementation of the elemental activities of a capacity building programme which is developed and planned as a result of a thorough needs assessment of all parts of the economy;
- iii. The prioritization of the assessed needs to ensure that the technical infrastructure is built in phases in a planned and sustainable manner;
 - iv. The development of a prioritized schedule of joined-up efforts and strategies aimed at ensuring the achievement of the goals of the National Development Plan;
 - v. The understanding that there is no ready-made model for a quality infrastructure;
 - vi. The necessary support to ensure that Jamaica makes the required policy decisions and provide an ongoing political and financial commitment to those decisions;
- vii. The resources that will be required to sustain the national quality infrastructure

8.0 LEGISLATION AND RELATED POLICIES

8.1 Legislative and Regulatory Framework

The current national laws which impact the NQI and need to be revised, updated or replaced are:

- i. The Standards Act
- ii. The Weights and Measures Act
- iii. The Processed Foods Act

In addition, an Act to establish and govern the National Compliance and Regulatory Authority is proposed to be promulgated.

Also, there are external laws and agreements which affect the NQI. These include but are not limited to:

- i. The CROSQ Act
- ii. WTO Agreement on Technical Barriers to Trade (TBT)
- iii. WTO Agreement on Sanitary and Phyto-sanitary measures (SPS)
- iv. The International Committee for Weights and Measures (CIPM) Mutual Recognition Agreement (MRA)
- v. The International Laboratory Accreditation Cooperation Mutual Recognition Arrangements (ILAC – MRA)
- vi. Legislation which affects trade with major target markets (eg. FSMA in USA, SFCA in Canada)

The government is committed to take all necessary steps to ensure that the national laws are modern, allowing for the attainment of national goals and compliance with regional and international agreements.

8.2 Related Plans and Policies

(a) The National Development Plan – Vision 2030

Vision 2030 Jamaica – National Development Plan³ has been formulated on the vision: ***"Jamaica, the place of choice to live, work, raise families and do business"*** and is intended to enable Jamaica to achieve developed country status by the year 2030. The vision has been translated into four (4) National Goals and fifteen (15) National Outcomes as shown in the table below.

Vision 2030 National Goals and Outcomes

National Goals	1. Jamaicans are empowered to achieve their fullest potential	2. The Jamaican society is secure, cohesive and just	3. Jamaica's economy is prosperous	4. Jamaica has a healthy natural environment
National Outcomes	1. A Healthy and Stable Population 2. World Class Education and Training 3. Effective Social Protection 4. Authentic and Transformational Culture	1. Security and Safety 2. Effective Governance	1. A Stable Macroeconomy 2. An Enabling Business Environment 3. Strong Economic Infrastructure 4. Energy Security and Efficiency 5. Technology Enabled Society 6. Internationally Competitive Industry Structures	1. Sustainable Management and use of Environmental and Natural Resources 2. Hazard Risk Reduction and Adaptation to Climate Change 3. Sustainable Urban and Rural Development

The government is committed to the achievement of the national outcomes and is therefore committed to take the lead role in transforming the country into a quality environment for living, working, raising families and doing business. This transformation requires the inculcation of a strong and pervasive national culture of quality to affect all aspects of national life as indicated earlier. The national quality culture is to be founded in an effective NQI which is built out of a modern National Quality Policy.

(b) Economic Growth Agenda

Jamaica's medium term growth agenda has been appropriately focused on the improvement of the business environment from a competitiveness standpoint and the facilitation of strategic growth inducing investments. Areas of focus include the development of a logistics hub and offshoot processing, production and assembly industries in special economic zones as well as the development of agro-parks. Successful implementation and the maximizing of the benefits from these initiatives are inherently linked to a National Quality Infrastructure through the need to implement:

- i. International Standards and regulatory practice for goods, services and management systems.
- ii. Accurate and internationally recognized measurements and traceability systems based on the best national calibration and measurement capabilities.
 - iii. Effective, efficient and internationally acceptable Accreditation Based Conformity Assessment System (ABCAS).

9.0 POLICY COMMITMENTS AND INSTITUTIONAL ARRANGEMENTS

9.1 Recognition of Need

The Government is cognizant of the need to:

- i. Develop and maintain an internationally acceptable National Quality Infrastructure and support systems through which Jamaican goods and services can be determined to be compliant with international quality, environmental and other standards and regulations in target markets; and
- ii. Ensure the development and maintenance of an internationally acceptable technical regulations regime to:
 - Facilitate fair trade
 - Ensure protection of the environment,
 - Ensure health and safety of human, animals and plants.

9.2 Declaration of Intent

The Government declares its intention to establish and periodically update a modern National Quality Policy through which the necessary infrastructure and systems will be effected to ensure that Jamaican goods and services are meeting the standards and quality requirements of the global marketplace. Specifically, the National Quality Policy will:

- i. Drive the development, maintenance and improvement of:
 - An effective, efficient and robust National Quality infrastructure and system
 - National quality capabilities and competences based on national development imperatives
 - A competitive trade environment based on internationally accepted standards and principles.
- ii. Promote and foster a pervasive culture of quality in Jamaica

9.3 Resolution

The Government therefore resolves that:

- i. a national quality culture be developed and maintained with purpose and determination through the use of suitable strategies and programmes in line with the National Quality Policy and other documents;
- ii. metrology, standards, accreditation, and accreditation based conformity assessment procedures shall:
 - a) be in accordance with internationally accepted principles and requirements,
 - b) allow for improvement in efficiency and productivity in the Jamaican economy and
 - c) ensure the delivery of quality goods and services to consumers;

- iii. Information and Communication Technology (ICT) shall be utilized as far as practicable to ensure high levels of productivity and efficiency in all aspects of the delivery of quality goods and services to the Jamaican society.
- iv. A National Quality Council with executive and policy level membership from public and private sector interests and NGOs shall be established with its secretariat within the Ministry with portfolio responsibility for Commerce.
- v. Ministries, Departments and Agencies shall implement and demonstrate, through certification or accreditation, the use of quality and other management standards in their operations.
- vi. The requisite funding for establishing a modern National Quality Infrastructure shall be provided together with financial system(s) that will sustain that infrastructure;
- vii. the framework and content of the National Quality Policy will inform the quality policies of institutions and organizations to create and sustain a quality culture, which embraces international requirements;
- viii. the National Quality Policy shall inform and facilitate the setting and achievement of the quality goals and objectives of all other relevant national policies and plans, thus facilitating a joined-up governance approach in implementation, and minimization of duplications and overlaps in the integration of quality at the national level.

9.4 National Quality Culture

The Government is committed to build a National Quality Culture that permeates all aspects of national life. Such a culture will instil in the minds of all Jamaicans that anything we do must be of exemplary quality. Both public and private sector organizations will be encouraged to promote a culture of meeting high standards. Organizations will be encouraged to establish and instil their core values deep in the psyche of their staff to produce the best quality intermediate and final goods and services to meet customer satisfaction. Homes and Educational Institutions will be encouraged to instil good civil core values in their children and students respectively, so that they will be well socialized and well educated to become quality employees who are capable of producing the best quality goods and services that are globally competitive.

The Government through the Ministries, Departments and Agencies shall ensure that all relevant stakeholders are consulted in activities related to the implementation of the National Quality Policy, the building up of the National Quality Infrastructure and the establishment of technical regulations. Public consultations shall be conducted as appropriate.

9.5 National Quality Infrastructure (NQI)

9.5.1 General

The Government undertakes to:

- i. establish a National Quality Infrastructure, with appropriate legislative underpinning, to support transformation to, and maintenance of a quality society to live, work, raise families and do business as well as to facilitate global competitiveness and compliance with national and international obligations;
- ii. ensure that the highest levels of integrity and impartiality are maintained in the structure and operation of the NQI;
- iii. ensure that the mandate of the NQI institutions are in line with international best practice and void of any regulatory functions;
- iv. ensure that the National Quality Policy and appropriate guidance are disseminated to all stakeholders;
- v. provide public education and awareness for the implementation of the National Quality Policy and the building up of the National Quality Infrastructure
- vi. develop and implement national standards, metrology, accreditation and conformity assessment systems
- vii. develop and promote a culture of quality in Jamaican society; and
- viii. spearhead a national capacity building initiative to affect all institutional levels in order to strengthen and sustain the NQI.

9.5.2 Composition

Accreditation, standards, metrology, and conformity assessment are separate but interdependent and interlinked “pillars” of knowledge and competence and are essential for the development of Jamaica’s NQI. These technical pillars are used by business and government to optimize production, health, consumer and environmental protection, security and quality. Their effective implementation support sustainable development, social welfare, and trade facilitation.

Based on current institutional arrangements, Jamaica’s economic size and some identified needs of the public and private sectors, the NQI for Jamaica shall be established around a core made up as follows:

- i. The Commerce Ministry
- ii. The National Accreditation Body (NAB)
- iii. The National Standards Body (NSB)

- iv. The National Metrology Institute (NMI)
- v. A National Conformity Assessment Cluster (NCAC)

(i) The Commerce Ministry

The Ministry with portfolio responsibility for Commerce shall have overall responsibility for the National Quality Policy and the National Quality Infrastructure. At the time of writing, that Ministry is the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAFA). In particular, the Ministry has responsibility for all standards-related policies, promulgation of legislation and regulations and the provision of budgetary resources for the implementation of relevant standards across the public sector.

In order to promote the implementation of management systems standards across the public sector to improve the quality of public service to the citizenry and the business community, MICAFA has established a Quality Systems Division to be responsible for the implementation of ISO 9001 Management Standards across the public sector. MICAFA has also appointed an ISO 9001 Ambassador to champion standards implementation across the public and private sectors and to position standards, as a key driver for development. This will go a far way in the development of a National Quality Culture and will therefore be critical in the implementation of the Policy. MICAFA considers these policy interventions as evidence of its strong commitment to use standards in the transformation of the public sector and to assist in transforming the private sector to become globally competitive.

Accordingly, consistent with Cabinet instructions in 2015, an important element of the implementation of this National Quality Policy is that all agencies of the Ministry shall implement the ISO 9001 Quality Management System Standard. The agencies for which ISO 9001 is not appropriate shall implement the appropriate ISO Management System standard and become internationally accredited. The Quality Systems Division of MICAFA shall manage the implementation of ISO Management System Standards across the public sector on a phased basis. The ISO 9001 Ambassador and the Standards Division of the Ministry shall prioritize MDAs and work with them to implement the Standards based on resource availability. The policy of the Government is that the certification of MDAs to the ISO 9001 Quality Management System Standard shall be done by the National Certification Body of Jamaica.

While the Government has control over the public sector, it has no control over the private sector. However, the ISO 9001 Ambassador will work to convince top management of businesses to implement ISO 9001 Management Standards. The BSJ will provide services to facilitate the implementation of international management systems standards by local and regional businesses and will encourage such businesses to utilize the NQI for certification and /or accreditation services.

(ii) The National Accreditation Body (NAB)

Accreditation is the procedure by which an authoritative body (the accreditation body) formally recognizes that an organization is competent to conduct specified conformity assessment activities. The National Accreditation Body (Jamaica National Agency for Accreditation, JANAAC) is

already established and shall remain an independent entity under the Ministry with responsibility for Commerce. JANAAC was incorporated in 2007 to provide accreditation services to conformity assessment bodies such as laboratories, certification bodies and inspection bodies.

(iii) The National Standards Body (NSB)

Standards define how products, processes, and people interact with each other and their environments. They enhance competitiveness by offering proof that products and services adhere to requirements of governments or the marketplace. When used effectively, they facilitate international trade and contribute to technology upgrading and absorption. The National Standards Body - The Bureau of Standards Jamaica - has responsibility to facilitate the establishment and periodic review/revision of the full slate of national standards while working in collaboration with international standards setting bodies. Jamaica's NSB currently operates as the Standards Division of the BSJ. This arrangement shall remain in effect.

(iv) The National Metrology Institute (NMI)

National Metrology Institutes maintain the national measurement system, establish traceability to the international system of measurement (SI), disseminate measurement standards for base units and provides metrology expertise to the economy. The functions of the NMI are critical to economic growth through trade in goods and services. The effective execution of such functions require highly specialized and dedicated capabilities of laboratory infrastructure, equipment as well as technical and management staff. The current arrangement in which the NMI is subsumed as a part of the BSJ's Engineering Division, does not allow for the building of the required levels of competence, expertise, focus and dedication that will:

- a. assist local private sector with process and product modernization, intellectual property development and maintenance and
- b. enhance Jamaica's attractiveness for Foreign Direct Investment in sectors such as logistics, banking and finance etc which rely on metrology services

The international best practice is therefore for the NMI to be an entity that is fully focused on metrology and so for effectiveness in fulfilling its critical role in the NQI, the Government undertakes that the NMI shall be, at the minimum, a separate division of the BSJ. Both the NSB and the NMI operate with sufficient autonomy to be able to effectively and efficiently perform all their functions under this policy and any new/revised legislation.

(v) The National Conformity Assessment Cluster (NCAC)

The National Conformity Assessment Cluster shall be built up comprising:

- i. A National Certification Body,
- ii. Inspection and testing departments within Ministries, Departments and Agencies

- iii. Private inspection, sampling and testing, and certification bodies (local or international) with appropriate accreditation

As a conformity assessment process, certification enhances the competitiveness of a business, product, process or practice and is the accepted process for declaring compliance to a standard or regulation. While the majority of Certification Bodies in the world operate as private businesses, it is imperative that there be a strong public certification body such as NCBJ in Jamaica to provide cost effective certification services to local regional public and private businesses. The NCBJ is the certification arm of the BSJ and as such it has very limited resources available to develop its capabilities. The NCBJ currently has international accreditation to provide ISO 9001 quality management systems certification services needed by businesses of all sizes in public and private sectors and is pursuing similar accreditation to provide certification services to ISO 22000 and other international systems standards.

Under this policy, the NCBJ is required to provide certification services to a large number of public sector entities and, by extension, an increasing number of private businesses. To ensure the capacity to fulfil this role the Government undertakes that the NCBJ shall be supported with adequate resources and strengthened with enough autonomy to pursue its development objectives in response to market needs and to function efficiently as an integral part of the NCAC within the NQI.

9.6 Policy Commitments in Key Areas

(a) Accreditation

The Government undertakes to:

Facilitate the provision, within the fiscal constraints, of the resources necessary to maintain and strengthen the National Accreditation Body to ensure effectiveness and efficiency in the provision of internationally recognized accreditation services.

The National Accreditation Body undertakes to:

- i. Provide accreditation services to conformity assessment service providers such as, testing laboratories including medical laboratories, calibration laboratories, inspection bodies and certification bodies, in the public and private sectors, in accordance with international standards and guidelines.
- ii. Cooperate with other members of the NQI to provide an impartial, non-discriminatory accreditation service in support of the implementation of technical regulations and the establishment of an internationally recognized ABCA System.
- iii. Honour all its international obligations including contributing to and participating in regional and international accreditation activities to ensure the interest of the Jamaican economy is effectively represented and all opportunities for continuous improvement are identified and implemented.

- iv. Ensure that its operations conform to sound governance practices in keeping with national legislations and international best practices.

(b) Standards

The Government undertakes to:

- i. Continue to support the National Standards Body in the execution of its responsibility for the establishment of voluntary national standards for goods, services, processes and practices to meet national and international needs;
- ii. Encourage the adoption of relevant international and regional standards based on needs of industry and the society; and
- iii. Ensure that national standards are available to meet national needs.

The National Standards Body undertakes to:

- i. Ensure that Standards are developed in conformity with approved international guidelines and rules based on the WTO and CARICOM Agreements;
- ii. Ensure that all standards are periodically reviewed to ensure continuous conformity with technological developments, market trends, national and international requirements; and
- iii. Ensure the provision the necessary services including training and other technical assistance to industry and government facilitate the implementation of standards, compliance with regulations and standards, access to markets for Jamaican goods and services and such other standards and quality related services which are important for Jamaica's economic growth and development
- iv. Honour all its international obligations including contributing to and participating in regional and international standards activities to ensure the interest of the Jamaican economy is effectively represented and all opportunities for continuous improvement are identified and implemented.

(c) Metrology

The Government undertakes to:

- i. Ensure the enactment of national metrology legislation that is in line with international best practice;

- ii. Support the establishment of the National Metrology Institute (NMI) for Jamaica as a separate division of the BSJ (without non-metrology functions), and allocate to it the responsibility for scientific and industrial metrology as well as the facilitation of legal metrology;
- iii. Provide the required resources to ensure sustainability while expanding the capabilities of the NMI; and
- iv. Implement appropriate measures to ensure that all calibration laboratories and verification facilities utilize measurement standards and devices that are traceable to the national measurements standards kept by the National Metrology Institute.

The National Metrology Institute undertakes to:

- i. Assume responsibility for establishment, maintenance and dissemination of Jamaica's National Measurement Standards;
- ii. Provide traceability of national measurements to the International (SI) System of measurement through the establishment and continued development of National Measurement Standards Laboratories;
- iii. Assume responsibility for the development of national metrology capabilities as needed and for achieving international recognition of its Calibration and Measurement Capabilities (CMCs);
 - iv. Assume responsibility for type approval of measuring equipment, verification of equipment on placement into service and regular calibration and verification to ensure equitable measurements in trade and correctness of measurements in law enforcement, health services, environmental protection and any other regulated field;
- v. Facilitate protection of the rights of consumers of goods packaged at point of sale; and
- vi. Honour all its international obligations including contributing and participating in regional and international metrology organizations and activities to ensure that the interest of the Jamaican economy is effectively represented and all opportunities for continuous improvement are identified and implemented.

(d) Conformity Assessment

Conformity Assessment is the internationally recognized procedure for demonstrating that specified requirements in standards and technical regulations are fulfilled, thus determining compliance. Conformity assessment activities include **inspection, sampling, testing, certification; management system assessment and certification, and accreditation**. A specific conformity assessment process may include one or more of these conformity assessment activities.

The Government undertakes to:

- i. Ensure the continued development, maintenance and strengthening of a National Certification Body with the required capabilities to obtain the appropriate accreditations to provide internationally recognized certification services to the Jamaican Public and Private sector at all times;
- ii. Promote the establishment of a sustainable, accreditation based conformity assessment system (ABCAS) that meets international requirements, to ensure that conformity assessment activities are performed by entities with appropriate accreditation; and
- iii. Ensure that Ministries, Departments and Agencies implement international quality management and other management system standards and utilize the national conformity assessment system to obtain certification or accreditation to the relevant international standards.

(e) Technical Regulations

The WTO TBT agreement defines a "Technical Regulation" as a document which lays down material, product or service characteristics or their related processes and production methods, including the applicable administrative provisions, with which compliance is mandatory. It may also include or deal exclusively with terminology, symbols, and packaging, marking or labelling requirements as they apply to a material, product, and process or production method. Technical regulations shall not result in unnecessary barriers to trade.

Technical Regulations Code of Practice

- i. The Government undertakes to ensure the development of a technical regulation regime that complies fully with WTO /CARICOM Agreements and ensure that the industrial commercial and economic impacts of all technical regulations are carefully considered and appropriately addressed.
- ii. The Government through the Ministry with responsibility for Commerce undertakes to ensure close cooperation and collaboration between Ministries, Departments and Agencies (MDAs) to coordinate the development and implementation of a Code of Practice for the preparation, adoption/adaptation, publication, application and enforcement of technical regulations.

- iii. The BSJ undertakes to spearhead the development of the Code of Practice for Technical Regulations in cooperation with other Ministries, Departments and Agencies.

Regulatory Authorities

- i. Except when otherwise determined by legislation the relevant Ministries are the designated regulatory authorities responsible for developing and maintaining technical regulations within their portfolio. This responsibility normally includes preparation, adoption, publication, application, review and enforcement of the technical regulations. The Ministries shall adhere to the Technical Regulations Code of Practice in developing, implementation and maintaining Technical Regulations and are therefore required to demonstrate through a regulatory impact assessment, or other internationally accepted tool, that technical regulations are only established to meet legitimate objectives such as the protection of human health and safety, animal and plant life and health, the environment, the prevention of deceptive practices or for national security. Activities in the implementation of Technical Regulations may be delegated to other departments or agencies having the requisite competences and accreditation.
- ii. All regulatory authorities shall ensure that all required actions are taken to apply and enforce all technical regulations within their portfolio
- iii. All regulatory authorities shall ensure that up-to-date lists of regulated goods, services or processes under their respective portfolios are published in appropriate media and available nationally and internationally. The lists shall delineate the respective regulations and shall be continuously updated as the need arises.
- iv. All regulatory authorities shall have the responsibility to ensure the required approval of regulated goods, processes, and services. In all cases, regulatory authorities shall be responsible for market surveillance, compliance verification and the enforcement of sanctions where necessary.
- v. All regulatory authorities shall be responsible for ensuring an efficient and effective programme for identifying and reviewing all the technical regulations currently on the statute books to ensure they comply with the Code of Practice for Technical Regulations.
- vi. In order to avoid the duplication of capabilities, the Ministries, Departments and Agencies may delegate the development and/or implementation of the technical regulations in their portfolio to another entity with the relevant capabilities and accreditation /certification.

Coordination of Technical Regulations

In order to foster coordination of technical regulations, all regulatory authorities undertake to:

- i. Work with all relevant government Ministries, Departments and Agencies to promote the Technical Regulation Code of Practice and provide training for officials responsible for technical regulations;
- ii. Provide all necessary information to assist public and private sector entities as well as NGOs to comply with technical regulations.

(f) Legal Framework

To facilitate the implementation of the National Quality Policy, the Government undertakes to:

- i. Ensure that an appropriate and adequate legal framework is in place to underpin the effectiveness and sustainability of the NQI and compliance with Jamaica's national, regional and international obligations. In this regard the Standards Act, Weights and Measures Act, Process Foods Act and any other legislation which impact standards and quality activities will be revised, repealed and/or replaced. In addition, the review of applicable legislation will determine the need for any new legislation to give effect to this policy.
- ii. Actively pursue the timely development, review and revision of all legislation governing or affecting the structure, mandate and operations of the NQI.

10.0 KEY STAKEHOLDERS AND THEIR ROLES

The roles of the internal stakeholders were outlined earlier. The roles of the key external stakeholders are outlined in this section.

(a) Private Sector

The private sector has a very prominent role in the implementation of the Quality Policy, and its participation in the development of the national quality infrastructure is absolutely essential. In order to achieve the maximum benefit from the quality infrastructure, the private sector, will be encouraged to avail itself of the information and services to be provided by the NQI. In particular, the government undertakes to encourage the private sector to:

- i. Utilize the services and information from the NQI to improve the quality of its goods and services, utilizing international best practices and so contribute to the competitiveness of Jamaican goods and services;
- ii. Participate actively in representative structures such as technical committees dealing with standards, accreditation, metrology, conformity assessment or related activities;
- iii. Participate in, and promote national quality programmes and events including national quality awards;
- iv. Participate in, and promote quality dissemination activities, such as conferences, workshops, seminars and publication of information in journals, magazines and other suitable means of communication;
- v. Develop the human resource capabilities needed for improving the quality of goods and services;
- vi. Invest in the development of a national quality culture and infrastructure, thereby benefiting from the improved economic opportunities that result from the implementation of the quality policy; and
- vii. Participate in public-private partnerships for the funding and execution of activities and initiatives that support and enhance the quality of Jamaican goods and services.

(b) Non- Governmental Organizations (NGOs)

The successful implementation of the Quality Policy will require the active involvement of all of society, such as associations for the promotion of quality and excellence, chambers of commerce, manufacturers' associations, trade associations, MSME sector associations, consumer

organizations, civil society, the media etc. in order to realize the stated objectives. Within the implementation process of the Quality Policy, the government undertakes to encourage NGOs and consumer organizations in coordination with relevant partners to undertake the following:

- i. Promote and participate in quality education and training activities;
- ii. Participate in the dissemination of quality related information;
- iii. Implement activities that promote quality;
- iv. Represent relevant bodies on the technical committees in the field of standards, metrology, accreditation and conformity Assessment; and
- v. Make suggestions on quality policy improvement and better ways to implement the National Quality Policy.

(c) Academia

In the development of a national quality culture, the educational system has a vital role to play in transforming national thought and behaviour with respect to quality. The successful and sustainable inculcation of a culture of quality requires consistent education and training at all levels from pre-primary to post tertiary and lifelong learning. This requires the input and agreement of the Ministry of Education as well as Tertiary level institutions. Members of academia are therefore expected to:

- i. Ensure that faculty are trained/oriented on matters to do with quality
- ii. Prepare and deliver lessons that deal with basic quality issues at all levels
- iii. Ensure that graduates at the secondary and tertiary levels have adequate knowledge of the national quality infrastructure and how it works for the development of the country,
- iv. Implement activities to promote and disseminate quality
- v. Ensure that the education sector is represented on the technical committees in the field of standards, metrology, accreditation and conformity Assessment;
- vi. Make suggestions for the improvement of the quality policy and its implementation.

11.0 FINANCING

The Government has responsibility for ensuring that financial resources are allocated for the implementation of the NQP and the Strategic Quality Infrastructure Plan (SQIP) including financing the establishment, development and enhancement of the public NQI institutions (for Standards, Metrology, Accreditation, Conformity Assessment). The financing of private sector institutions and organizations, such as conformity assessment bodies, will remain the responsibility of the private sector, as is their involvement in technical committees and similar structures at the national, regional and international level. In particular, the Government undertakes the responsibility for ensuring the adequate financing of the following:

- i. The establishment and operation of the National Quality Council (NQCo);
- ii. The phased implementation of the NQP;
- iii. The timely review /revision of the NQP and the NQI;
- iv. The continued development and publication of national standards as well as the maintenance of a standards information centre;
- v. The implementation of international management system standards in the public sector including the cost of technical assistance to facilitate implementation and the cost of certification and/or accreditation;
- vi. The continued development and maintenance of the National Accreditation Body, National Metrology Institute, National Standards Body and the public sector part of the National Conformity Assessment Cluster.
- vii. The continued development, enhancement and maintenance of Legal Metrology services.
- viii. Membership fees and active participation in regional and international quality infrastructure organizations such as International Organization for Standardization (ISO), International Electro-technical Commission (IEC), CARICOM Regional Organization for Standards and Quality (CROSQ), International Organization for Legal Metrology (OIML), International Bureau for Weights and Measures (BIPM), Inter American Metrology System (SIM) Inter American Accreditation Cooperation (IAAC), International Accreditation Forum (IAF) and the International Laboratory Accreditation Cooperation (ILAC);
- ix. The establishment of appropriate and adequate market surveillance operations to ensure compliance with technical regulations in order to safeguard public health and safety.

The funding required for the implementation of these associated actions will total approximately **J\$1.3B**.

12.0 IMPLEMENTATION

(a) The National Quality Council (NQCo)

The Ministry with responsibility for Commerce is given oversight responsibility for the implementation of the NQP. The Ministry undertakes to establish and institutionalize a National Quality Council (NQCo) with representation from other relevant Ministries, Chairmen of Boards of NQI institutions, Private Sector, Consumer groups, Academia and Regulators as members. The Minister with responsibility for Commerce is the designated Chairman.

The NQCo is established with the main objective of providing the policy oversight and governance required for the NQI to be able to provide reliable, competent and essential services/support to industry, government and other stakeholders in line with international norms and best practices as well as the Technical Regulations Code of Practice. In discharging its functions, and in accordance with this and other Government policies, the NQCo undertakes to:

- i. Provide ongoing guidance and support for the operations of the NQI as well as the institutional and legal modernization of the NQI;
- ii. Adopt policy oversight and governance procedures that build and maintain the highest levels of integrity and impartiality in the operations of the NQI
- iii. Review and adopt findings of investigations on the current status of the NQI;
- iv. Commission studies, request information from concerned institutions and conduct research to obtain information;
- v. Develop and endorse recommendations in relation to:
 - establishing policies, functions and roles of the institutions concerned and
 - developing or revising the enabling legislation for the national quality infrastructure
- vi. Adopt plans for the modernization of the national quality infrastructure and assign implementation to specific institutions;
- vii. Adopt plans for the implementation of International Management System Standards across the public sector;
- viii. Advise the Government on modernization of legislation and regulations governing NQI entities and technical regulatory authorities;
- ix. Advise the Government on appropriate collaborations and rationalization involving NQI conformity assessment entities to reduce duplication of

resources while enhancing capabilities for internationally recognized accreditation.

- x. Advise the Government on strategies/steps to reduce overlap of activities between regulatory authorities.
- xi. Monitor and oversee the implementation of Government policies and strategic plans within the NQI.

(b) Strategic Quality Infrastructure Plan (SQIP)

- i. The Government undertakes to ensure the development and implementation of a Strategic Quality Infrastructure Plan (SQIP) for the implementation of the National Quality Policy.
- ii. The SQIP shall provide details of the implementation of the NQP over a set period of time and shall be revised as required based on national development priorities.
- iii. The NQCo exercises oversight of the SQIP

The Policy shall be reviewed every five years. The Implementation Plan shall be reviewed as needed.

13. RISK ASSESSMENT AND MITIGATION

The main risk is that this policy is not implemented in its entirety. Major risk elements are:

A risk assessment was done on 6 major risk elements associated with the 6 goals of the policy and the results are as follows:

RISK ELEMENT	RISK RATING
NQI legislation not modernized	Low
NQI capabilities not upgraded	Low
NQCu strategy not fully implemented	Low
ISO management systems standards not fully implemented across public sector	Low
Technical regulations regime not implemented in Jamaica	Medium
Private sector not adequately supported by NQI	Low

The probability associated with this risk can therefore be considered as low. In addition the enthusiastic inputs and interest shown by stakeholders as well as the imperatives in Vision 2030, Jamaica, the growth agenda and the commitment of the multi-lateral lending partners gives confidence that the risk probability is low.

Although the risk ratings are low, it is considered advantageous to take steps to reduce the risks through expedited implementation of the appropriate policy strategies during the life of the Strategic Public Sector Transformation Project.

13.0 CONCLUSION

The 2017 National Quality Policy outlines the government's recognition of the quality related issues affecting national development as well as its commitments to systematically address and mitigate the issues. The main commitments of government are:

- i. To build, strengthen, sustain and underpin with legislation where necessary, an internationally recognized National Quality Infrastructure comprising:
 - The Commerce Ministry (including the National Quality Council)
 - The National Accreditation Body (JANAAC)
 - The National Standards Body (BSJ)
 - The National Metrology Institute (NMI/BSJ)
 - A National Conformity Assessment Cluster (NCAC)
- ii. To transition the system of Compulsory and Voluntary Standards to a WTO-TBT compliant system of Technical Regulations and Standards and thereby reducing national Technical Barriers to Trade.
- iii. To implement a national Accreditation Based Conformity Assessment System (ABCAS) which meets international requirements.
- iv. To encourage the Private Sector to participate in the NQI, particularly in the provision of conformity assessment services
- v. To build and sustain a national culture of quality to actively support and strengthen the national effort for Jamaica to become "The place of choice to live, work, raise families and do business".

ANNEX 1

Implementation Plan (Strategic Quality Infrastructure Plan - SQIP)

STRATEGIES	Responsible Organizations		Start time and (duration)	Resources Required	Budget
	Lead Organizations	Supporting Organizations			
Goal # 1: Jamaican goods and services are compliant with global requirements through assistance from the National Quality Infrastructure and a national quality promotion strategy					
1. Implementation of a carefully designed and coordinated ongoing quality promotions programme	MICAF, NQI entities		Starting January 2018 (5 years)	Financial, Human	\$12 Million/year
2. Conduct a comprehensive assessment of the need for NQI services among producers of goods and services	SPSTP,	NQI entities, MICAF, JBDC, Business associations.	Nov. 2016 – October 2017.	Financial, Human, assessment instrument	\$15 Million
3. Implementation of a comprehensive programme of NQI assistance to the goods and services sectors as well as entrepreneurial endeavours in Private and Public sectors	NQI entities	MICAF, JBDC, Business associations	June 2018 - (5 years and ongoing)	Human, Laboratory	\$36 Million
4. Establish the resources and programme(s) required to effectively support MSME development and sustainability including support for the creation and international recognition of Intellectual Property	MICAF, JIPO, JAMPRO, JBDC, MSME stakeholders.	BSJ, NCRA, JANAAC, NCBJ, SPSTP,	Starting April 2018 (5 years)	Financial, HR, Technical	\$10.0 Million/year

STRATEGIES	Responsible Organizations		Start time and (duration)	Resources Required	Budget
	Lead Organizations	Supporting Organizations			
Goal # 2: A functional, effective, efficient and adequately legislated National Quality Infrastructure with upgraded and strengthened metrology, standards, accreditation and conformity assessment systems					
1. Prepare the legislative framework and actual legislations which defines and establishes the NQI, ensures collaborative functionality, effectiveness and efficiency of operation collectively and individually among the NQI entities.	SPSTP		Started March 2017 (3 years)		\$10 Million Project activity underway
2. Consult with stakeholders and provide Public Education and Information on NQI	MICAF	BSJ, NCRA, JANAAC, NCBJ, SPSTP,	Starting September 2018 (1 year and then as needed)	Financial, HR, Venue, Audiovisual	\$12.0 Million
3. Establish the administrative and functional structure of the NQI	MICAF, Cabinet	BSJ, NCRA, JANAAC, NCBJ, SPSTP,	Starting April 2019 (6 months)		
4. Establish and institutionalize the National Quality Council	MICAF		Starting April 2019 (3 months)	Financial, physical space, HR.	\$15.0 Million/year
5. Develop and retain adequate technical capabilities and expertise to satisfy the needs for NQI services across the society	NQI Entities, Private Sector Groupings	MICAF, PIOJ, SPSTP, Universities	ongoing	HR, Financial, Technical	
6. Support and benefit from regional and international QI related activities	NQI Entities	MICAF	ongoing	HR, Financial	\$43.0 Million/year
7. Implement international standards, seek accreditation / international recognition for important functions in all NQI entities	NQI Entities	MICAF	ongoing	HR, Financial	\$15.0 Million/year
8. Develop the matrix for collaboration within the NQI and with private sector for the provision of standardization services	NQI Entities, MICAF	Private Sector Groupings	Starting November 2018 (1 year)	HR	

STRATEGIES	Responsible Organizations		Start time and (duration)	Resources Required	Budget
	Lead Organizations	Supporting Organizations			
9. Establish and maintain program of collaboration between NQI entities, national and international regulatory bodies and producers of goods and services.	NQI entities	MICAF, Private Sector, national and international regulatory bodies	Starting January 2019 (5 years) and ongoing	HR, Financial, Technical	\$10.0 Million
10. Identify market conditions/needs, encourage local innovation and provide NQI assistance towards satisfying the market	NQI, JAMPRO	MICAF, MSET, JIPO	Starting Jan. 2019 and ongoing	HR, Technical	
11. Upgrade physical environmental conditions in key metrology laboratories to meet requirements for international recognition of Jamaica's calibration and Measurement Capabilities (CMCs)	SPSTP, BSJ	MoFPS, MICAF, other NQI entities	Started March 2017 (4 years)	Financial, Technical	\$140 Million Project activity underway
12. Upgrade of metrology laboratory equipment capabilities	SPSTP, BSJ	MoFPS, MICAF	Started June 2016 (5 years) and ongoing	Financial, Technical	\$130.0 Million Project activity phase 1 underway
13. Strengthen metrology staff competences	BSJ,	MICAF, CROSQ, SIM	Starting June 2018 (5 years) and ongoing	HR, Financial	\$5.0 Million/year Project activity to be implemented
14. Upgrade Testing Equipment Capabilities of BSJ	SPSTP, BSJ		Started June 2016 (5 years) and ongoing	Financial, Technical	\$60.0 Million Phase 1 completed Phase 2 underway
15. Strengthen testing and analytical competences of BSJ staff	SPSTP, BSJ	PIOJ, MICAF,	Started June 2016 (5 years)	HR, Financial	\$4.0 Million/year
16. Upgrade/strengthen the capabilities of JANAAC/NCBJ to offer appropriate accreditation/certification	JANAAC, BSJ	MICAF, PIOJ, SPSTP	Started Nov. 2015 (5 years)	HR, Financial	\$15.0 Million Phase 1 completed Phase 2 to be initiated.

STRATEGIES	Responsible Organizations		Start time and (duration)	Resources Required	Budget
	Lead Organizations	Supporting Organizations			
17. Coordinate the building of a National Conformity Assessment Cluster	SPSTP, BSJ	MICAF, PIOJ, Academia, NGOs	Starting April 2019 (5 years)	HR	
18. Develop and establish a national Accreditation Based Conformity Assessment System	JANAAC	Other NQI entities, MICAF	June - Dec. 2019 (2 year)	HR, Financial	\$18.0 Million
19. Develop the matrix for collaboration within the NQI and with private sector for the provision of standardization services	NQI Entities, MICAF	Private Sector Groupings	Starting June 2018 (3 years)	HR, Technical	
20. Create a platform for continual consultations with, and feedback from local and international key stakeholders, and the general public with a view for continual improvement of all aspects of the NQI and the enhancement of this Policy	NQI entities,	MICAF, Private Sector, international donors and NQI facilitators, NGOs, Academia	Starting April 2019 (2 years)	HR, Technical	
21. Establish verification, measurement and testing capabilities as required to meet the needs of, and improve local technologies	NQI	MICAF, MSET, Academia	Ongoing starting June 2018	HR, Technical	

Goal # 3: The public sector is transformed and transformative in offering quality service through the implementation of international quality systems standards

STRATEGIES	Responsible Organizations		Start time and (duration)	Resources Required	Budget
	Lead Organizations	Supporting Organizations			
1. Implement International Quality and other Management System Standards in the Public Sector toward certification /accreditation	MICAF, NQI entities	SPSTP	Starting Jan. 2018 (3 years)	HR, Financial	\$56 Million
2. Develop, maintain and modify as necessary, a suitable matrix for compliance with global requirements	Regulators, NQI	MICAF, Private Sector, NGOs	Starting September 2018 (1 year)	HR, Technical	
3. Develop and/or adopt available data banks for use in decision making.	Regulators, NQI	Overseas regulators, NQI facilitators	Starting Jan. 2019 (1 year)	HR, Technical (ICT)	
4. Establish Standardization Implementation Assistance Programme within NQI to serve public and private sector	NQI	MICAF, Academia, Private Sector	Starting September 2018 (2 years)	HR, Technical	
5. Develop strong NQI support for Intellectual Property development and maintenance in collaboration with JIPO	NQI	JIPO, MICAF	Starting April 2019 (2 years)	HR, Technical	
Goal # 4: Effective and Efficient Internationally Recognized Technical Regulations Regime					
1. Enact appropriate legislation to establish the Technical Regulatory Infrastructure	OPC, Cabinet	SPSTP, NQI, Regulators, MICAF	Starting August 2018 (3 years)	HR	
2. Establish and implement an internationally acceptable Code of Practice for the development, adoption, implementation of Technical Regulations	Regulators, NQI	SPSTP, MICAF	Started January 2018 (1 year)	HR, Financial	\$12.0 Million
3. Strong and continual collaboration and cooperation between NQI entities and Technical Regulatory Authorities	Regulators, NQI	MICAF	Start January 2019 (ongoing)	HR	

STRATEGIES	Responsible Organizations		Start time and (duration)	Resources Required	Budget
	Lead Organizations	Supporting Organizations			
4. Develop and publish list(s) of all goods which are subject to regulations in Jamaica	Regulators	MICAF, MFAFT	Starting April 2019 (2 years)	HR	
Goal # 5: A coordinated programme to build, support and sustain a National Quality Culture					
1. Develop and implement the Strategic Plan for building national quality culture	SPSTP,	MICAF, NQI entities, MOEY, Tertiary Ed.	Start April 2019 (5 years)	HR, Financial	\$35.0 Million
2. Establish a platform which links the educational system to the NQI towards education and training in quality at all levels of the educational system , in government, in private sector and in society generally to include: (a) Infusion of quality into existing curricula (b) Developing new curricula based on quality (c) Developing new quality related modular/short courses to meet specific needs (d) Quality socialization (Core values and attitudes)	NQI, Academia	Min. Of Education,	Starting April 2019 (4 years)	HR, Financial	\$10.0 Million/year (5 year period)
3. Strengthen the existing quality training platform to be more aggressive and effective in providing quality related training to all sectors of the society	NQI, Academia	Private sector	Starting October 2018 (ongoing)	HR,	
4. Develop Quality Ambassadorship programme among the leadership in private sector, government, NGOs and Academia Linking into and enhancing the national quality landscape.	MICAF, NQI	Private Sector, Academia, NGOs.	Starting July 2018 (Ongoing)	HR, Media, Financial	\$5.0 Million/year
5. Establish and sustain a national public education and information campaign in orientation of the nation towards building a quality society to live, work, raise families and do business.	MICAF, NQI	SPSTP, Regulators, Private sector, NGOs, Academia.	Starting September 2019 (4 years)	HR, Media, Financial	\$10.0 Million/year

STRATEGIES	Responsible Organizations		Start time and (duration)	Resources Required	Budget
	Lead Organizations	Supporting Organizations			
6. Scope and establish National Standards and Quality Capacity Building Programme to affect Public and Private sectors, NGOs and Academia	MICAF, NQI,	SPSTP, MDAs, Private Sector	Starting January 2019 (3 years)	HR, Financial, etc.	\$5.0 Million/year
7. Establish Standardization User Relations Programmes to include the users of accreditation, metrology, Conformity Assessment and standards.	NQI	Private Sector Academia, NGOs, Regulators, MICAF	Starting January 2019 (3 years)	HR, Technical	
8. Strengthen the National Quality Awards programme	BSJ	MICAF, NQI entities	Starting April 2019 (1 year)	HR, Technical, Financial	\$6.0 Million
Goal # 6: A Private Sector that supports, and is strongly supported by the NQI					
1. Determine the existing and projected future needs for NQI interventions /services in public and private sectors	SPSTP Consultant	NQI, MICAF, Private Sector	Complete by December 2017	HR	
2. Continual involvement /Consultation with private sector and government to effectively satisfy the expressed needs while seeking to identify and satisfy other latent needs.	NQI, MICAF, Private sector	JAMPRO, JBDC, Business Assoc.	starting January 2019 (Ongoing)	HR, Technical, Financial	\$6.0 Million (to promote and get the programme started)
3. Establish and maintain an integrated and targeted programme for active engagement of the NQI with industry through technical consultations, training, coaching, hand- holding, research and establishment of data banks towards problem solving and increased productivity etc.	NQI, MICAF	Private sector	Starting April 2019 (4 years)	HR, Technical, Financial	\$3.0 Million per year
4. Develop / expand and maintain NQI assistance packages tailored for MSME sector based on government policy and industry needs	JAMPRO, NQI	MICAF	Starting September 2018 (5 years)	HR, Technical, Financial	\$4.0 Million/year

STRATEGIES	Responsible Organizations		Start time and (duration)	Resources Required	Budget
	Lead Organizations	Supporting Organizations			
5. Coordinate the work of NQI and the regulators with overseas counterparts and with the implementation of SEZ and other policies to ensure that all standards and quality as well as regulatory requirements are adequately addressed from as early as the product and/or facility design stage.	MICAF, Regulators	NQI	Ongoing starting January 2019 (3 years) and ongoing	HR, Technical, Financial	\$4.0 Million/year
6. Implement training programmes in collaboration with local and overseas counterparts to help local industry upgrade their standards and quality capabilities	NQI, ACADEMIA	MICAF	Starting October 2018 (Ongoing)	HR, Technical, Financial etc.	\$5.0 Million /year
7. Ensure that standards and quality incentives apply to all sectors	MICAF	All stakeholders	Ongoing	HR	
8. Promote the involvement of private sector in the provision of standardization services	MICAF,	JBDC, JAMPRO, Business Assoc.	Starting April 2019 (Ongoing)	HR, Media, Technical	\$2.0 Million

METHODS OF DISSEMINATION AND COMMUNICATION				
Methods	Description	Responsible Officer/Unit	Deadline/Start Time	Budget
1. Website (s)	Both MICAF's and the NQI entities websites will be used as a medium to share information on various components of the policy. The public will be able to ask questions, voice its opinion, post blogs and engage in discussions online.	IT and Communication Departments,	By August 2018	(Given for individual items above)

2. Stakeholder engagements	Key stakeholders will be engaged, as indicated in the policy, during the remainder of the policy development process and during policy implementation. These meetings will take the form of presentations followed by Q & A, open discussions and focus groups. Where necessary, surveys will be conducted to evaluate various aspects of the policy in order to ensure timely and effective implementation.	MICAF Policy Unit		ditto
3. National Communication Campaign	The National Communication Campaign will be used as a medium to explain the NQP, NQI and NQC as important elements in the drive for national development and achievement of Vision 2030.	SPSTP, MICAF, NQI	By August 2018	ditto
4. Media interviews	The media will be used to educate the public on policy strategies and to provide updates on progress being made.	SPSTP, MICAF, NQI	Quarterly starting October 2018	ditto

INTERNAL ADMINISTRATIVE CHANGES

Expected Changes	Description	Responsible Officer/Unit	Deadline/Start Time	Budget
Legislative revision	The Standards Act as currently constituted empowers the BSJ to undertake standardization activities as well as regulatory activities. The inherent conflict in these functions requires that a revised legislative framework be instituted to ensure the development and proper functioning of the NQI on the one hand and a regulatory entity on the other. Other legislation such as the Weights and Measures Act, Processed Food Act etc will be affected by such a framework. A consultant will be engaged to develop / revise the legislative framework surrounding the NQI and the regulatory entity. The consultant will develop drafting instructions and prepare draft legislations.	SPSTP, MICAF, NCRA, NQI	June 2018	

Improved Capabilities	The effective functioning of the NQI to meet national needs require new and improved technical capabilities and staff competences The capabilities (equipment, physical infrastructure, staff competences etc) of the BSJ, NCBJ, JANAAC, and NCRA are to be upgraded to meet the developmental needs of the society.	SPSTP, NQI	Underway	
Restructuring, relocation and administrative changes	Coming out of legislative review and revision, change management, needs assessment and other consultancies engaged by the SPSTP, the quality infrastructure and NCRA will go through changes in structure and operational dynamics, relocation of staff and other administrative changes.	MICAF, Standards Council and other Boards	Underway	

MONITORING AND MEASURING IMPLEMENTATION AND EFFECTIVENESS OF POLICY

Methods	Description	Responsible Entity	Deadline/Start Time	Budget
Baseline Assessments	Various forms of baseline assessments will be conducted after year 1 of the implementation of the National Quality Policy. These assessments will help to determine, among other things, the level of interaction between the NQI and the rest of the economy, the state of institutional framework of the NQI, the trade and business facilitation thrust, the state of physical infrastructure to support the policy, etc	SPSTP	January 2019	
Methods	Description	Responsible Entity	Deadline/Start Time	Budget
NQP Impact Assessments	Impact assessments will be conducted every three-five years to determine the level and types of impact of the quality regime on the Jamaican economy with emphasis on trade in goods and services, employment, the reach of Jamaican goods and services in the global market place, exports, business growth, growth of NQI services, infrastructural development, regulatory activity, among other areas.	MICAF, NQI	June 2019	
Monitoring Mechanisms	The NQI entities will be expected to implement monitoring mechanism to capture relevant information on the impact of their services on industry, public sector and the society in general.	NQI	June 2019	
ESTIMATED IMPLEMENTATION BUDGET OVER 5 YEARS				\$1,278 Million

APPENDIX 1
STAKEHOLDER CONSULTATIONS
REVISED NATIONAL QUALITY POLICY

2015 and 2016 Stakeholder Consultations

1. Accountant General's Department
2. Ag-Chem Plant Limited
3. Bank of Jamaica
4. Blue Mountain Tours
5. Bureau of Standards Jamaica
6. C & D Construction
7. Carib Cement Company Limited
8. CB Group Limited
9. Central Sorting Office
10. Clarendon Parish Council
11. Consumer Affairs Commission
12. Cornwall Regional Hospital
13. Council of Community Colleges of Jamaica
14. Dawille & Associates
15. Department of Cooperatives and Friendly Societies
16. Department of Correctional Services
17. Derrimon Trading Limited
18. Eagle Medical laboratory
19. eGov Jamaica Limited
20. Excelsior Community College
21. EXIM Bank
22. Fair Trading Commission
23. Flankers P J High School
24. Flower Hill Producer
25. Food Storage & Prevention of Infestation Division
26. G C Foster College
27. Global Consultants
28. Global Packaging Limited
29. Government Electrical Inspectorate
30. HBS Constructing
31. Hill Top Hotel and Conference Centre
32. Incorporated Master builders Association of Jamaica
33. International Centre for Environment and Nuclear Sciences
34. Jamaica Business Development Corporation
35. Jamaica Chamber of Commerce
36. Jamaica Civil Service Association
37. Jamaica Customs Agency
38. Jamaica Defence Force
39. Jamaica Deposit Insurance Corporation
40. Jamaica Information Service
41. Jamaica International Financial Services Authority
42. Jamaica Library Service
43. Jamaica Manufactures Association
44. Jamaica National Agency for Accreditation
45. Jamaica Productivity Centre
46. Jamaica Teaching Council
47. Jamaica Tertiary Education Commission
48. JAMPRO
49. JamVAT
50. Massy Distributors Limited
51. Ministry of Agriculture and Fisheries
52. Ministry of Education
53. Ministry of Finance and Planning
54. Ministry of Foreign Affairs and Foreign Trade
55. Ministry of Health
56. Ministry of Industry, Investment & Commerce
57. Ministry of Labour and Social Security

58. Ministry of National Security
59. Ministry of Science, Technology, Energy and Mining
60. Ministry of Transport, Works and Housing
61. Ministry of Youth and Culture
62. National Certification Body of Jamaica
63. National Consumers League
64. National Education Inspectorate
65. National Energy Solutions Limited
66. National Works Agency
67. NCTVET-HEART/NTA
68. Northern Caribbean University
69. Nursing Council of Jamaica
70. Ocho Rios High School
71. Office of the Government Trustee
72. Office of the Services Commission
73. Office of the Trustee in Bankruptcy
74. Peoples Medical Laboratory
75. Petroleum Corporation of Jamaica
76. Planning Institute of Jamaica
77. Private Security Regulatory Authority
78. Regional Math Coordination Region
79. Rural Agricultural Development Authority
80. Sam Sharp Teachers' College
81. Scientific Research Council
82. Seprod Limited
83. Shortwood Teachers College
84. Small Business Association of Jamaica
85. Spectrum Management Authority
86. St, Elizabeth Parish Council
87. St. Joseph's Teachers' College
88. Sugar Industry Authority
89. Sugar Industry Research Institute
90. Surrey Paving and Aggregate Company Limited
91. Taylor Food Products
92. The Betting, Gaming and Lotteries Commission
93. The Mico University College
94. Tourism Product Development Company
95. Trade Board Limited
96. University Council of Jamaica
97. University of Technology, Jamaica
98. University of the Commonwealth Caribbean
99. University of the West Indies
100. Water Resources Authority
101. Williams Enterprise

Independent Individuals

- | | |
|-----------------------|----------------------------|
| 1. Aaron Simon | 14. Marion Bloomfield |
| 2. Ana-Simone Jones | 15. Melonie Smith |
| 3. Carol Leslie | 16. Pearnel McKoy |
| 4. Deborah Borwn | 17. Rosalyn Campbell |
| 5. Elaine Roper | 18. Shavon Allen |
| 6. Gwyneth Ross | 19. Shelia Watson- Gidding |
| 7. Jaana McKenzie | 20. Terry Myrie |
| 8. Kerron McCalla | 21. Troy McCloud |
| 9. Kethlin Listin | 22. Verna Thompson |
| 10. Lanzel Bloomfield | |
| 11. Lisa Barrows | |
| 12. Lloyd Williams | |
| 13. Mario Pottinger | |

2018 Stakeholder Consultations

Final Validation Workshop

1. Anti-Dumping and Subsidies Commission
2. Bureau of Standards Jamaica
3. Business Access TV
4. Cornwall Regional Hospital
5. EXIM Bank
6. Hazardous Substances Regulatory Authority
7. Jamaica Customs Agency
8. Jamaica Exporters Association
9. Jamaica Manufacturers Association
10. Jamaica Tertiary Education Commission
11. Jamaica National Agency for Accreditation
12. Jamaica Information Service
13. Micro Investment Development Agency
14. Ministry of Culture, Gender, Entertainment and Sport
15. Ministry of Economic, Growth and Job Creation
16. Ministry of Education and Youth
17. Ministry of Finance and the Public Service
18. Ministry of Foreign Affairs and Foreign Trade
19. Ministry of Industry, Commerce, Agriculture and Fisheries
20. Ministry of Labour and Social Security

21. National Compliance and Regulatory Authority
22. National Consumer League
23. Office of the Supervisor of Insolvency
24. Private Sector Organization of Jamaica
25. The Gleaner
26. Trade Board Limited

