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# **Government of Jamaica**

*Ministry of Tourism and Entertainment*

## **Strategic Business Plan 2015 – 2018**

*November 2014*

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## HONOURABLE MINISTER'S MESSAGE

The Ministry's Strategic Business Plan for the period 2015 – 2018 has been crafted at a time when the country is aiming to stabilize its economic base through an Extended Fund Facility with the International Monetary Fund (IMF). Fiscal discipline, therefore, will have to be the order of the day as the country grapples with the harsh economic climate which has impacted the entire world. The Ministry of Tourism and Entertainment is committed to ensuring that Jamaica's tourism and entertainment sectors make the maximum contribution possible to the island's economic recovery, given their immense potential.

In order to achieve the above stated goals, the Ministry of Tourism and Entertainment has developed this Strategic Business Plan, consisting of strategic priority policies, programmes and projects. These strategies are designed to achieve sector outcomes which are all in line with the overarching policy framework of the *National Development Plan Vision 2030*.

To this end, the agreed strategic priorities for 2015/16 and beyond include: Fiscal Prudence and the pursuit of a credible Macro-economic Programme; Economic Growth and Job Creation; Security and Justice; Human Capital Development; Social Inclusion and Protection; Environment and Climate Change Resilience. With this in mind the priorities of the Ministry include: increasing the impact of tourism on the economy, implementing transformational projects funded by the Tourism Enhancement Fund and enhancing the linkages between tourism and other sectors, such as manufacturing, agriculture and entertainment, to create an inclusive sector.

Key sector outcomes of the initiatives and policies outlined in this plan include:

1. Increased market share;
2. Increased impact of tourism on the economy and a higher degree of integration; as well as improved participation in tourism by Jamaicans;
3. Strong economic linkages between tourism and other industries and sectors;
4. A more diversified tourism product;
5. A well developed entertainment sector which will be an engine of economic growth;
6. A more productive tourism workforce and worker friendly environment;
7. A sector that promotes sustainable tourism practices and one whose activities reduce the vulnerability to multi-hazards and climate change.

Undoubtedly, effective planning, monitoring and evaluation of activities represent the hallmarks of an efficient and effective organization. It is against this background that as Minister of Tourism and Entertainment I must underscore that the Ministry is fully committed to this strategic planning process and will continue to play its role in ensuring that Jamaica becomes *“the place of choice to live, work, raise families and do business.”*

Hon. Dr. Wykeham McNeill, M.P.  
Minister of Tourism & Entertainment

## **PERMANENT SECRETARY'S MESSAGE**

As a Ministry we remain committed to ensuring the realization of the vision for the tourism and entertainment sectors to become main engines of economic growth for the local economy, thereby creating opportunities for all Jamaicans. To this end, the Ministry of Tourism and Entertainment sees our unique tourism product, the talents of our hospitable people and our vibrant culture as key tools to achieving our goals.

Tourism continues to be a major driver of the economy and is arguably one of the country's most competitive industries. Additionally, with the international appeal of the Jamaican culture, entertainment has been identified as a key sector which can provide much needed impetus for growth in the Jamaican economy. The Strategic Business Plan of the Ministry of Tourism and Entertainment for 2015-2018 identifies and describes the priority policies, programmes, projects and strategies that will be employed to ensure the continued viability and improved performance of the tourism and entertainment sectors respectively.

In keeping with the key goals and critical outcomes of the National Development Plan Vision 2030 the Ministry has identified as an overarching national priority, the development of a tourism sector and an entertainment industry, which are globally competitive. The major strategic objectives to be pursued include increasing market share and developing and diversifying the tourism and entertainment industries; fostering a more productive workforce; encouraging the increased economic impact of both sectors and strengthening their linkages with other sectors of the economy; promoting broader participation by all Jamaicans; enhancing the safety, security and sustainability of the natural and built environment; implementing modernized systems and programmes for greater efficiency; and increased awareness of the important contribution of the tourism and entertainment sectors.

This Strategic Business Plan is also informed by the Medium Term Economic Framework (MTF); Medium Term Socio-Economic Framework (MTSEF); The Growth Inducement Strategy; Master Plan for Sustainable Tourism Development (Tourism Master Plan) the Public Sector Master Rationalisation Plan as recommended by the Public Sector Transformation Unit (PSTU); and Ministry Paper No. 56 - Government at your Service: Public Sector Modernisation Vision and Strategy 2000 - 2012.

As Permanent Secretary, I am fully committed to this strategic planning exercise as it provides the basis upon which these sectors will be effectively developed, monitored and evaluated. It is only through proper and effective planning and keen attention to detail that as a Ministry, we will be able to consolidate areas where gains are being made and bring to the fore the challenges that we face. These are critical steps which must be taken to ensure that the true potential of tourism and entertainment, as growth sectors, can be realized.

Mrs. Jennifer Griffith  
Permanent Secretary  
Ministry of Tourism & Entertainment

## **ACCOUNTABILITY STATEMENT**

This Strategic Business Plan for the next three years, commencing April 1, 2015 was prepared under my direction in accordance with the policy directives outlined by the Government of Jamaica, and the authority delegated to me under Section 16 of the Financial Administration and Audit (FAA) Act. The Plan outlines the Ministry's strategies that contribute to the achievement of the Government's agenda, and specifically, the planned policies, programmes and projects for which appropriate monitoring and evaluation mechanisms are being deployed to ensure their timely and cost-effective implementation.

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

Jennifer Griffith (Mrs.)  
Permanent Secretary  
Ministry of Tourism and Entertainment

# 1 EXECUTIVE SUMMARY

## 1.1 Overview

The Ministry of Tourism and Entertainment has direct responsibility for seven (7) agencies namely the Bath Fountain of St. Thomas the Apostle, Devon House Development Company, Jamaica Tourist Board (JTB), Jamaica Vacations Limited (JAMVAC), Milk River Hotel and Spa, Tourism Enhancement Fund (TEF), Tourism Product Development Company (TPDCo.), River Rafting Authority and the Jamaica Reservations Limited (JRS) which is being wound up. The Entertainment Advisory Board supports the Entertainment portfolio with guidance and direction.

In support of the Government Strategic Priority of playing a significant role in ***Economic Growth and Job Creation***, the Ministry of Tourism and Entertainment is committed to ensuring that the Tourism and Entertainment sectors make the maximum contribution possible to the economic recovery, given these sectors known potential. Notwithstanding the contribution to GDP, these industries will also serve as a vehicle for providing economic and social opportunities for the Jamaican people with its inclusive approach.

There are several issues and challenges facing the tourism industry. However, the Ministry continues to find avenues to mitigate or minimize these challenges through the various programmes undertaken by the Ministry of Tourism and Entertainment.

- 1) The ongoing need to improve and diversify the tourism product, market segments and source markets is being addressed through the Product Development programme of the ministry.
- 2) The Linkages Hub programme initiated by the MTE in June 2013 is geared towards the need to strengthen linkages between tourism and the other industries such as agriculture, manufacturing and creative industries;
- 3) The need to reduce the environmental impacts of tourism development has been acknowledged and a Multi-hazard Contingency Planning programme is addressing the preparedness of the sector.
- 4) Vulnerability of tourism facilities to natural hazards and the impact of climate change is being addressed through the ministry's Climate Change programme
- 5) Negative perceptions of Jamaica as a travel destination due to crime and tourist harassment is very important to the sustainability of the industry and
- 6) The need to widen the share of benefits derived from the industry by local residents and communities

The strategies being employed under the various programmes are geared to overcoming these hurdles and facilitate the transformation of the tourism and entertainment sectors into internationally competitive industries.

The Ministry will make significant efforts to work with its partners in the establishment and implementation of policies, programmes and systems to add value to the rich, unique and various attributes of the country. The national outcomes will be attained with the achievement of the tourism sector outcomes noted in the *National Development Plan - Vision 2030* which speaks to the long-term prospects of the Tourism and Entertainment industries.

To augment the strategic priorities, the ministry is cognizant of the need to create a legislative framework that will be focussed on creating a sustainable and enabling environment. These legislations include: Amendments to the Jamaica Tourist Board Act and the development of Regulations for Timeshare.

The Ministry's priority policies/programmes/projects are being planned and developed to ensure alignment to the National Development Plan Vision 2030; the Growth Inducement Strategy; Jamaica Public Sector Master Rationalisation Plan recommended by the Public Sector Transformation Unit (PSTU); Ministry Paper No 56 - Government at your Service: Public Sector Modernisation Vision and Strategy 2000 - 2012; Medium Term Economic Framework (MTEF); Medium Term Socio-Economic Policy Framework – 2012 - 2015 (MTSEF); as well as a Master Plan for Sustainable Tourism Development (Tourism Master Plan).

Of great importance and acknowledgement are the Government's strategic priorities for the country to focus its efforts and resources over the medium term for 2015/2016. These priorities are:

1. Fiscal Prudence and pursuit of a credible Macro-economic Programme
2. **Economic Growth and Job Creation;**
3. Security and Justice;
4. Human Capital Development;
5. **Social Inclusion and Protection;** and
6. **Environmental and Climate Change Resilience**

## **1.2 Ministry of Tourism and Entertainment's Priority Policies/Legislation**

### **Ministry's Priorities are:**

- i.* Enhanced linkages between tourism and other sectors thus creating an inclusive sector
- ii.* Enhanced tourism product with internationally competitive standards
- iii.* Enhancement of the visitor's experience
- iv.* Strengthen and position entertainment as a tool for progress
- v.* Improved welfare of tourism workers
- vi.* Increased tourism economic impact
- vii.* A safe and sustainably managed sector
- viii.* Efficient public bureaucracy



**Policies**

- i. Community Tourism Policy
- ii. Craft Policy and Strategy
- iii.** Bed and Breakfast Policy
- iv.** Water Sport Policy
- v.** Entertainment Policy
- vi.** Ecotourism Guidelines for the Cockpit Country

**Legislation:**

- i. Timeshare Act (2014)
- ii. Tourist Board Act (1955)
- iii. Tourist Board Water Sport Regulations (1985)
- iv. Travel Agencies Regulations Act (1958)
- v. Tourist Board (Prescribed Areas) Regulations (1985)

**Ministry of Tourism and Entertainment's priority programmes and projects****MTE's Priority Programmes are:**

- i. Tourism Inclusiveness Programme
- ii. Linkages Hub Programme
- iii. Sustainable Tourism Programme
- iv. Product Development Programme
- v. Standards and Compliance Programme
- vi. Tourism Worker Welfare Programme
- vii. Tourism Worker Skills Training Programme
- viii. Destination Marketing Programme
- ix. Entertainment Programme
- x. Accommodation Development Programme
- xi. Tourism Economic Development Programme
- xii. Multi Hazard Contingency Planning for the tourism sector
- xiii. Climate Change Programme for the Tourism Sector
- xiv. Public Sector Modernization Programme

**MTE's Priority Projects are:**

- i. Tourism Demand Study
- ii. Pension Scheme and Retirement benefits for Tourism Workers
- iii. OAS/FEMCIDI Regional Craft Project
- iv. Entertainment Registry
- v. Rating System for entertainment events
- vi. Arts in the Park
- vii. JAMROCK Summer 90 days/90 ways
- viii. Small accommodation energy conservation loan initiative
- ix. Linkages Hub
- x. Community Tourism

## **Ministry of Tourism and Entertainment's Strategic Objectives**

1. To develop Jamaica as a leading internationally competitive destination
2. To strengthen the local value chain with agriculture, manufacturing, entertainment and sport as well as to develop an inclusive tourism sector
3. To develop an authentic tourism product that reflects Jamaica's unique natural and cultural heritage
4. To reposition entertainment as a growth sector
5. To provide post retirement benefits for tourism workers as well as a hassle free visitor experience
6. To encourage the sustainable development and management of tourism within a healthy environment

## **Ministry of Tourism and Entertainment's Sector Outcomes**

The expected desired sector outcomes from the policy priorities are:

- a) Increased market share;
- b) An expanded base of stakeholders in the tourism sector;
- c) A diversified tourism product that support the protection of natural and cultural heritage
- d) Strong economic linkages between tourism and other industries and sectors;
- e) A sector that meets required industry standards
- f) An economically viable sector;
- g) A sector with a worker friendly environment;
- h) A cadre of skilled, trained and motivated personnel that can effectively fill all the positions in the sector;
- i) A Strengthened entertainment sector as an engine for economic growth;
- j) A sector whose activities reduce the vulnerability to multi hazards and climate change;
- k) A sector that promotes sustainable tourism practices;
- l) Strengthened public institutions to deliver efficient and effective public goods and services.

### 1.3 Policy, Programme and Projects that Support the Government's Strategic Priorities

The following priorities of the Ministry of Tourism and Entertainment support the strategic priorities of Government:

#### GOVERNMENT STRATEGIC PRIORITY: Economic Growth and Job Creation

#### NAME OF SUPPORTING PRIORITY: Tourism Economic Development

##### ■ DESCRIPTION:

This programme entails the marketing and promotion of Jamaica by the Jamaica Tourist Board (JTB) as a preferred destination to consumers in targeted markets, as well as the identification of the needs of outbound tourists in new and emerging source markets. Jamaica Vacations (JamVac) activities are integrally linked to the marketing efforts of the JTB by securing, and increasing airlift capacity into Jamaica through seat support contracts. They support tour operators, charter operators and scheduled flights particularly from new gateways, and/or those gateways underserved by scheduled carriers; and facilitates connections to the destination from cities '*behind the gateway*'

##### ■ CONTEXT:

During 2014, total visitor arrivals are provisionally estimated at 3,488,796, recording an increase of 6.6% compared to 2013; stopover arrivals to total 2,074,518, a 3.3% increase over 2013; and cruise passengers end 2014 at 1,414,278, which is an increase of 11.8% compared to 2013. Growth is expected in stopover arrivals from North America up 2.7% and Europe to increase by 8.4%. Cruise passenger arrivals are expected to increase for all major ports of call in 2014. Arrivals to the port of Falmouth are estimated to increase by 18.8%, to the port of Ocho Rios by 5.4% and to the port of Montego Bay by 2.5%.

High visibility in the traditional market places of North America, Latin America and Europe is maintained through an integrated promotional and communications programme such as the roll out of a new advertising campaign "*Home of All Right*". JamVac seeks to secure seat support agreements with airlines and tour operators from those markets which the JTB is actively pursuing. Focus is placed on emerging markets from Latin America, Eastern Europe (Russia) and Asia (China), in order to develop and increase market share.

The Ministry has been working assiduously with the Ministry of National Security and Passport Immigration and Citizenship Agency (PICA) to facilitate travel to Jamaica through reduced visa requirements from the regions mentioned above. In addition, the Ministry is providing significant support to PICA to increase efficiency in its immigration systems.

##### • GOAL(S):

To increase Jamaica's market share of international arrivals within the Caribbean region.

JTB :	J\$ 3,329,075( US\$29,500xJMD\$112.85);
JamVac :	US\$3,500,000
PICA	J\$250 M

Budgetary support from TEF

#### ACHIEVEMENTS TO DATE:

Calendar Year YTD 2014 (Jan.-Oct.)		Fiscal Year 2014/15 (Apr.-Oct)	
	Stopovers Arrivals 1,709,315 (+3.1%)		Stopovers Arrivals 1,169,975 (+4.7%)
	Cruise Passengers 1,114,714 (+10.8%)		Cruise Passengers 672,687 (+24.7%)
	Visitor Expenditure US\$1,828M (+5.6%)		Visitor Expenditure US\$1,261M (+5.4%)
Rooms Coming on Stream 750 Rooms		Rooms Coming on Stream 1,458 Rooms	
Direct New & Re-Employment 945 persons		Direct New & Re-Employment 1,837 persons	

Calendar Year 2014		Fiscal Year 2014/15	
	Stopovers Arrivals 2,043,552 (+1.7%)		Stopovers Arrivals 2,056,909 (+2.4%)
	Cruise Passengers 1,381,673 (+9.2%)		Cruise Passengers 1,410,419 (+13.7%)
	Visitor Expenditure US\$2,198M (+4.0%)		Visitor Expenditure US\$2,230M (+5.0%)
Rooms Coming on Stream 750 Rooms		Rooms Coming on Stream 1,458 Rooms	
Direct New & Re-Employment 945 persons		Direct New & Re-Employment 1,837 persons	

#### TARGET:

Calendar Year 2015		Fiscal Year 2015/16	
	Stopovers Arrivals 2,097,682 (+2.6%)		Stopovers Arrivals 2,111,833 (+2.6%)
	Cruise Passengers 1,421,741 (+2.9%)		Cruise Passengers 1,439,718 (+2.1%)
	Visitor Expenditure US\$2,330M (+5.6%)		Visitor Expenditure US\$2,352M (+5.3%)
Rooms Coming on Stream 1,458 Rooms		Rooms Coming on Stream 1,635 Rooms	
Direct New & Re-Employment 1,837 persons		Direct New & Re-Employment 2,060 persons	

Calendar Year 2016		Fiscal Year 2016/17	
	Stopovers Arrivals 2,160,932 (+3.0%)		Stopovers Arrivals 2,182,399 (+3.3%)
	Cruise Passengers 1,485,719 (+4.5%)		Cruise Passengers 1,511,798 (+5.0%)
	Visitor Expenditure US\$2,430M (+4.3%)		Visitor Expenditure US\$2,468M (+4.9%)
Rooms Coming on Stream 580 Rooms		Rooms Coming on Stream 1,180 Rooms	
Direct New & Re-Employment 730 persons		Direct New & Re-Employment 1,487 persons	

Calendar Year 2017		Fiscal Year 2017/18	
	Stopovers Arrivals 2,237,504 (+3.5%)		Stopovers Arrivals 2,260,354 (+3.6%)
	Cruise Passengers 1,560,005 (+5.0%)		Cruise Passengers 1,590,040 (+5.2%)
	Visitor Expenditure US\$2,543M (+4.7%)		Visitor Expenditure US\$2,570M (+4.1%)
Rooms Coming on Stream 3,100 Rooms		Rooms Coming on Stream 2,000 Rooms	
Direct New & Re-Employment 3,906 persons		Direct New & Re-Employment 2,520 persons	

#### Jamaica Vacations Limited (JamVac)

- END-OF-YEAR TARGET:**

Air service agreements are expected to generate over 100,000 passengers landed annually for the industry; to negotiate airlift from at least two new gateways annually.

- **ACHIEVEMENTS TO DATE:**

For the 2014/15 period, JamVac anticipates that it would have concluded twenty-two (22) agreements for airlift and co-op advertising support. It is anticipated that these agreements will generate in excess of 100,000 passengers landed during the period of support. Agreements for three (3) new gateways (Newark, New Orleans and Nashville) are included in these agreements.

**GOVERNMENT STRATEGIC PRIORITY: Economic Growth and Job Creation**  
**NAME OF SUPPORTING PRIORITY: Enhanced linkages between tourism and other sectors Linkages Programme**

▪ **DESCRIPTION:**

This programme aims at creating a highly integrated sector which can act as a driver for economic development. The objective of the initiative is to increase consumption of goods and services particularly from the manufacturing and agricultural sectors that can be competitively sourced locally. The objective is to create employment and generating more earnings within the economy.

▪ **CONTEXT:**

The Ministry of Tourism and Entertainment is targeting increased linkages with domestic economic sectors, especially agriculture and manufacturing, as a priority objective. The programme supports a number of strategies including the establishment of a special unit within the Ministry to implement a programme of strengthening linkages. This is being done in collaboration with the Ministry of Agriculture and Fisheries, Ministry of Industry, Investment and Commerce, JAMPRO, JHTA, JMA and other significant stakeholders. The Linkages Hub Programme aims to facilitate business to business arrangements between tourism sector and other local sectors with the expectation that these will be sustained resulting in increase economic impact of the tourism sector.

▪ **GOAL(S):**

Strong economic linkages between tourism and other industries and sectors;

▪ **PLANNED BUDGET:**

J\$10 M per annum (including salaries and programmes) budgetary support from TEF

▪ **END-OF-YEAR TARGET:**

- a) Completed Tourism Demand Study
- b) Buyer/ Seller business relationships strengthened

▪ **ACHIEVEMENTS TO DATE:**

- a) Hosted 13 *Agro-Tourism* Farmer's markets in collaboration with the Rural Agricultural Development Authority (RADA) in Negril and Montego Bay. At least four (4) contractual relationships have been established between farmers and hotels to supply produce on a weekly basis in Negril.
- b) Facilitated direct buyer/supplier networking opportunities and interactions between tourism investors (National Insurance Fund (NIF)/Melia, Playa/Hyatt Ziva and Palace Resorts) and producers of locally manufactured products i.e. Jamaica Manufacturers' Association (JMA), Jamaica Business Development Corporation
- c) Local manufacturers secured contracts to refurbish the Spanish Court and Secrets hotels; these contracts were valued at approximately Fifty Thousand United States dollars (US\$50,000) and One Hundred Thousand United States dollars (US\$100,000) respectively.
- d) At JAPEX 2014, approximately 38 suppliers participated in various categories ranging from manufacturing, agro processing, services as well as art and craft. Over 50 buyer delegates participated in the event.

- e) The Centre for Leadership and Governance at the UWI Mona was selected to conduct the Tourism Demand study on September 1, 2014.

**GOVERNMENT STRATEGIC PRIORITY: Economic Growth and Job Creation**

**NAME OF SUPPORTING PRIORITY: Enhanced linkages between tourism and other sectors – Community Tourism Programme**

▪ **DESCRIPTION:**

Community tourism development presents Jamaica with a major opportunity to advance its goals of an inclusive tourism sector that contributes to the nation's economic and social development. International tourism trends are showing a shift away from 'sun, sand and sea' tourism and toward interactive, experiential tourism. A series of island wide consultations and publication of the policy to bring awareness on the policy are planned.

▪ **CONTEXT:**

The National Community Tourism Policy and Strategy aims to mitigate overriding socio-economic issues facing Jamaica such as high national incidence of poverty; high average unemployment rate; high underemployment among persons with vocational training, poor community governance, lack of export ready products; low tourism receipts; infrastructure disparities between the rural and urban areas as well as insufficient integration between the economic and socio-cultural sectors.

▪ **GOAL(S):**

- a) Increased participation in tourism by Jamaicans
- b) An expanded base of stakeholders in the tourism sector
- c) A tourism sector which is inclusive and facilitates broad participation by Jamaicans

▪ **PLANNED BUDGET:**

Implementation Budget (5 years) \$11,175,000

Marketing Budget (5 years) \$900,000

Secretariat Office Budget (5 years) \$2,375,000

▪ **END-OF-YEAR TARGET:**

Policy passed as a White Paper by 1<sup>st</sup> Q 15/16. Activities under the Implementation Plan to commence January 2015.

▪ **ACHIEVEMENTS TO DATE:**

Cabinet Decision No 42/13 approved the policy position outlined in the draft Policy and Strategy on Community Tourism and the tabling of the document in the Houses of Parliament as a Green Paper. Comments from consultations have been compile towards the finalization of the White Paper.

**GOVERNMENT STRATEGIC PRIORITY: Economic Growth and Job Creation**

**NAME OF SUPPORTING PRIORITY: Enhancement of the Visitor's Experience- Craft Development Programme**

• **DESCRIPTION:**

The Craft Development Programme entails a) the development of a Policy; b) The Craft market physical infrastructure upgrade, c) Training of craft vendors in customer service, language entrepreneurship and craft sales upgrading, d) capacity building for craft producers in craft enhancement and business planning.

• **CONTEXT:**

Handicrafts are an integral part of the tourism experience. The Vision 2030 Tourism Sector Plan specifically speaks to this linkage, mentioning the decline of Jamaica's Craft Industry as it relates to poor quality or the influx of mass produced commodities and suggests that the Government of Jamaica take the following steps:

- a) Improve the quality, authenticity and diversity of entertainment, cuisine and shopping;
- b) Transform the concept, physical ambience and shopping experience of the craft subsector;
- c) Develop a tourism product that benefits from, and builds on, Brand Jamaica, and
- d) Increase the use of Jamaican inputs in the tourism product.

Managed well, the Handicraft Industry has the capacity to create high added value, and the money spent on crafts spread instantly and undiluted into the local community.

• **GOAL(S):**

- 1) To develop the craft policy by March 2015.
- 2) To explore the establishment of an Authority for Craft and Community Tourism.
- 3) To train 380 craft vendors in customer service and entrepreneurship annually
- 4) To train 120 craft producers in craft production annually
- 5) To have 100% compliance of vendors in licensing in 2 years

• **PLANNED BUDGET:**

- 1) Secretariat support to Craft Council J\$17m
- 2) Craft Policy J\$67,000
- 3) OAS/Femcidi Project J\$13

• **END-OF-YEAR TARGET:**

- a) To have a draft Craft Policy tabled in Parliament as a Green Paper
- b) To begin the process of establishing an Authority with responsibility for Craft
- c) To train 380 craft vendors in customer service and entrepreneurship
- d) To train 120 craft producers in craft production under the OAS/FEMCIDI Project



- **ACHIEVEMENTS TO DATE:**
  - a) Cabinet approval received for the development of a Craft Policy
  - b) Cabinet Submission prepared and submitted to Cabinet for approval for the establishment of a Craft Council
  - c) 80 Craft Traders licensed
  - d) Fifty one (51) Master Craftsmen identified to train apprentices
  - e) Three (3) craft market upgrades completed
  - f) Two (2) craft markets upgraded
  - g) Craft Producers trained under OAS/Femcidi Project

## **GOVERNMENT STRATEGIC PRIORITY: Economic Growth and Job Creation**

**NAME OF SUPPORTING PRIORITY:**      **Enhancement of the visitors Experience – Product Development**

- **DESCRIPTION:**  
Tourism Enhancement Fund and the Tourism Product Development Company have embarked on a program that will impact the development and attractiveness of a) the various resorts towns island wide and b) signature attractions. The transformational projects focuses on resort town upgrading in i) Ocho Rios Turtle River Development; ii) Falmouth Hampden Wharf and Streetscape; iii) Negril Entrance way and Sea Park and Dual walkway project; iv) East Kingston Elegant Corridor Upgrade.

The two agencies are also required to facilitate the development and operation of government attractions and travel halts in partnerships with the private sector, in addition to assist in the upgrading of Devon House, Milk River Hotel and Spa, Bath Fountain and public beaches.

- **CONTEXT:**  
The product development programme is being undertaken within the framework of the Master Plan for Sustainable Tourism Development and the Medium Term Economic framework. The current approach provides for a consistent set of supporting activities funded by the TEF that leads to a transformational impact on the resort towns and diversification of the tourism product.
- **GOAL(S):**  
The main development goals of the program are to contribute to increase tourist activities and, employment creation. In addition to this, it should also increase benefits to the local communities and overall enhanced visitor's experience.

- **PLANNED BUDGET:**

Beaches Programme	J\$88M
Ocho Rios Enhancement Project (Phase 2)	J\$324m
Hampden Wharf and Streetscape	J\$855m
Negril Entrance way/Sea Park/Dual Walk	J\$448m
East Kingston Elegant Corridor	To be decided
Rest Stops/Travel Halt	J\$66m
Milk River Redevelopment Phase 1	J\$63m

Bath upgrade

J\$60m

- **END-OF-YEAR TARGET:**
  - 1) Complete Montego Bay Elegant Corridor Lighting
  - 2) Complete at least 16 public beaches upgrade
  - 3) Complete at least 6 Rest Stops/travel halt
  - 4) 85% completion of Falmouth Hampden Wharf

**GOVERNMENT STRATEGIC PRIORITY: Economic Growth and Job Creation**  
**NAME OF SUPPORTING PRIORITY: Strengthen and position entertainment as a tool for progress – Entertainment Programme**

- **DESCRIPTION:**

The Entertainment initiatives seek to a) develop, market and promote local talent and bolster the product which includes programmes such as: Arts in the Park and Jamrock Summer:90 Days/90 Ways creating the synergies between entertainment and tourism as well as providing developmental opportunities in various creative sectors. b) Streamline and build capacity within the sector through policy initiatives, development of the entertainment registry and an event rating system.
- **CONTEXT:**

The Entertainment Advisory Board comprises representatives from all the creative sectors. Although entertainment is a subset of the creative industries, the ministry's entertainment division is primarily focussed on music, fashion, visual and performing arts. Entertainment is seen as a driver for economic growth through the employment of several persons permanently and temporarily. This is seen through the granting of several extensions for entertainment events.
- **GOAL(S):**

To reposition entertainment as a growth sector
- **PLANNED BUDGET:**

J\$40M for events and Poet Laureate
- **END-OF-YEAR TARGET:**
  - a) Additional persons registered through the Entertainment Registry
  - b) Amendments to Noise Abatement Act
- **ACHIEVEMENTS TO DATE:**
  - Identification of two Entertainment Zones in Downtown Kingston and Palisadoes strip.
  - Operationalization of the Entertainment Registry
  - Launch of 90 Days/90 Ways of Summer
  - Staging of two Arts in the Park funded by the Tourism Enhancement Fund
  - Naming of Poet Laureate and subsequent assignments in the UK.
  - Signing of two artiste through the Artiste Ambassador Programme

**GOVERNMENT STRATEGIC PRIORITIES: Economic Growth and Job Creation; Social Inclusion and Protection**

**NAME OF SUPPORTING PRIORITY: Improve welfare of tourism workers and a sustainably managed sector –Pensions Plans for the Tourism Industry.**

- **DESCRIPTION:**

While the work of the Ministry of Tourism and Entertainment generally fits under the government strategic priority of Economic Growth and Job Creation, it is cognizant that the priority of tourism worker welfare is also nested in other GoJ priorities such as Social Inclusion and Protection and the Development of Human Capital.

The Ministry of Tourism and Entertainment has identified improvement of the conditions of work, particularly with respect to access to retirement income and access to affordable housing as priorities. The Ministry is resolved to address these issues as quickly as possible by encouraging and facilitating the collaboration of employers and workers in the tourism sector in the development or participation in pension schemes as well as embarking on a programme of making more affordable housing solutions available to tourism workers. Notwithstanding these needs, the MTE has started with the Pension Scheme for Tourism Workers and has proceeded apace with a concept that will see a gradual increase in contributions from employer and employee.

- **CONTEXT:**

In recent years, there has been increased interest in pensions and workers' retirement planning. This is related to the changing demographic profile of the society as well as the challenges which face the economy. Greater life expectancies, an aging population, inflation and fiscal constraints of Government are chief among the factors that point to a looming "pensions crisis", where increasing numbers will face difficulties in providing for old age. The problem is heightened by the reality in Jamaica of low wages and the absence of a culture of retirement planning.

- **GOAL(S):**

The aim of this programme is to gradually ensure that all workers in the tourism sector have a pension plan to guarantee their survival post-retirement.

- **PLANNED BUDGET:**

Pensions Scheme  
J\$5.199 million

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

To finalise the structure of the Pension Scheme with the JHTA  
Meet with other stakeholders

- **ACHIEVEMENTS TO DATE:**

Studies of the pension landscape in the tourism industry have been conducted; tentative agreement in principle on the establishment of a Pension Scheme with the JHTA has been reached.

- The details and implementation modality discussed.

## 1.4 STRATEGIES

In order to transform the policy priorities and desired outcomes outlined above into real results, the Ministry plans to implement its programmes through the following strategies:

- **Citizen-focused service:** The Ministry's policies, and programmes are developed with the input from its agencies, other MDA's and stakeholders who would be impacted by the development of these policies, programmes and projects. In doing this, areas such as the Community Tourism Policy, Craft Policy, Tourist Board Act Amendment, Timeshare Legislation, Noise Abatement Act amendment, the establishment of the Linkages Hub, the development of entertainment zones and the advancement of Entertainment events rating system have benefitted from this approach
- **Stewardship:** The Ministry's stewardship strategies entail the management and maintenance of Recurrent and Capital expenditure within budgetary limits and for the intended purposes. In addition there is the management and monitoring of assets and the implementation of programmes and/or systems to achieve greater cost savings.
- **Human Resources:** The Human Resource Development strategies are applied to achieve the Ministry's goals. This strategy entails the restructuring and realignment of job functions, and processes of the Ministry, as well as, the recruitment of competent staff. Also, lifelong learning measures are employed to increase staffs' capacities.
- **Information Systems and Technologies:** The Ministry leverages its investment in IT by harmonizing business processes and pursuing greater levels of efficiency and service delivery through current data processing technology, robust infrastructure, relevant information base and strategic business relationships with the Ministry's agencies, partners, customers, suppliers, and stakeholders.
- **Risk Management:** Risks to policy, programme and project implementation have varying impacts. The culture of risk identification and quantification has been developed in the ministry and mitigation strategies employed to avert/reduce the risks;
- **Monitoring and Evaluation:** The monitoring of the Ministry's policies, programmes and projects are done through :a)the Minister's monthly meetings with the Heads of Agencies and Divisions; b) the Permanent Secretary's quarterly reviews with Heads of Agencies and Divisions as well as fortnight reviews with the Ministry's Senior Staff; and c) Heads of Divisions monthly meetings with direct reports and d) the various Committees of the Ministry such as the Thematic Working Group for Vision 2030 and Policy Steering Committees.
- **Procurement:** The Procurement Committees of the Ministry and its agencies provide oversight and monitor the procurement of goods and services in accordance with the established guidelines and timelines for delivery.
- **Accountability:** The Ministry ensures accountability through the timely submission of Performance Reports and providing guidance to MTE agencies in the delivery of services as well as by responding to appropriate audit concerns and/or requests for information;

■ **Policies and Programmes Formulation/Implementation Strategies:** The formulation of the Ministry's policies/programmes and projects are guided by evidence-based research, analytical research on quantitative and qualitative secondary data conducted by the Divisions within the Ministry and its agencies as well as through focus group consultations/ feedback.

■ **Stakeholder Management:** The Ministry interfaces with stakeholders by engaging them in regular face to face discussions and providing updates on the development and implementation of Ministry's policies and programme at the monthly meetings of the Trade Associations. Stakeholders are also advised of the Ministry's policies and programme through the Ministry's website, press releases, publications and interviews.

### 1.5 Ministry's Performance Measurement Framework

The Ministry of Tourism and Entertainment implements its strategies through its various Agencies and Board, some of which play key roles in the sector. These Agencies and Board are as follows:

- Jamaica Tourist Board (JTB)
- Tourism Product Development Company (TPDCo.)
- Tourism Enhancement Fund (TEF)
- Jamaica Vacations Limited (JAMVAC)
- Devon House Development Company
- Bath Fountain of St. Thomas the Apostle
- Milk River Mineral Bath and Spa
- Entertainment Advisory Board
- River Rafting Authority
- Jamaica Reservation Services Limited (being wound up)

The MTE also has Divisions that play critical roles in achieving the objectives of the Ministry:

- **Strategic Planning and Evaluation Division** brings a coordinated, strategic and informed approach to planning, monitoring and evaluation of the Ministry's performance in relationship to its mission and core functions. In addition to Corporate Planning and a variety of planning related tasks, the Division identifies opportunities for growth in the economic sectors in the Ministry's portfolios; track economic performance and industry trends and makes recommendations for adjustments
- **Policy and Monitoring Division** coordinates the development of tourism policies, legislations, plans and programmes of the Ministry and guides the process towards implementation and monitoring of activities that would enhance the

Ministry's efficiency in the delivery of goods and services to maximize the social and economic benefits within the sector and the wider Jamaica.

■ ***Entertainment Division*** provides technical and administrative support to the Entertainment Advisory Board in the development of the Entertainment Policy and other entertainment related policies, as well as effective implementation of various entertainment projects. This Unit directs, develops, implements, monitors and evaluates policies pertaining to the Entertainment industry and coordinates with relevant partners in the public and private sectors. The Unit also provides opportunities for visual and performing artistes to participate in international markets to expose local talent and promote the entertainment product. Finally, the Entertainment Division facilitates institutional strengthening and capacity building to enhance synergies between the Tourism & Entertainment sectors.

■ ***The Legal Division*** provides high quality legal services to the Ministry of Tourism and Entertainment and its Agencies. These services include the interpretation, reviewing and application of Acts and Regulations that impact the Tourism and Entertainment sectors in the existing legal framework that governs the Ministry.

■ ***Corporate Communications Division*** is established to meet the growing communications needs of the Ministry of Tourism and Entertainment and all its Agencies. Through this centralized communication approach, the Division is responsible for developing and implementing effective Public Relations and Communications programmes geared towards increasing awareness and generating publicity about the local and international work of the Ministry of Tourism and Entertainment and its Agencies in improving and enhancing Jamaica's tourism and entertainment products and image as well as ensuring heightened awareness of Jamaicans about value of tourism and entertainment to them

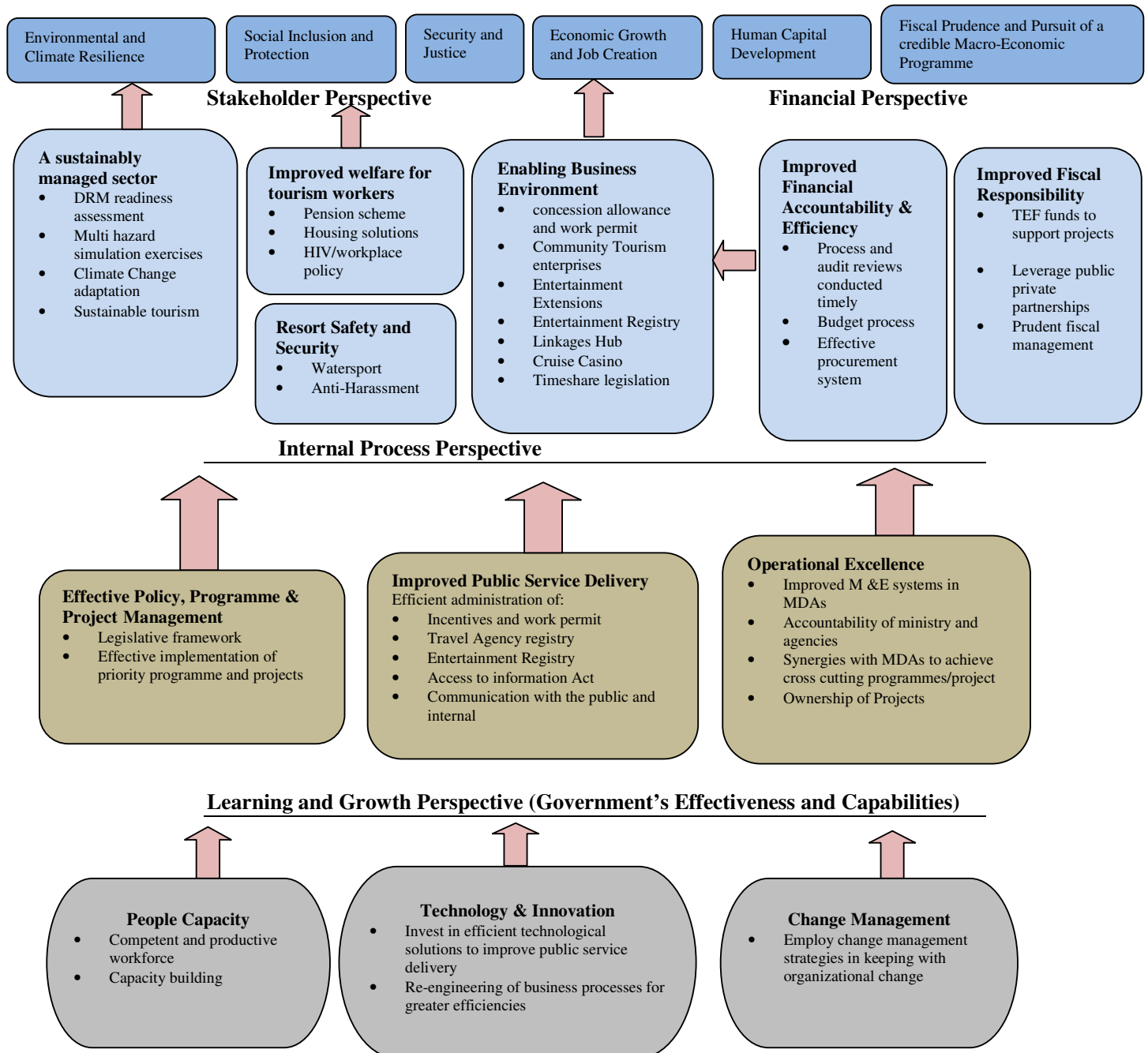
■ ***Corporate Services Division*** attempts to meet the Ministry's need for high performance standards in administrative services in order to ensure efficiency of operations and delivery of quality services to internal and external stakeholders. This division is comprised of the Human Resources and Administration, Documentation/Information and Access Services, Accounts and Office Management Units as well as the management of the Ministry's procurement function.

***Tourism Linkages Hub*** a special unit within the Ministry created vide Cabinet Decision of June 2013, to implement a programme of strengthening linkages with domestic economic sectors, especially agriculture, manufacturing and entertainment. The hub's programmes are geared at increasing the consumption of goods and services within the tourism sector particularly from the manufacturing and agricultural sectors that can be competitively sourced locally. The goal is the creation of a highly integrated sector which can act as a driver for economic development. This is being done in collaboration with key MDA's and other significant stakeholders.

## Strategy Map

**Vision:** Tourism and Entertainment as the high performance engines of growth for the Jamaican economy creating employment and other opportunities through innovative marketing, diverse product development and high value investments

### Government's Medium-term Strategic Priorities





## Ministry Scorecard (Medium Term 2015 – 2018)

Objectives	Measures (Performance Indicators)	Targets	Initiatives	Medium-term Budget (\$)
<b>STAKEHOLDER PERSPECTIVE</b>				
<i>To improve public awareness, strengthen community involvement and build inclusiveness</i>	<i>% increase in number of persons directly engaged in community tourism enterprises</i>  <i>% increase in level of citizens' awareness on the importance of tourism</i>  <i># of entertainment zones established</i>	2	<i>Community Tourism</i>  <i>National Public Awareness Campaign</i>  <i>Entertainment Programme</i>	
<i>To encourage spread of benefits from tourism and entertainment</i>	<i># of events held annually</i>  <i># of persons gaining exposure annually</i>  <i>% increase in employment/revenue from entertainment event time extension</i>  <i># of farmers' market held annually</i>  <i>% increase in variety of community tourism enterprises (CET) licensed</i>	2  6  20%  12	<i>Arts in the Park</i>  <i>Artiste Ambassador Programme</i>  <i>Jamrock: 90 day/90 ways</i>  <i>Linkages Hub</i>  <i>Community Tourism</i>	
<i>To increase economic opportunities and improve the tourism experience</i>  (enabling environment)	<i>% increase in # of community tourism enterprises established</i>  <i>% Increase in number of incentives in tourism and entertainment granted annually</i>  <i>% of ground transportation concessions granted</i>  <i>% increase of entertainers</i>	100%	<i>Community Tourism</i>  <i>Fiscal Incentives programme</i>  <i>Fiscal Incentive programme</i>	

Objectives	Measures (Performance Indicators)	Targets	Initiatives	Medium-term Budget (\$)
	<i>receiving local and international contracts</i>  <i>% increase in the volume of locally produced goods consumed in tourism</i>  <i>% increase in the number of contractual arrangements between the tourism sector and local manufacturers and farmers</i>	4	<i>Arts in the Park</i>  <i>Linkages Hub</i>  <i>Linkages Hub</i>	
<i>To promote sustainable tourism practices within the sector</i>	<i># of DRM readiness assessment conducted</i>  <i># of multi hazard simulation exercise undertaken</i>  <i>% increase in climate change initiatives</i>	1  1	<i>Multi hazard programme</i>    <i>Climate Change programme</i>	
<i>To improve the welfare of tourism workers</i>	<i>% of tourism workers on pension scheme</i>  <i># of workplace HIV Policy instituted</i>	40%	<i>Pension Scheme</i>  <i>HIV/Workplace Policy</i>	
<b>FINANCIAL PERSPECTIVE</b>				
<i>To improve financial accountability &amp; Efficiency</i>	<ul style="list-style-type: none"> <li>▪ <i>% procurement system compliance (eg. Contractor General's Compliance rating 100%)</i></li> </ul>	100 %	<i>Training in procurement management</i>	
	<ul style="list-style-type: none"> <li>▪ <i>% reduction in Audit queries</i></li> </ul>	100%		
<i>To improve fiscal responsibility</i>	<i># of programmes being supported by TEF</i>        <i># of projects completed within budget and time</i>	80%	<i>Entertainment Programme</i>  <i>Pension scheme</i> <i>Multi-hazard programme</i>  <i>OAS/FEMCIDI</i> <i>Craft Development</i> <i>Linkages Hub</i>	

Objectives	Measures (Performance Indicators)	Targets	Initiatives	Medium-term Budget (\$)
<b>INTERNAL PROCESS PERSPECTIVE</b>				
<i>Effective Policy, Programme and Project Management</i>	<i># of policy developed/revised annually</i>	<i>2</i>	<i>Craft Policy Community Tourism Policy Watersport Policy</i>	
	<i># of legislations passed</i>	<i>4</i>	<i>Timeshare Legislation</i>	
			<i>Amendments to Tourist Board Act</i>	
			<i>Amendments to the Tourist Board Water Sport Regulation (1985)</i>	
	<i>% of major projects implemented</i>	<i>4</i>	<i>Community Tourism</i>	
			<i>Linkages Hub</i>	
			<i>OAS/FEMCIDI Project</i>	
			<i>Artiste Ambassador Programme</i>	
<i>Improved Public Service Delivery</i>	<i>% increase in applications processed annually</i>	<i>20</i>	<i>Fiscal Incentive programme</i>	
	<i>% of entertainment practitioners registered annually</i>	<i>50</i>	<i>Entertainment Programme</i>	
	<i>% increase in number of compliant tourism enterprises</i>		<i>Community Tourism</i>	
	<i># of access to information request satisfied</i>		<i>Access to information</i>	
	<i># of travel agencies registered and gazetted</i>	<i>50</i>	<i>Travel Agency registry</i>	
	<i># of entertainment extensions granted</i>	<i>100</i>	<i>Entertainment Programme</i>	
<i>Operational Excellence</i>	<i>% organisational targets achieved annually</i>		<i>monitoring and evaluation systems in MDAs</i>	

<b>Objectives</b>	<b>Measures (Performance Indicators)</b>	<b>Targets</b>	<b>Initiatives</b>	<b>Medium-term Budget (\$)</b>
<b>LEARNING AND GROWTH PERSPECTIVE (Organizational Effectiveness and Capabilities)</b>				
<i>People Capacity</i>	<i>% of staff trained</i> <i># of new recruits</i>	<i>20%</i>	<i>Staff recruitment process</i> <i>Workshop training</i>	
<i>Investment in and effective application of appropriate, technology and innovation solutions;</i>	<i>Increase in storage capacity and investment in new IT technology systems facilitate work processes</i> <i>Increase in usage of appropriate hardware and software applications</i>		<i>Software applications</i> <i>Hardware</i> <i>TEMS</i> <i>Closed User Group</i> <i>Commissioning of shared IT services</i>	
<i>To employ change management strategies in keeping with organizational changes</i>	<i>Extent to which systems are in place to manage change</i> <i>Quality and effectiveness of interventions engaged</i>		<i>Organisational realignment</i> <i>Internal Communication Methods</i>	

## 1.6 Ministry's Alignment of Priority Policies/Programmes/Projects

The Ministry's medium term priority policies/programmes/projects are set out in the following table.

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	MTE's Priority Programmes	Key Actions for the Medium Term
Vision 2030 National Goal	Goal #3: Jamaica's Economy is prosperous			
Vision 2030 National Outcome	National Outcome # 12: Internationally competitive Industry Structures: Tourism			
<b>ENHANCED LINKAGES BETWEEN TOURISM &amp; OTHER SECTORS</b>	An expanded base of stakeholders in the tourism sector	#12.9.4: Create framework to facilitate awareness, broad participation, business opportunities and access for stakeholders	<b>TOURISM INCLUSIVENESS PROGRAMME</b>	Finalise Community Tourism White Paper
				Execute Community Tourism Implementation Plan including marketing
				Collaboration with JSIF/REDI in fulfilling MTE's obligations as per the MOU between JSIF, MTE and TPDCo
				Implement Tourism Awareness Programme : National Campaign, Tourism Awareness Week, World Tourism Day etc
				Expand the tourism awareness campaigns in communities and schools
				Host Tourism Outlook Seminar
				Convene Resort Board Meetings
	Strong economic linkages between tourism and other industries and sectors	#12.9.5: Increase the use of Jamaican inputs in the tourism product	<b>LINKAGES HUB PROGRAMME</b>	Facilitate business to business arrangements between Tourism sector and local Agricultural and Manufacturing sectors
				Facilitate local products being consumed in the Tourism sector
				Tourism enterprises incorporate local entertainers as part of entertainment package
				Co-ordinate the Tourism Demand Study
<b>ENHANCED TOURISM PRODUCT</b>	A sector that meets required industry standards	#12.9.6: Ensure that all aspects of the tourism	<b>STANDARDS AND COMPLIANCE PROGRAMME</b>	Amend the Travel Agency Act
				Assess and Gazette registered Travel Agencies

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	MTE's Priority Programmes	Key Actions for the Medium Term
WITH INTERNATIONALLY COMPETITIVE STANDARDS		industry meet required standards and customer service		Amend Tourist Board Act
				Amend the Tourist Board Water Sport Regulation
				Develop Safety and Security Regulations for the Tourism sector
				Anti-harassment initiatives
				Develop service standards
				Assess the Courtesy Corps programme and redeployment of members of the Corps
				Assess all entities in the Tourism Sector against industry standards and regulations.
			Administer the River Rafting Act	
			Coordinate the Tourism Service Excellence Programme	
			Execute Team Jamaica Training programme	
IMPROVED WELFARE OF TOURISM WORKERS	A sector with a worker friendly environment	#12.9.7: Strengthen the legislative and regulatory framework to protect workers' health, safety, remuneration and rights	TOURISM WORKER WELFARE PROGRAMME	Encourage pension schemes for workers in tourism industry
		#12.9.8: Strengthen the social infrastructure for workers and adjoining communities of resort areas		Develop Housing solutions for tourism workers
				HIV/AIDS Workforce Policy implementation
INCREASED TOURISM ECONOMIC IMPACT	Increased market share;	#12.9.1: Develop new tourism market segments	DESTINATION MARKETING PROGRAMME	Develop Sport Tourism strategy and Implementation Plan
				Participate in JAMPRO's Health and Wellness Policy Committee
				Cruise Ship In-port Casino Gaming
				Events promotion and sponsorship: Music,

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	MTE's Priority Programmes	Key Actions for the Medium Term
		#12.9.2: Develop diversified geographic source markets		Literary , Culinary, Art and Craft Festivals Marketing techniques to promote Jamaica as a tourist destination Track Industry performance for competitive analysis Participate in Air Policy meetings Secure adequate airlift support Co-op Advertising Agreements with Airlines and Tour Operators from targeted gateways: Enhancing Airport Services Delivery Task Force Participate in regional and international meetings: UNWTO, ITB/WTM, CTO, ACS, OAS Participate in bilateral cooperation negotiations
	An economically viable sector	#12.9.9: Strategically position the Tourism sector as a national development priority	<b>TOURISM ECONOMIC DEVELOPMENT PROGRAMME</b>	Ensure the measurement of tourism for purposes of national accounting : tourism Satellite Accounts TSA Assess Trade Policy Issues Monitor the Competitiveness Report Process and certify incentives applications for Accommodation; Attractions Process and recommend Car rentals and ground transportation discretionary waivers and concessions Implement tourism component of the South Coast Sustainable Development Plan Undertake carrying capacity studies of resort towns for Portland, South Coast and Kingston

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	MTE's Priority Programmes	Key Actions for the Medium Term		
				TEF/JNSB Small Business Revolving Loan targeted to individuals and companies who provide services to the tourism sector		
				Shovel Ready Programme		
ENHANCEMENT OF VISITOR EXPERIENCE	A diversified tourism product; whose activities support the protection of natural and cultural heritage	#12.9.13: Develop and implement flagship heritage, cultural, historical and nature-based attraction projects	PRODUCT DEVELOPMENT PROGRAMME	Develop Craft Policy		
				Establish Craft Authority		
				Capacity building for Craft Producers		
				Oversee the execution of the OAS / FEMCIDI Regional Craft Programme		
		#12.9.12: Ensure that the activities of the tourism industry support biodiversity conservation objectives as well as ecosystems management objectives		Attraction development : Develop/rehabilitate existing attractions/places of interest		
				Upgrade Devon House:-  Redevelop the property's physical infrastructure to acceptable levels and improve the maintenance programme of the department		
				Upgrade Bath Fountain Hotel & Spa		
				Upgrade Milk River Mineral Bath		
				Resort town upgrade		
						Rehabilitation of Historic Sites and birth places of National Heroes
						Transformational Projects
						Tourism Improvement Projects (TIPS)
						Develop Kingston as a cultural capital/city :- Kingston Designated under UNESCO Creative Cities Programme as a Music City
		#12.9.3: Develop a variety of accommodations	ACCOMMODATION DEVELOPMENT PROGRAMME	Develop a Timeshare Regulations		
				Timeshare Public Education workshop		
				Develop Concept Paper on Bed and Breakfast		
				Facilitate the establishment		



Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	MTE's Priority Programmes	Key Actions for the Medium Term
				of a National Bed and Breakfast Association
	A cadre of skilled, trained & motivated personnel that can effectively fill all the positions in the sector	Develop a dynamic and flexible demand-driven education training system for tourism	<b>TOURISM WORKER SKILLS TRAINING PROGRAMME</b>	Identify the priority skills required by the sector and establish mechanisms for skills training <ul style="list-style-type: none"> <li>- Language Training</li> </ul>
				Process Work Permit applications for qualified expatriate to fill positions that cannot be filled by Jamaicans
<b>A SAFE &amp; SUSTAINABLY MANAGED SECTOR</b>	A sector whose activities reduce the vulnerability to multi hazards and climate change	12.9.14 :Reduce the vulnerability of the Tourism sector to natural hazards	<b>MULTI-HAZARD CONTINGENCY PLANNING PROGRAMME FOR THE TOURISM SECTOR</b>	Conduct DRM Readiness Survey for Tourism sector
				Conduct Capacity Building programmes
				Activate and operate Tourism Emergency Operation Centres (TEOC) as required
				Coordinate Tourism Emergency Management committees (TEMC ) meetings
				Coordinate Resort Area Emergency Management Committee (RAEMC)
				Coordinate Earthquake and Tsunami Workshop and Desktop Simulation with ODPEM
				Improve road and drainage system/infrastructure for flood mitigation in resort towns/areas
		12.9.15: Enhance awareness within the sector on the impacts of climate change on tourism	<b>CLIMATE CHANGE PROGRAMME FOR THE TOURISM SECTOR</b>	Execute Component 3 of the adaptation fund of the GOJ/Adaptation fund programme (Enhancing the Resilience of the Agriculture Sector and Coastal Areas to Protect Livelihoods and Improve Food Security)
				Develop a climate change communications strategy to support/improve awareness of climate change

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	MTE's Priority Programmes	Key Actions for the Medium Term	
	A sector that promotes sustainable tourism practices	#12.9.10: Ensure that waste, emission, water and energy are addressed in an integrated sustainable planning for the tourism sector	<b>SUSTAINABLE TOURISM PROGRAMME</b>	Develop measures to promote and encourage Renewable Energy Sources in tourist establishments : Small Accommodation Energy Conservation Loan Initiative	
				Develop a comprehensive programme to improve infrastructure and management of public beaches in resort towns	
				Develop a comprehensive strategy for improving sanitation and waste management in resort towns – solid waste, sewage, storm water	
				Develop adequate infrastructure in communities and resort towns, improving the state of the roads, and creating additional facilities for sanitary conveniences, sewage etc.	
				Facilitate monitoring and implementation of environmental management systems and standards in tourism establishments	
		#12.9.11: Ensure that environmental management systems are implemented by tourism entities		Finalize Eco-Tourism guidelines for the Cockpit Country trails, and water features	
		#12.9.12: Ensure that the activities of the tourism industry support biodiversity conservation objectives as well as ecosystems management objectives		Develop national ecotourism guidelines aligned to the Protected Areas System Master Plan	
				Develop Water Sports Policy for Marine and Riverine recreational areas	

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	MTE’s Priority Programmes	Key Actions for the Medium Term
Vision 2030 National Outcome	National Outcome # 12: Internationally Competitive Industry Structure-Cultural & Creative Industries			
Ministry Priority	Creative Industry Sector Outcome	Ministry MTF Strategy	MTE’s Priority Programme	Key Actions for the Medium Term
STRENGTHEN AND POSITION ENTERTAINMENT AS A TOOL FOR PROGRESS	A Strengthened entertainment sector as an engine for economic growth	12.5.1 Develop the policy, legal and institutional framework to facilitate and encourage the development of the creative industries	ENTERTAINMENT PROGRAMME	Develop Entertainment Policy
				Coordinate with MNS to amend Noise Abatement Act
				Collaborate with MLGCD on the amendment of Places of Amusement Act
				Streamlining Entertainment permitting processes between Ministry of Local Government (Places of Amusement Licenses), Police (police permit) and Entertainment Division (Event Extension)
				Develop Entertainment Registry - Data and Statistics on the Industry (Music, Film, Animation, Visual and Performing Artists, Fashion Designers, Attendants Services)
				Develop Entertainment events rating system
		Reggae protection by UNESCO		
		12.5.2 Enhance physical, human, institutional and financial capacity of creative enterprises, associations and individuals		Develop Artiste Ambassador Programme
				90 Days 90 Ways of Summer
				Coordinate Arts in the Park
		12.5.3 Expand and improve the infrastructure for the creative industries and performing arts		Coordinate Reggae Month/its Kingston for February
				Participation in Trade Negotiations
				Omnibus Tax Incentive & Customs Exemption regime for Creative Industries

<b>Vision 2030 National Goal</b>	<b>Goal #2: The Jamaican society is secure, cohesive and just</b>			
<b>Vision 2030 National Outcome</b>	<b>National Outcome #6: Effective Governance</b>			
<b>Ministry Priority</b>	<b>GOJ Sector Outcomes</b>	<b>Ministry MTF Strategy</b>	<b>MTE's Priority Programme</b>	<b>Key Actions for the Medium Term</b>
<b>EFFICIENT PUBLIC BUREAUCRACY</b>	Strengthened public institutions to deliver efficient and effective public goods and services	Effectively manage public and physical resources: public sector modernization	<b>PUBLIC SECTOR MODERNIZATION</b>	Transfer of functions of River Rafting Authority and repeal legislation
				Develop and coordinate systems for monitoring and evaluation of the performance of Ministry and agencies
				Coordinate the Privatization Process of Bath and Milk River Hotel and Spa
				Wind up of Jamaica Reservation Services Limited (JRS)

## 1.7 Targets

The implementation of Ministry and Departmental strategies will lead to the delivery of the sectoral outcomes against the sectoral performance indicators and a number of high-level targets which have been set. These are set out in the following table and show the progress the Ministry plans to make towards its overall goal during the three years of this Plan.

Sector Outcomes	Outcome Indicators	Current performance (2014 – 2015)	Three year Sectoral Targets (2015 – 2018)		
			2015/16	2016/17	2017/18
<b>An expanded base of stakeholders in the tourism sector</b>	Progress made towards the finalization of Community Tourism White Paper	Green Paper tabled in January 2015			
	Progress made towards executing the Community Tourism Implementation Plan	Proposals for funding support submitted to JSIF and TEF for financing of the Mobilisation Plan	Development of 4 Toolkits at a total of \$4,000,000  Training of Community Tourism Secretariat in Packaging and marketing – 40 persons @ \$1.48m and training in Product & Marketing Coach for 20 persons @ \$1.33m	MTE support to TPDCo in Community Tourism Implementation	MTE support to TPDCo in Community Tourism Implementation
	Percentage increase in Community Tourism Enterprises licensed		Data will be collected when the Community Tourism		
	Percentage increase in persons directly engaged in Community Tourism Enterprises		Implementation Plan rolls out in 15/16		
<b>Strong economic linkages between tourism and other industries and sectors</b>	# of business to business arrangements between Tourism sector and local Agricultural and Manufacturing sectors	3 companies made total sales \$4,248,000 from linkages made at JAPEX 2014  Mini expo coordinated showcasing array of locally made products to new tourism projects- Playa/Hyatt Ziva and Moon Palace Resorts in Montego Bay and Ocho Rios respectively on July 9 <sup>th</sup> . Acquisition of contract	4 new business to business arrangements made	4 new business to business arrangements made	4 new business to business arrangements made

		between JBDC and Hyatt Ziva valued at \$21,207.48			
	Percentage increase in the # of contracts made between tourism enterprises, agricultural and manufacturing sectors.	3 companies secured contracts at JAPEX 2014	4 new contracts	6 new contracts	8 new contracts
	Percentage of Tourism enterprises incorporating local entertainers as part of entertainment package				
	Extent of Co-ordination of the Tourism Demand Study	Demand Study commenced September 1, 2014	Demand Study completed		
<b>A sector that meets required industry standards</b>	Amended legislation that will register and regulate Travel Agencies	Concept Paper prepared with proposed amendments	Act Amended by Dec 2015		
	Travel agencies registered and Gazetted	Registered Travel Agencies Gazetted and publishing in print media in November 2014.  51 travel agencies gazetted	Registered Travel Agencies Gazetted in January 2016	Registered Travel Agencies Gazetted in January 2017 and published in print media	Registered Travel Agencies Gazetted in January 2018
	New legislation that will regulate Tourism Enterprises (Tourist Board Act).	Received 1 <sup>st</sup> comments from Attorney General Department and document being revised	Amendments tabled in Parliament		
	Progress made to amend the JTB Watersport Regulations	90% completion of proposed amendment to watersports regulations	Watersport Regulations Amended		
	Progress made toward the development Watersport Policy	Tabling of watersports policy as a green paper	Watersport policy tabled as white paper		
	Increase in Anti-harassment initiatives developed for the sector	Anti-harassment taskforce engaged to develop new strategy to combat the increase	Build community awareness  Disseminate information through Visitor Information Programme		
<b>A sector that meets required industry standards</b>	# of harassers arrested across resort towns				
	# of reported cases of harassment across resort towns				
	service standards for attraction developed		Complete Scuba diving standards		

	service standards for accommodation developed			Complete accommodation standards	
	Percentage of Tourism Enterprises licensed	1959 tourism entities licensed from April to September 2014	4284 tourism entities to be licensed	4565 tourism entities to be licensed	4798 tourism entities to be licensed
	Percentage Team Jamaica Training programme attended by tourism practitioners disaggregated by gender and sub sector				
<b>A sector with a worker friendly environment</b>	Level of advancement made towards the establishment of a Pension Scheme for Tourism workers.	Discussion commenced with JHTA, MoF and possible pension providers			
	number and proportion of tourism workers in accommodation sub-sector expressed interest in pension schemes	Scheme has not started		40% of the accommodation sector who not on existing pension plan	
<b>Increased market share</b>	Number of events promoted and sponsored: Music, Literary , Culinary, Art and Craft Festivals		78,995,000 Endorsed 61 Sponsored 79	79,100,000 Endorsed 70 Sponsored 85	79,100,000 Sponsored 80 Sponsored 90
	Types of events promoted and sponsored		<b>78,995,000</b>	<b>79,100,000</b>	<b>79,100,000</b>
	Endorsed events		61	70	80
	Sponsored events		79	85	90
	Cultural		27	30	35
	Musical		27	35	38
	Culinary		17	20	22
	Sports		43	50	50
	Tourism events		5	6	6
	Agricultural events		4	5	4
	Fashion		4	5	4
	Other		14	20	14
	Increase in visitor arrivals from source markets	January- October 2014 (latest statistics available): ▪ Stopover arrivals 1,709,315 or (+3.1%)	Stopover arrivals (fiscal year) 2,111,833 (+2.6%)	Stopover arrivals (fiscal year) 2,182,399 (+3.3%)	Stopover arrivals (fiscal year) 2,260,354 (+3.6%)
	Value of adequate airlift seat support secured	J\$240,000,000	J\$250,000,000	J\$275,000,000	J\$303,000,000
	New Source markets of airlift support secured	Nashville, Newark, New Orleans	3	4	4
	Increase in Co-op Advertising Agreements with Airlines and Tour Operators from targeted gateways:	No increase – More Co-op Advertising for airlift being done by JTB – co-op by JamVac only to protect seats	4	4	4

<b>An economically viable sector</b>	Percentage incentives applications processed and certified for : Accommodation;	18 processed up to November 2014	30 Accommodation processed	30 Accommodation processed	30 Accommodation processed
	Type of accommodation (new/existing) that receive incentive by resort area,	17 existing (11 in Negril, 2 Ocho Rios, 3 Montego Bay, 1 Portland)  1 new (Montego Bay)			
	Percentage incentives applications processed and certified for : Attractions	16 processed up to November 2014	15 attractions processed	15 attractions processed	15 attractions processed
	Type of attractions that receive incentive(new/existing) that receive incentive by resort area, value of investment	12 existing (6 Ocho Rios, 4 Montego Bay, 1 Falmouth, 1 Negril)  4 new (2 Montego Bay, 2 Ocho Rios)			
	Percentage Car rentals and ground transportation discretionary waivers and concessions processed and recommended	100% Ground transportation waivers processed where there is full compliance with requirements	100% Ground transportation waivers processed where there is full compliance with requirements	100% Ground transportation waivers processed where there is full compliance with requirements	100% Ground transportation waivers processed where there is full compliance with requirements
	Type of acquisition for ground transportation i.e. new/replacement		Change in the number of new/replacement ground transportation operations receiving incentives	Change in the number of new/replacement ground transportation operations receiving incentives	Change in the number of new/replacement ground transportation operations receiving incentives
	# of persons benefitting from TEF/JNSBL Loan Programme	14 persons up to end of November 2014			
	# of persons payback TEF/JNSBL Loan Programme				
<b>A diversified tourism product; whose activities support the protection of natural and cultural heritage</b>	Level of advancement towards the development of the Craft policy.	Craft Policy Specialist engaged to support development of Craft Policy	Craft Policy tabled as a green paper by December 2015	Craft Policy Tabled as White Paper in 1 <sup>st</sup> Qtr 2016	
	Percentage of artisans trained under the programme with new skills (OAS / FEMCIDI REGIONAL CRAFT PROGRAMME)	33 artisans trained in fibre medium and exhibition of products held in December 2014.  20 artisans to be trained in Recycled Material and Papier	20 artisans trained in bamboo and textiles media.		



		Mache media in 4 <sup>th</sup> quarter.			
	Number of products that meet market ready standards at the end of project (OAS / FEMCIDI REGIONAL CRAFT PROGRAME)		3 new products from each product category	3 new products from each product category	30% improvement in product development
	Virtual Resource Centre:- Artisan Database Developed; Online Products Catalogue & Facebook Page developed	Videotaping of training sessions;	Artisan Database Developed production of DVD	online catalogue & Facebook Page	
	Increase in Attractions developed		10 attractions to be developed		
	Increase in rehabilitation of existing attractions/places of interest/ birth places		\$253m 5 sites complete	\$510m 10 sites complete	\$355m 5 sites complete
	Progress made in redevelopment of the property's physical (Devon House)	Effecting necessary structural Carpentry Repairs, rehabilitation of the floors			
	transformational projects undertaken		4 existing projects continued 1 new project		
	Progress made towards development of regulations for Timeshare.	Drafting instructions sent to CPC on July 18, 2014.  Draft received from CPC on August 18, 2014 and circulated for comments	Regulations approved		
<b>A cadre of skilled, trained &amp; motivated personnel that can effectively fill all the positions in the sector</b>	Reduction in the percentage of Work Permit applications processed	April 2014-August 2014 a total of 134 recommended for work permit  65 renewal applications and 69 new applications	200 work permit recommended	170 work permit recommended	150 work permit recommended
	Increase in language training for workers in the sector		Engagement of key partner MDAs and stakeholders in building language and other competencies within the tourism workforce	Measurable improvements in course offerings from key institutions that meet industry needs i.e. Additional courses or extended semesters for some course offerings	Measurable improvements in course offerings from key institutions that meet industry needs i.e. Additional courses or extended semesters for some course offerings

			Increase in number of Jamaicans qualified to obtain language sensitive positions at managerial and other levels within the industry		
<b>A sector whose activities reduce the vulnerability to impacts from multi hazards and climate change</b>	# of DRM Readiness Survey for Tourism sector conducted	DRM readiness survey conducted	Baseline DRM readiness survey conducted and report completed in first quarter 2015	DRM readiness survey conducted and report completed to track changes in readiness	
	Increase in Capacity Building programmes conducted	12 Multihazard sensitization briefs circulated  Presentations made at Resort Board and JHTA Area Chapter Meetings	Minimum of 6 Multihazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings	Minimum of 6 Multihazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings	Minimum of 6 Multihazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings  1 Strategic initiative J\$500,000
	Increase in tourism personnel trained in multi hazard capacity building programmes	TEMC, Resort Board, JHTA and other stakeholders trained  Establish baseline number of persons to be trained	20% increase in number of persons trained	10% increase in number of persons trained	10% increase in number of persons trained
	Number of Earthquake and Tsunami Workshop and Desktop Simulation coordinated with ODPEM	2 desktop simulation workshops	0	1 Simulation activity	0
	Comprehensive programme to improve infrastructure and management of public beaches in resort towns	4 public beaches completed by the end of 4 <sup>th</sup> Q 14/15	6 public beaches upgraded	6 public beaches upgraded	4 public beaches upgraded
<b>A sector that promotes sustainable tourism practices</b>	Progress made towards the completion of guidelines for Eco-Tourism for the Cockpit Country trails and water features	All guidelines developed and finalised	Guidelines finalised and reviewed by stakeholders  4 Workshops convened re use of Guidelines		

	Progress made to amend the legislation that will regulate the operations of Water based activities in Marine & Riverine recreational areas	Tabling of Watersports policy as a green paper	Watersports policy tabled as white paper		
<b>A Strengthened entertainment sector as an engine for economic growth</b>	Progress made towards the completion of the Entertainment Policy	Strategic Framework document drafted Strategies and elements of policy continue to be implemented	Pursue synergies between CCI and Entertainment policies Resolve overlaps with CCI policy and Cultural policy	Begin drafting Entertainment Sector Development and Implementation Plan	Complete Entertainment Sector Development and Implementation Plan
	Increase in creative/entertainment practitioners' registration - Data and Statistics on the Industry (Music, Film, Animation, Visual and Performing Artists, Fashion Designers, Attendants Services)	YTD 65 individuals and companies registered	75 individuals and companies registered	80 individuals and companies registered	85 individuals and companies registered
	Increase in Entertainment events rated	50 events rated during December 2014 period Work to amend Places of Amusement Regulations to include Event rating system on form	100 events rated	125 events rated	130 events rated
	Progress made towards Reggae being protected by UNESCO	Cabinet Decision indicated MIIC through JIPO, MTE and MYC to submit joint policy	Joint work plan drafted	Concept document drafted by Joint Committee	
	Progress towards designation of Kingston as a cultural capital/city :- Kingston Designated under UNESCO Creative Cities Programme as a Music City	Subcommittee of new EAB formed to anchor project; NMIA/Edna Manley College collaboration to use NMIA as a cultural space (for student art displays) for Creative Cities programme	Draft letter to National Commission to support candidature  Lobby 5 UNESCO Creative Cities for support letters -3 in LAC and 2 elsewhere	Finalize and receive support letters from 5 UNESCO Creative Cities  Gather support letters from National Professional Associations JARIA  JFMI  JAVAAl  Draft and send letter of presentation of candidature from KSAC Mayor	Submit application for Creative Cities Designation
	# of persons receiving exposure through artiste ambassador programme	TEF funding approved in Q2 2014/15; Artiste Ambassador criteria and application approved by EAB Q3 2014/15 Funding secured	4	5	6

		during fiscal year;			
	Increase in events registered for 90 Days 90 Ways of Summer	10 events registered for JAMROCK Summer Jamrock Summer 2015 launched in Qtr2 2014; IP protection pursued in Jamaica, Germany, UK, France, Poland, Canada, USA Trademark infringement claim from Damion Marley	12 events on Jamrock Summer listing	14 events registered	16 events registered for Jamrock Summer
	Increase in linkages between creative and entertainment services from Arts in the Park	3 linkage contracts signed for 3 poets performing in Bristol, UK as part of specially created Jamaica Rising programme in Bristol	1 Literary Arts collaboration with Bristol;	1 Literary Arts collaboration with Southbank, London;  Extension of Jamaica Rising programme to include Destination Bristol and Entertainment/C I investment forum in UK	1 Literary Arts collaboration with Glasgow, Scotland
<b>A Strengthened entertainment sector as an engine for economic growth</b>	Increase in events staged under Reggae Month/ its Kingston for February	Open call for 2015 events publicised in Sept 2014 – 1 additional event received	1 additional event for 2015/16	1 additional event 2016/17	1 additional event 2017/18  (Total of 3 events added 2015-18)
	Progress made towards amending the Noise Abatement Act	Submission submitted to Cabinet	Progress made towards joint development of regulations for Noise Abatement	Act tabled in Parliament	
	Percentage of Omnibus Tax Incentive & Customs Exemption regime for Creative Industries granted	5 incentives granted during period	8 incentives granted	12 incentives granted	13 incentives granted
	Improved access/movement of entertainment practitioners internationally	4 persons receive Attestation letters from MTE to facilitate travel; 100% approval rate by Embassies and High Commission	3 receive Attestation letters; 98% approval rate	5 receive Attestation letters; 95% approval rate	5 receive Attestation letters; 95% approval rate
	Increase local persons temporarily employed from events extension	YTD - 407 extensions generating 8819 jobs and CAPEX - \$288,547,308.24	Extensions will have a cost attached hence 200 extensions generating 4000 jobs and CAPEX of \$100,000,000.00	Extensions will have a cost attached hence 200 extensions generating 4000 jobs and CAPEX of \$100,000,000.00	Extensions will have a cost attached hence 200 extensions generating 4000 jobs and CAPEX of \$100,000,000.00

	Progress made towards repealing River Rafting Act	River Rafting functions still be undertaken by TPDCo	Amendments to the Tourist Board Act tabled in Parliament which will subsume the functions of the River Rafting Act		
<b>Strengthened public institutions to deliver efficient and effective public goods and services</b>	Progress made towards the winding up of Jamaica Reservation Services Limited (JRS)	Approval granted by the MOF for JRS to submit a single Annual Financial Statement for 2009-2014.  Letters of representation for Audited Financial Statements 2006 and 2007 approved.  Final Audited Financial Statements 2006 and 2007 were received from the Auditors.	Wind up by 1 <sup>st</sup> Q 15/16		
	Progress made towards the Privatization of Bath Hotel and Spa	Readiness assessment being undertaken	Concept Paper to be done		
	Progress made towards the Privatization of Milk River Hotel and Spa	Concept Paper completed and submitted to Cabinet	Establishment of Enterprise Team		

## 1.8 Medium Term Expenditure Summary

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

## 2. PLANS AND PRIORITIES

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 15/16 (J\$ 000)	Projections 16/17 (J\$ 000)	Projections 17/18 (J\$ 000)
Recurrent	1,764	1,924	1,986
Capital A	1,787.74	000	000
Capital B	29.31	000	000
Appropriations in Aid	2,681	000	000
<b>Total Funding Requirement</b>	<b>6,262.05</b>	<b>1,924</b>	<b>1,986</b>

### 2.1 Portfolio Areas

In accordance with Section 77 and 93 of the Constitution of Jamaica, the Ministry of Tourism and Entertainment is assigned a portfolio of subjects which include:

- Tourism Policy
- Tourism Marketing and Promotion including Cruise Tourism
- Tourism Product
- Entertainment
- Travel Agencies
- Spas and Baths
- Tourism Enhancement

### 2.2 Vision, Mission and Mandate

#### Vision:

The vision of the Ministry is

*“Tourism and Entertainment as the high-performance engines of growth for the Jamaican economy creating employment and other opportunities through innovative marketing, diverse product development and high value investments.”*

#### Mission and/or Mandate:

The mission of the Ministry of Tourism and Entertainment is

*““To transform Jamaica’s unique landscape, the talents of its people and its vibrant culture into tourism opportunities for a better Jamaica*

### 2.3 Strategic Outcomes

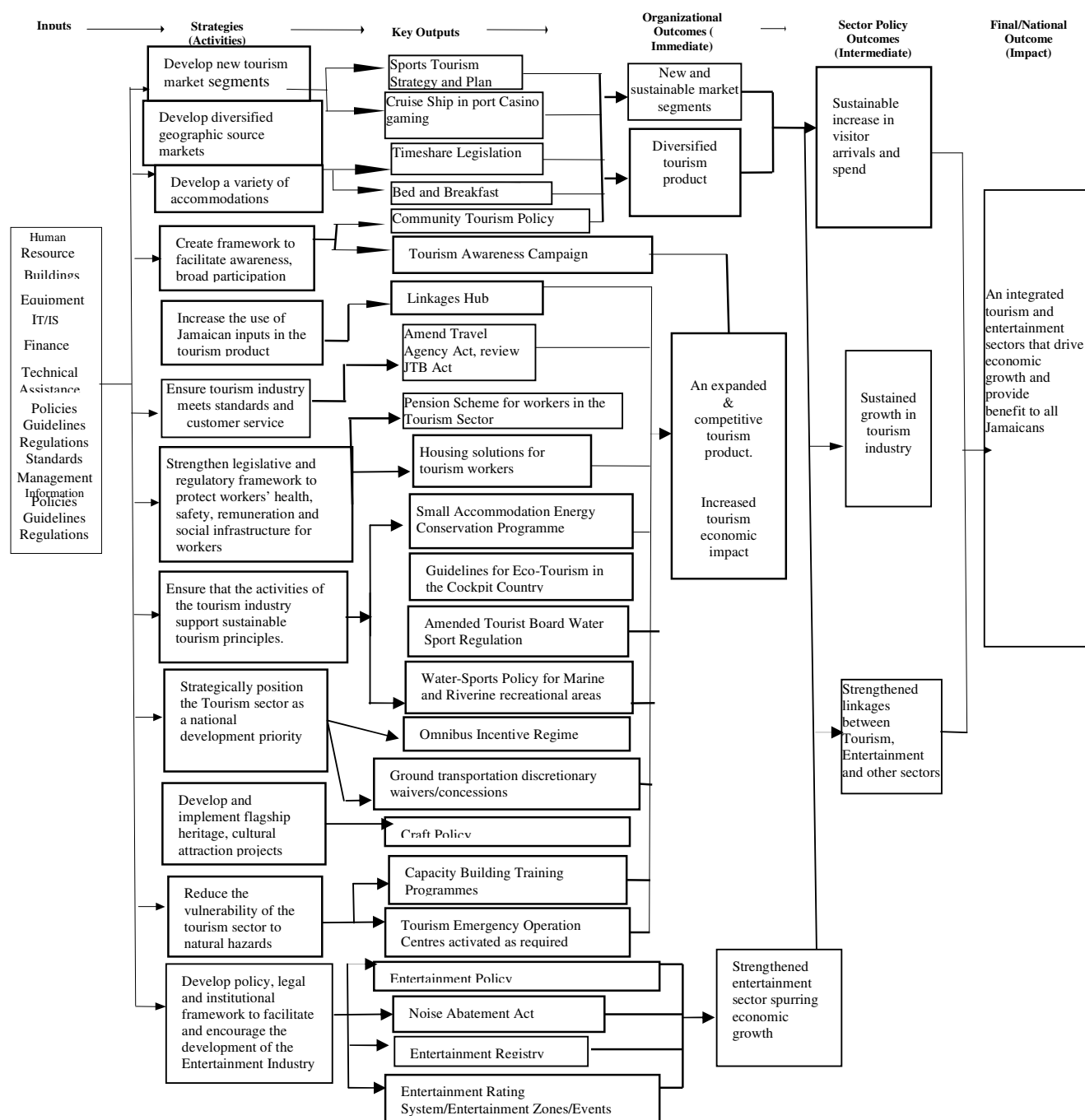
The strategic outcomes of the Ministry are to:

- secure and allocate financial and other resources, which will enable the Ministry to address its priorities;
- formulate policies and advice for the Minister and Heads of Departments/Agencies, which will enable them to better contribute to the achievement of Government’s desired policy outcomes;

- guarantee a highly trained and motivated staff with the capacity to effectively and efficiently fulfil the mandate of the Ministry;
- ensure sophisticated and flexible policy development capabilities which facilitates tourism for all;
- Strategically deploy resources in a to assist in the efforts to increase market share for Jamaica's Tourism sector;
- improve the quality, authenticity and diversity of the entertainment product and maximize its contribution as a growth sector;
- enhance linkages between tourism and other sectors
- Enhance awareness within the sector on the impacts of climate change and the need to employ sustainable tourism practices to reduce the sector's vulnerability to the hazards.

## 2.4 Key Results Mapping

The key outputs, outcomes and or impact of the Ministry's programmes are set out in the following results map. This map shows how the Ministry realises its final sector outcomes from its major inputs through the delivery of a number of programme activities.





## 2.5 Situation Analysis

This analysis attempts to explain the gaps between the performance that the Ministry is achieving and that which it must achieve. Please note that the information is used to match the organisation's goals, programmes and capacities to the social and economic environment in which it operates.

### **STRENGTHS**

<b>STRENGTHS (Internal)</b>	<b>DESCRIPTION</b>	<b>OPTIONS FOR PRESERVING OR ENHANCING EACH STRENGTH</b>
Strong interaction between the Ministry and related agencies	The Ministry and its Agencies work closely to implement policies and programmes	Continue to convene the monthly Heads of Agencies meeting to maintain connection; monitoring of targets through quarterly review.
Location of the Ministry and its key agencies at the Tourism Centre	Provides access to stakeholders and close co-operation and logistics	Ministry and Agencies remain at a comparable location and/or in close proximity to each other.
Qualified and Competent staff	Appropriate qualifications and skill sets	Re-enforce Strategic Human Resource Plan for recruitment and retention including continuous training and development
The portfolio is associated with a high performance sector	Has a track record of consistent growth	Maintain/Introduce policies and legislation supportive of tourism growth: Timeshare Act, incentives, linkages policy, community-based tourism
Diverse and distinctive tourism and entertainment products	Plethora of unique entertainment events that could enhance tourism product	Employ strategies to combine the tourism and entertainment products into a coherent package such as the "Jamrock Summer: 90 Days /90 Ways

### **WEAKNESSES**

<b>WEAKNESSES (Internal)</b>	<b>DESCRIPTION</b>	<b>OPTIONS FOR MINIMISING OR OVERCOMING EACH WEAKNESS</b>
Inadequate/Archaic Organization Structure	Weak capacity in areas especially with the new direction and thrust of the Ministry and its growing mandate	Review Organization structure; Re-engineer business processes
Inadequate accommodation capacity in the workplace	Increased staff complement with the same capacity	Re-design/re-furbishing to maximize space Identify additional space or new location with adequate space
Insufficient funding	The GOJ Budgetary allocation is inadequate to support programmes such as tourism marketing, airlift and other activities	Prioritizing and the efficient allocation of financial resources; additional funding through Appropriations in Aid (AIA) and donor agencies to be pursued.
Weak linkages between tourism and entertainment	Inadequate alignment of the tourism and entertainment portfolios	Proper alignment entertainment with tourism for greater economic growth such as a review of the criteria for sponsorship
Constraints from "shared Corporate Services"	Financial records are not up to date and lengthy processing time for payment	Review the organization structure to support the management of the financial functions within the MTE.

### **OPPORTUNITY**

<b>OPPORTUNITY (External)</b>	<b>DESCRIPTION</b>	<b>OPTIONS FOR TAKING ADVANTAGE OF EACH OPPORTUNITY</b>
New emerging markets such as: BRICS, East Europe, South America and others.  Growing segments/niches: timeshare Health and Wellness,	New markets are a source of growth in the tourism sector (visitors and revenue)	<ul style="list-style-type: none"> <li>- Support strategies and programmes targeting the new markets</li> <li>- Support strategies aimed at encouraging the creation of new attractions and product diversification.</li> </ul>

Entertainment, Sport Tourism and others		- Build capacity and relevant knowledge of markets to strengthen supportive policies.
New developments in Information Communication Technology (ICT)	Technologies emerging to assist in marketing and communication	Incorporate the use of technology in the marketing and communication strategies e.g. website, social media, etc.
Development of Entertainment Policy and Regulations with opportunity for data collection	Data collection to support policies for the management and development of the industry	Build an Entertainment Registry

## **THREATS**

<b>THREATS/CHALLENGES (External)</b>	<b>DESCRIPTION</b>	<b>OPTIONS FOR OVERCOMING EACH THREAT/CHALLENGE</b>
External Economic Shocks <ul style="list-style-type: none"> <li>- Weakened economies in the traditional markets/Global economic crisis</li> <li>- Uncertainty and the rising cost in the aviation industry</li> </ul>	Developments may impact negatively on tourism markets	Support: <ul style="list-style-type: none"> <li>- Diversification of markets</li> <li>- Strengthen competitiveness</li> <li>- More creative marketing</li> </ul>
Limited Fiscal Space/ Reduced funding from the GOJ Budgetary allocation	GOJ Budget insufficient to fund all the major projects and programmes	<ul style="list-style-type: none"> <li>- Identify additional funding sources</li> <li>- Prioritization of programmes and financial planning</li> <li>- Cost reduction/containment through efficient project management techniques.</li> </ul>
The impact of Natural Disasters e.g. Hurricane, floods and climate change	These disasters often degrade the tourism product	Effective Disaster Risk Management through increase awareness programmes within the sector. The use of Resort Area Emergency Management Committees (RAEMC) and Tourism Emergency Management Committees (TEMC) will assist in the readiness
Crime and Violence	Deterioration of Jamaica's image in the market place due to crime and violence	<ul style="list-style-type: none"> <li>- Security Strategies (e.g. Courtesy Corp, Tourism Security Strategy, etc.)</li> <li>- Marketing Promotion Strategies</li> </ul>
The perception of Tourism as a central sector creating expectations from stakeholders (public and private)	The mandate of the Ministry is seen as malleable, unclear and ill-defined	Strategic Planning Approach: Retreats, aggressive medium term planning and aligning to budget
Perception of Jamaican music industry as being on the decline	A decline in touring contracts; the advent of online distribution channels such as I-tunes and diminished quality of the Jamaican products have led to decreased sales and impact of the Jamaican music industry internationally.	Continue to support industry efforts to strengthen marketing and improve the products <ul style="list-style-type: none"> <li>- Sensitizations</li> <li>- Support authentic Jamaican entertainment products.</li> </ul>

## **Conclusions from SWOT Analysis**

In reviewing the SWOT of the Ministry, the following core strategies and programmes are employed to build on strengths and opportunities, and to minimise weaknesses and threats. These include:

***Performance Monitoring and Evaluation System*** is a designed systematic approach to improve the performance of Government through the alignment of programmes to the National Vision, Goals and Outcomes. This programme provided the guide for the establishment of strategic priorities, measuring performance, monitoring and evaluation.

***Strategic Human Resource Management*** involves the innovative management of people; allowing the human resource management to meet the needs of the employees and also motivate the employees to meet the goals and objectives of the organization.

This programme includes strategies that span the creative administration of staff benefits, training, job rotations, performance management, capacity building and others.

***Economic Tourism Linkages*** will deepen the linkages between Tourism and other sectors, namely Agriculture and Manufacturing, to have greater impact on Jamaica's economic growth.

***Organizational Review*** is to be embarked on as the portfolio of the Ministry is being expanded resulting in the need for revision of the organizational structure and job functions. This revision has commenced with the addition of Tourism Linkages Hub to the structure. Other structural changes have been recommended to be rolled out in the period.

***Disaster Risk Management*** entails a specific approach to identify, assess and the mitigation of the risks of disasters. Disasters are complex and demand a collective response. This approach involves co-ordination on both the local and international level. Importantly, the approach includes partnerships with communities and relevant organizations.

## 2.6 Ministry's Current Performance

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

Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
Enhanced linkages between tourism and other sectors	<b>Tourism Inclusiveness Programme</b>	Community Tourism White Paper finalized by 1 <sup>st</sup> Q 15/16	December 2014	December 2014 deadline missed	N/A	N/A
		Commence execution of Community Tourism Implementation Plan by	Proposals for funding support submitted to JSIF and TEF	Proposals for funding support submitted to JSIF and TEF	Development of 4 Toolkits  Training of Community Tourism Secretariat (Dependent on TEF or JSIF support)	Development of 4 Toolkits  Training of Community Tourism Secretariat
		Tourism Awareness Campaign launched by 4 <sup>th</sup> Q 15/16		No activity in the year	Jamaicans engaged in the Tourism Awareness Campaign	
	<b>Linkages Hub Programme</b>	Increase in business to business arrangement between tourism sector and other sectors	Commence business to business arrangements	Mini expo coordinated showcasing array of locally made products to new tourism projects- Playa/Hyatt Ziva and Moon Palace Resorts in Montego Bay and Ocho Rios  3 companies made total sales of \$4,248,000 at Japex 2014	4 new business to business arrangements	6 new business to business arrangements
		Increase in the use of Jamaican products being consumed in the tourism sector		Awaiting the completion of the Demand Study to inform this		
		Increase in the number of local entertainers used as part of the entertainment package in the tourism industry				

Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
		Progress made in the execution of the Tourism Demand Study	Tourism Demand Study completed	Demand Study commenced September 1, 2014		
Enhanced Tourism Product with Internationally Competitive Standards	<b>Standards and Compliance Programme</b>	Amend Travel Agency Act by December 2015	Cabinet submission Tabled in Parliament for the amendment of the Act	Cabinet submission Tabled in Parliament for the amendment of the Act	Amendment of the Act by December 2015	Amendment of the Act by December 2015
Enhanced Tourism Product with Internationally Competitive Standards	<b>Standards and Compliance Programme</b>	Progress made towards assessing and gazetting all registered Travel Agencies	Gazetting and publishing in print media registered and compliant Travel Agencies	Gazetting and publishing in print media registered and compliant Travel Agencies by November 2014	Gazetting of Travel Agencies	Gazetting of Travel Agencies
		Tourist Board Act revised by 14/15	Amendments tabled in Parliament	Comments received and documents being revised for December 2014	Amendments passed by 1 <sup>st</sup> Q 15/16	
		Amend Tourist Board Water Sport Regulation by	90% completion of amendment to watersports regulations  Tabling of watersports policy as a green paper	90% completion of amendment to watersports regulations  Tabling of watersports policy as a green paper	Amendment of Regulations  Watersport policy tabled as white paper	Amendment of Regulations  Watersport policy tabled as white paper
Improved Welfare of Tourism Workers	<b>Tourism Worker Welfare Programme</b>	Pension Scheme for tourism workers by	Develop Concept for Pension Scheme for workers	Concept Paper developed and tabled in Cabinet. Cabinet Decision received		
Increased Tourism Economic Impact	<b>Destination Marketing Programme</b>	Technical assistance provided to JAMPRO's Health and Wellness Policy Committee	Health and Wellness Policy developed	Consultations still ongoing with JAMPRO and Tourism		
		Cruise Ship In-port Casino gaming		Research work and consultation with MoFPS to continue on this in 15/16		

Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
	<b>Tourism Economic Development Programme</b>	Measurement of tourism for national accounting conducted annually		Research work undertaken for the year.		
		Number of attraction incentive application processed during the financial year	20 processed	16 processed up to November 2014	15 processed	
		Number of accommodation incentive application processed during the financial year	20 processed	18 proceeded up to November 2014	30 processed	
		Percentage of car rentals and ground transportation application processed during the financial year new or replacement	100% Ground transportation waivers processed where there is full compliance with requirements	100% Ground transportation waivers processed where there is full compliance with requirements	100% Ground transportation waivers processed where there is full compliance with requirements	100% Ground transportation waivers processed where there is full compliance with requirements
Enhancement of Visitor Experience	<b>Product Development Programme</b>	Craft Policy developed by 4 <sup>th</sup> Q 14/15	Craft Policy Specialist engaged to support development of Craft Policy	Craft Policy Specialist engaged to support development of Craft Policy	Craft Policy tabled as a green paper by December 2015	Craft Policy tabled as a green paper by December 2015
		Establish Craft Authority by FY14/15	Craft Council established September 2014	Craft Council established September 2014	Implement work programme of the Craft Council	Implement work programme of the Craft Council
		Percentage of artisans trained under the programme with new skills (OAS / FEMCIDI REGIONAL CRAFT PROGRAMME)	20 artisans trained in fibre	33 artisans trained in fibre and showcase held in December 2014	20 artisans trained in bamboo and textiles media	
		Percentage of products that meet market ready standards at the end of project (OAS / FEMCIDI REGIONAL CRAFT PROGRAMME)			30% improvement in product development over the 2 year period	

Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
		Progress made towards designating Kingston as a cultural city under UNESCO Creative Cities Programme	Obtain endorsement letter from National Commission to support candidature  Lobby 5 UNESCO Creative Cities for support letters – ~ 3 in LAC and 2 elsewhere		Finalize and receive support letters from 5 UNESCO Creative Cities  Gather support letters from National Professional Associations JARIA  JFM  JAVAA   Draft and send letter of presentation of candidature from KSAC Mayor	
Enhancement of Visitor Experience	<b>Accommodation Development Programme</b>	Develop Timeshare Regulations by 1 <sup>st</sup> Q 15/16	Timeshare legislation tabled in Parliament by 1 <sup>st</sup> quarter	Timeshare Bill passed in parliament November 28, 2014  Drafting instructions for Timeshare regulation sent to CPC on July 18, 2014.  Draft received from CPC on August 18, 2014 and circulated for comments	Timeshare regulations tabled in Parliament by 2 <sup>nd</sup> Q 15/16	
		Progress made towards the development of the Bed and Breakfast Policy in 14/15	Bed and Breakfast Policy in place by January 2015.	Concept paper prepared	Growth in number of registered B and Bs	Growth in number of registered B and Bs
	<b>Tourism Worker Skills Training Programme</b>	Percentage decrease in the number of work permits granted for the sector	Percentage change in number of expatriate filled posts per skill area  (Maybe more or less depending on sector needs)	Minimal decline observed at mid-year mark when compared to previous period	Minimal decline in number of expatriate filled posts per skill area	Anticipated minimal decline in number of expatriate filled posts per skill area

Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
A Safe & Sustainably Managed Sector	<b>Multi- Hazard Contingency Planning Programme for the Tourism Sector</b>	Conduct DRM readiness survey for the tourism sector by 1 <sup>st</sup> Q 15/16	DRM readiness survey conducted and report completed	DRM readiness survey conducted	DRM survey report completed in first quarter of 2015  DRM Capacity building initiatives implemented	DRM Capacity building initiatives implemented
		Number of Capacity Building training programmes and sensitization sessions completed annually	12 Multihazard <u>sensitization</u> sessions Resort Boards and JHTA Area Chapter  2 <u>capacity</u> building sessions in Earthquake and tsunami 2014- 2015	12 briefs circulated  2 Desktop simulation exercises complete	Minimum of 6 Multihazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings  Full Scale Earthquake/Tsu nami Simulation	Minimum of 6 Multihazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings  Full Scale Earthquake/Tsunami Simulation
		Increase in number of Tourism Emergency Management Committee held	3 TEMC per year	4 Meetings	2 Meetings  1 Health Sector and Tourism Workshop	2 Meetings  1 Health Sector and Tourism Workshop
		Number of Earthquake or Tsunami workshop and desktop simulation conducted	<u>National Simulation</u> 1 Earthquake simulation (2014-2015)	<u>National Simulation</u> 1 Earthquake simulation in last quarter (2014-2015)		



Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
	<b>Climate Change Programme for the Tourism Sector</b>	Component 3 of the Adaptation Fund Project are implemented by executing partners (NEPA and ODPEM)	Conduct Storm Surge Modelling and Sea Level Rise Scenarios	<p>Storm Surge Modelling consultancy commenced with two deliverables received for payment</p> <p>Training Officer was hired on June 1, 2014 to commence training activities in July 2014.</p> <p>Community Hazard Mapping Exercises completed in April 2014</p> <p>Three (3) Community sensitization meetings and training sessions held in Negril under the training component.</p> <p>GOJ/Adaptation Fund Programme Community Mobilization and project Visibility Plan review completed</p>	<p>Finalize Climate Risk Atlas</p> <p>Training Sessions in Disaster Management and Resource Management in targeted communities</p> <p>Develop Guidelines and Standards for Beach Restoration</p> <p>Develop key climate change Adaptation Measures and Plans</p> <p>Preparation of an Integrated Adaptation Strategy and Action Plan</p>	<p>Finalize Climate Risk Atlas</p> <p>Training Sessions in Disaster Management and Resource Management in targeted communities</p> <p>Develop Guidelines and Standards for Beach Restoration</p> <p>Develop key climate change Adaptation Measures and Plans</p> <p>Preparation of an Integrated Adaptation Strategy and Action Plan</p>
		Climate Change Communication Strategy developed by 2 <sup>nd</sup> Q 15/16	Draft conceptual framework developed in partnership with MWLECC	Draft conceptual framework developed in partnership with MWLECC	Implementation of 2 initiatives	Implementation of 2 initiatives

Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
	<b>Sustainable Tourism Programme</b>	Percentage take up of Small Accommodation Energy Conservation Loan Programme	Support a minimum of 25 Small Hotels in acquiring renewable energy and energy conservation devices	Applications received and processed by JN for 25 Hotels		
		Percentage of environmental management systems and standards in tourism establishments	Initiation of Tourism based Environmental needs assessment to inform development of projects by March 2016  Letters circulated to stakeholders	Initiation of Tourism based Environmental needs assessment to inform development of projects by March 2016  Letters circulated to stakeholders	2 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector  Tourism based Environmental needs assessment complete to inform development of projects by March 2016	2 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector  Tourism based Environmental needs assessment complete to inform development of projects by March 2016
		Eco-Tourism guidelines for the Cockpit Country trails and water features finalized by FY 14/15	Guidelines finalised  Stakeholder consultation held	Guidelines finalised	4 Workshops convened re use of Guidelines	4 Workshops convened re use of Guidelines
		Progress made towards the development of Watersports Policy for Marine and Riverine recreational areas	Table watersports policy as Green paper	Tabling of watersports policy as a green paper	Watersport policy tabled as white paper	Watersport policy tabled as white paper
Strengthen and Position Entertainment as a Tool for Progress	<b>Entertainment Programme</b>	Entertainment Policy passed by 2 <sup>nd</sup> Q 15/16	Entertainment Strategic Framework completed		Develop Entertainment Sector Development and Implementation Plan to complement CCI policy	Plan developed and strategic framework developed
		Progress made towards the amendment of the Noise Abatement Act	Act amended by 2 <sup>nd</sup> Q 14/15	AG concluded review; Submission sent to Cabinet for review	Noise abatement Act amended	Act amended to include 6 person extension committee within Local Authorities

Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
		Establishment or registry and registration of Entertainment practitioners: by end of 2014.	Registry established and registration commenced	Registry established and 79 individuals and 27 companies registered totalling 107 up to November 2014	75 individuals and companies registered	75 new registrants for FY 15/16
		Percentage of entertainment practitioners registered	Public education campaign for Registry begins; Website and IT platform for Registry went to Tender	Tender failed due to the lone applicant's NCC expiry; Re-tender process began in Qtr3; TRN alignment letter sent to TAJ	Website design and architecture complete	Website complete
		Percentage of entertainment events rated by 15/16	Education campaign for rating to begin  Work to amend Places of Amusement regulation to include Event rating option on Places of Amusement license form	JIS Campaign began Qtr3 2014;	100 events rated during FY 2015/16	100 events rated
		Progress made towards Reggae being protected by UNESCO	UNESCO designation of Reggae and other musical arts forms by 2018	Cabinet Decision indicated MIIC through JIPO, MTE and MYC to submit joint policy	Joint work plan drafted	Joint work plan completed and operational
		Percentage of artiste funded through Ambassador Programme	3-5 touring artistes provided financial support in form of media, marketing and merchandising to further market and promote Jamaica	2 artiste funded through Artiste Ambassador Programme	3 creative practitioners – including poets and writers, musicians and filmmakers funded through programme	6 creative practitioners funded
	<b>Entertainment Programme</b>	Percentage of events registered under Jamrock Summer 90 days/90 ways	First Jamrock Summer: 90 days/90 ways launched	Jamrock Summer launched on July 16, 2014	12 events on Jamrock Summer listing	12 events on Jamrock Summer listing
		Percentage of events staged through Arts in the Park	1 event/per year	2 Arts in the Park held one in February and November 2014	1 event/year	2 Arts in the Park staged and 2 linkage contracts signed

Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
		Percentage of activities held under its Reggae Monthl <i>it's</i> Kingston for February	1 event added to Reggae Month roster	Open Call for 2015 events publicised in September 2014  6 events received up to December 11, 2014	4 event added to Reggae Month roster	4 event added to Reggae Month roster
		Percentage of upgraded performing arts venues in schools able to mount theatrical and music productions by 2014/15	2 Upgraded High School performing arts venues by end of school year 2014/15	Response received from 3 of 4 schools for possible venue upgrade	2 upgraded high school performing arts venues by end of school year 2015/16	4 schools upgraded from 2014-2016
		Number of trade negotiations resulting in a change in movement of entertainment practitioners	Progress with UK High Commission towards abolition of Direct Airside Transit Visa		Continued progress with UK Commission towards abolition of Direct Airside Transit Visa	
		Number of Omnibus Tax Incentive and Customs exemptions granted for the creative industries	5 entities granted incentive during period	27 applications from companies received; 39 applications received from individuals	8 entities granted incentive during period	13 entities granted incentives during period
		Percentage of events extensions granted	At Mar 2015 - 1140 extensions generating 9800 jobs and generating CAPEX \$300m	278 granted for period April-September 2014 generating 6239 jobs and CAPEX of \$231,686,550	200 extensions generating 4000 jobs and CAPEX of \$100,000,000.00 and earning revenue of \$500,000.00	
Efficient Public Bureaucracy	<b>Public Sector Modernization</b>	Amendment of Tourist Board Ac and transfer of functions from River Rafting to Tourist Board Act	Concept paper finalised	Amendments to concept paper being finalised as per Attorney General's recommendations	Drafting instructions to amend the Tourist Board Act  Act tabled in Parliament	
		Progress made towards the privatization of Milk River Mineral Bath	Complete Concept Paper	Concept Paper and Cabinet Submission completed and Cabinet Decision received	Consultation with UDC, NHT	

Priority Policy	Programme/ Project	Performance Indicators	Target 14/15	Actual Result 14/15	Target 15/16	Expected Result 15/16
		Progress made towards the privatization of Bath Hotel and Spa	Complete Concept Paper	Readiness assessment being undertaken		
		Wind up Jamaica Reservation Services Limited (JRS) by FY15/16	Winding up process to begin at the end of the 4 <sup>th</sup> Quarter 2014/2015.	<p>Approval was granted by the MOF for JRS to submit a single Annual Financial Statement for 2009-2014.</p> <p>The Board of Directors approved the letters of representation for Audited Financial Statements 2006 and 2007.</p> <p>Final Audited Financial Statements 2006 and 2007 were received from the Auditors.</p>	Wind up by the end of FY 14/15	

## 2.7 Priority Policies, Programmes and Projects (2015 – 2018)

The realisation of Government's priorities and strategic outcomes of programmes, projects and policy initiatives require the Ministry to shift its current level of performance to the planned targets and outputs outlined below:

Policy Priority	Programme/ Project & Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
<b>MAJOR PROGRAMMES</b>							
Enhanced linkages between tourism and other sectors	<b>Linkages Hub</b>	Develop business linkages with MoA, JAMPRO, JMA to increase the use of Jamaican inputs in the tourism product	Linkages with tourism and agriculture, manufacturing sector with tourism enterprises buying locally made goods and services	Percentage increase in the use of Jamaican produce in the tourism sector	Increase in the number of local manufacturers engaged in contractual arrangements with tourism sector  J\$10 M per annum from TEF	Increase in the number of local manufacturers engaged in contractual arrangements with tourism sector  J\$10 M per annum from TEF	Increase in the number of local manufacturers engaged in contractual arrangements with tourism sector  J\$10 M per annum from TEF
	<b>Tourism Inclusiveness Programme</b>	To create a framework to facilitate awareness, broad participation business opportunities and access for stakeholders	Community Tourism Policy and Implementation Plan	Community Tourism Policy finalized by December 2014 and funding for the implementation plan sourced	Tabled in Parliament in December 2014  Development of 4 Toolkits  Training of Community Tourism Secretariat J\$10.99m (TEF)		
Increased Tourism Economic Impact	<b>Tourism Economic Development Programme</b>	Facilitate access to tourism investment incentives and concessions	Omnibus (attraction) Incentive applications processed and certified	Number of Omnibus (attraction) Incentive applications processed and certified	15 attractions	15 attractions	15 attractions
			Omnibus (accommodation) Incentive applications processed and certified	Number of Omnibus (accommodation) Incentive applications processed and certified	30 accommodation	30 accommodation	30 accommodation

Policy Priority	Programme/ Project & Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
			Ground transportation concession applications processed and recommend	100% Transportation concession applications received and granted for the period	100% Transportation concession applications received and granted for the period	100% Transportation concession applications received and granted for the period	100% Transportation concession applications received and granted for the period
			Car rentals and ground transportation discretionary waivers and concessions	Number of Car Rentals discretionary waivers n applications received and granted	Based on a quota system for each applicant		
Strengthen and position entertainment as a tool for progress	<b>Entertainment Programme</b>	Promote the utilization of the Entertainment website to register entertainment industry practitioners	Registry of entertainment Industry professionals	350 entertainment industry practitioners registered by 17/18	75 new entertainment industry practitioners registered	75 new entertainment industry practitioners registered	75 new entertainment industry practitioners registered
		Public education campaign launched and success collaboration with the Parish councils	Rating system for entertainment events established.	350 Entertainment events using an assigned rating	100 entertainment events rated	100 entertainment events rated	100 entertainment events rated
Enhancement of Visitor Experience	<b>Product Development Programme</b>	To develop and implement flagship heritage, cultural, historical and nature-based attraction projects	Craft Policy executed OAS/FEMCID I Regional Craft Programme	Craft Policy finalized by December 2015  OAS/FEMCID I training to train 80 individuals throughout 4 regions		80 individuals throughout 4 regions	

Policy Priority	Programme/ Project & Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
A safe and Sustainably Managed Sector	<b>Multi-Hazard Contingency Planning Programme for the tourism sector</b>	Reduce the vulnerability of the Tourism sector to natural hazards	Capacity building sessions Simulation exercises Sensitization sessions	Conduct capacity programme and operation of Emergency Operation Centres	6 Multihazard briefs  4 Multihazard <u>sensitization</u> sessions Resort Boards and JHTA Area Chapter  2 <u>capacity building</u> sessions per year in climate Change (2015-2016)  2 TEMC per year  \$J0.915M (TEF)	6 Multihazard briefs  4 Multihazard <u>sensitization</u> sessions Resort Boards and JHTA Area Chapter  2 <u>capacity building</u> sessions per year 2 in fire safety (2016-2017)	6 Multihazard briefs  4 Multihazard <u>sensitization</u> sessions Resort Boards and JHTA Area Chapter
	<b>Climate Change Programme for the Tourism Sector</b>	To enhance awareness within the sector on the impacts of climate change on tourism	Climate Change Strategy  Executed Component 3 of the adaptation fund of the GoJ/ Adaptation Fund	Climate Change strategy developed with MWLECC  Adaptation Fund project implemented and close out by December 2015	Finalise Programme for Climate Change and implement in partnership with MWLECC  2 Climate Change Training workshops across 6 resort areas  1 National Workshop on Health and the Tourism Sector  Adaptation Fund project implemented and close out	2 Climate Change Training workshops across 6 resort areas  1 National Workshop on Health and the Tourism Sector	2 Climate Change Training workshops across 6 resort areas  1 National Workshop on Health and the Tourism Sector



	MAJOR PROJECTS						
Policy Priority	Project & Policy Initiative	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
Enhanced linkages between tourism and other sectors	<b>Linkages Hub Project</b>	Develop business linkages with MoA, JAMPRO, JMA to increase the use of Jamaican inputs in the tourism product	Linkages with tourism and agriculture, manufacturing sector with tourism enterprises buying locally made goods and services	Percentage increase in the use of Jamaican produce in the tourism sector	5% increase in the number of local manufacturers engaged in contractual arrangements with tourism sector	10% increase in the number of local manufacturers engaged in contractual arrangements with tourism sector	12% increase in the number of local manufacturers engaged in contractual arrangements with tourism sector
Strengthen and position entertainment as a tool for progress	<b>Artiste Ambassador Project</b>	Financial and marketing support provided to artiste to promote brand Jamaica	Touring artistes and bands marketing and promoting Jamaica	Percentage increase in the number of touring artistes used to market and promote Jamaica	3 creative practitioners named as ambassadors	5 practitioners named as ambassadors	8 practitioners named as ambassadors
	<b>Arts in the Park</b>	Staging of an event to promote young musicians and poets locally and internationally	Arts in the Park event	Percentage increase in international bookings of new and upcoming local talent across creative sectors from the staging of the event  Percentage increase in number of locals and visitors to Arts in the Park	Staging of 2 Arts in the Park events  J\$1.1M (TEF)  5% increase in number of locals and visitors to Arts in the Park	Staging of 2 Arts in the Park events and linkage contract signed  10% increase in number of locals and visitors to Arts in the Park	Staging of 2 Arts in the Park events and linkage contract signed  12% increase in number of locals and visitors to Arts in the Park
	<b>UNESCO designation of Reggae</b>	Submission of UNESCO Application	Reggae protected as an intangible cultural asset	Application approved by UNESCO 2018	Submit UNESCO Application	Lobbying efforts	Lobbying efforts
A Safe and sustainably managed sector	<b>Small Accommodation Energy Conservation Loan Initiative</b>	Implement a small accommodation Energy Conservation loan programme for the tourism sector	Small Accommodation Energy Programme	Percentage increase in the take up of the loan offered through JNBSL			

	<b>Activities under the GOJ/Adaptation Fund Programme – Enhancing the Resilience of the Agriculture Sector and Coastal Areas to Protect Livelihoods and Improve Food Security</b>	Enhance awareness within the sector of the impacts of climate change on tourism	Guidelines and Standards for Beach Restoration developed  climate change strategy and Plans developed  Integrated Adaptation Strategy and Action Plan developed  Climate Risk Atlas developed	Climate Change strategy developed with MWLECC  Adaptation Fund project implemented and close out by December 2015	Finalise Programme for Climate Change and implement in partnership with MWLECC  2 initiatives implemented through funding from TEF  Adaptation Fund project implemented and close out	Undertake 3 initiatives to improve awareness and preparedness through funding from TEF	Undertake 3 initiatives to improve awareness and preparedness through funding from TEF
	<b>MAJOR INITIATIVES (LEGISLATIVE &amp; POLICY)</b>						
<b>Policy Priority</b>	<b>Project &amp; Policy Initiative</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Indicators</b>	<b>Target &amp; Cost 15/16</b>	<b>Target &amp; Cost 16/17</b>	<b>Target &amp; Cost 17/18</b>
Increase Tourism Economic Impact	<b>Destination Marketing Programme</b>	Develop a Health and Wellness Policy	Health and Wellness Policy	Progress made towards the development of the Health and Wellness Policy	Continue consultation with JAMPRO, MoH		
Enhancement of Visitor Experience	<b>Accommodation Development Programme</b>	Develop and administer Timeshare Legislation	Timeshare Act and Regulations	Progress made towards the tabling of the Timeshare Bill in Parliament	Timeshare legislation passed by Parliament by 1 Q 15/16	Timeshare regulations tabled in Parliament	
Enhanced Tourism product with internationally competitive standards	<b>Standard and Compliance Programme</b>	Amend the Tourist Board Act	Amended Tourist Board Act	Progress made towards the amendment of the Tourist Board Act	Tourist Board Act amended in Parliament by 1st quarter 15/16		
		Amend the Tourist Board Watersport Regulation	Amended Tourist Board Watersport Regulation	Level of progress made towards the amendment of the of the Tourist Board Water Sport Regulation	Amend Tourist Board Water Sport Regulation by first quarter 2015/16	Amendment of Regulations  Watersport policy tabled as white paper	Amendment of Regulations  Watersport policy tabled as white paper

Enhanced Linkages between Tourism and other sectors	<b>Tourism Inclusiveness Programme</b>	Develop Community Tourism Policy and Implementation Plan	Community Tourism Policy and Implementation Plan	Community Tourism Policy approved as a White Paper by December 14/15  Activities under the Implementation Plan commence by 1 <sup>st</sup> Q 15/16	Develop 4 toolkits \$4,000,000  Training of Community Tourism Secretariat- (training in Packaging and Marketing 40 persons \$1.48m)  (training in Product and Marketing Coach 20 persons \$1.33m)	Increase in number of export ready Community Tourism Enterprises  Revenue generated and benefits the communities	Increase in number of export ready Community Tourism Enterprises  Revenue generated and benefits the communities
A safe and sustainably managed sector	<b>Sustainable Tourism Programme</b>	Develop Usage guidelines for Eco-Tourism in the Cockpit Country trails	Eco-Tourism Usage Guidelines for the Cockpit Country	Progress made towards the Development of Usage Guidelines for Eco-Tourism in the Cockpit Country	Eco-Tourism Usage Guidelines (trails, water features) for the Cockpit Country finalized  4 Workshops convened re use of Guidelines Through funding from TEF		
		Develop Watersports Policy for Marine and Riverine Recreational Areas	Watersport Policy for Marine and Riverine Recreational Areas	Progress made towards the development of a policy to streamline and integrate the management of motorised and non motorised water based leisure sport in Marine and Riverine Recreational areas	Watersport Policy tabled as white paper		
Implement flagship heritage, cultural, historical and nature-based attraction	<b>Product Development Programme</b>	Streamlining of the Art, Craft and Souvenir sector	Development of a Craft Policy	Progress made towards the development of a Craft Policy and Authority	Craft Policy developed	Concept paper for establishment of Craft Authority	

Encourage the development of the creative industries	<b>Entertainment Programme</b>	Improve policy, legal and institutional framework for the creative industries	Completion of an Entertainment Policy	Progress made towards the development of an Entertainment Policy	Entertainment Policy developed by end of 2014		
			Noise Abatement Act amended	Progress made towards the amendment of a Noise Abatement Act	Noise Abatement Act amendments by 1 <sup>st</sup> Q 14/15		

### 3. MEDIUM TERM FINANCIAL IMPLICATIONS

The following table represents the medium term financial implications for the Ministry. The actual expenditure for the current financial year is for the period **April to December 2014**

Item & Programme	Actual Expenditure 2013/14 (J\$ 000)	Actual Expenditure 2014/15 (J\$ 000)	Estimates of Expenditure 2015/16 (J\$ 000)	Projections 2016/17 (J\$ 000)	Projections 2017/18 (J\$ 000)
<b>RECURRENT</b>					
<i>Ministry</i>					
Programme Name & No.					
001- Executive Direction and Administration	300	290	301	316	327
004 - Regional and International Cooperation		23	35	35	35
Sub-total Recurrent (Ministry)	<b>300</b>	<b>313</b>	<b>336</b>	<b>351</b>	<b>362</b>
<i>Major Department/Public Body</i>					
Programme Name & No.					
650- Promotion of Tourism	3,095	932	1,083	1,146	1,176
651- Tourism Product Development and Services	398	350	346	427	448
Sub-total Recurrent (Dept/PB)	<b>3,793</b>	<b>1,282</b>	<b>1,429</b>	<b>1,573</b>	<b>1,624</b>
<b>CAPITAL A</b>					
<i>Agency</i>					
Tourism Product Development Company Project					
2511 – Sustainable Environmental Tourism Projects (SET)			1,788	0	0
Sub-total Capital A (Ministry)			<b>1,788</b>	<b>0</b>	<b>0</b>
<b>CAPITAL B</b>					
<i>Agency</i>					
Tourism Product Development Company Project					
9399 - Adaptation Fund	5.53	5.14	19.04	0	0
9470 - OAS/FEMCIDI		10.00	10.27	0	
Sub-total Capital B (Ministry)	<b>5.53</b>	<b>15.14</b>	<b>29.31</b>	<b>0</b>	<b>0</b>
<i>Major Department/Public Body</i>					
Programme Name & No.					
	0	0	0	0	0
Sub-total Capital B (Dept/PB)	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>APPROPRIATIONS IN AID</b>					
<i>Ministry</i>					
Programme Name & No.					
02- Strategic Planning and Evaluation	3.4	19.45	25.43	0	0

2510 - Tourism Administration	0.8	3.86	14.27	0	0
2517 - Entertainment Policy and Monitoring		0.34	42.21	0	0
<b>Sub-total Appropriations in Aid (Ministry)</b>	<b>4.2</b>	<b>23.65</b>	<b>81.91</b>	<b>0</b>	<b>0</b>
<b>Item &amp; Programme</b>	<b>Actual Expenditure 2013/14 (J\$ 000)</b>	<b>Actual Expenditure (Year to Date) 2014/15</b>	<b>Estimates of Expenditure 2015/16 (J\$ 000)</b>	<b>Projections 2016/17 (J\$ 000)</b>	<b>Projections 2017/18 (J\$ 000)</b>
<i>Major Department/Public Body</i>					
<i>Programme Name &amp; No.</i>					
Jamaica Tourist Board 0005- Direction and Administration 2501- Overseas Marketing	1,965.76	2,154.55	2,257	0	0
Tourism Product Development Company 0219- Training 2502- Product Development 2503- Product Quality Support	50.5	60	60	0	0
Jamaica Vacations 2509- Seat Support	250	250	282.13	0	0
<b>Sub-total Appropriations in Aid (Dept/PB)</b>	<b>2,270.46</b>	<b>2,488</b>	<b>2,681.04</b>	<b>0</b>	<b>0</b>
<b>TOTAL FUNDING REQUIREMENT</b>					
<b>Total Recurrent</b>	<b>3,793</b>	<b>1,595.10</b>	<b>1,765</b>	<b>1,924</b>	<b>1,986</b>
<b>Total Capital A</b>	<b>0</b>	<b>0</b>	<b>1,788</b>	<b>0</b>	<b>0</b>
<b>Total Capital B</b>	<b>5.53</b>	<b>15.14</b>	<b>29.31</b>	<b>0</b>	<b>0</b>
<b>Total Appropriations in Aid</b>	<b>2,270.46</b>	<b>2,488.20</b>	<b>2,681.04</b>	<b>0</b>	<b>0</b>
<b>Total Funding Requirement</b>	<b>6,068.99</b>	<b>4,098.44</b>	<b>6,263.35</b>	<b>1,924</b>	<b>1,986</b>

#### 4. HUMAN RESOURCES CAPACITY PLAN

The Ministry and its Agencies have conducted gap analyses between the current and future HR needs as against the Ministry's strategic objectives/goals and priorities in order to better provide relevant information to the development of the HR Capacity Plan below, which would present the existing and targeted or planned staffing numbers.

The Human Resource Management objectives and key initiatives are linked to the goals of the Ministry and Agencies as included in the Ministry Scorecard at Section 1.5

Units/Divisions or Projects	Staff Complement	Planned 2015/2016	Planned 2016/2017	Planned 2017/2018
Executive Office	6	6	6	6
Minister's Office	6	7	7	7
Technical Services	2	3	3	3
Strategic Planning and Evaluation Division	6	6	6	6
Policy and Monitoring Division	6	6	6	6
Entertainment Division	3	4	4	4
Legal Unit	2	2	2	2
Corporate Communication	4	4	4	4
Corporate Services	25	27	27	27
Tourism Linkages Hub	2	2	2	2
<b>MINISTRY SUB-TOTAL</b>	<b>62</b>	<b>67</b>	<b>67</b>	<b>67</b>
Bath Fountain of the St. Thomas the Apostle	20	20	20	20
Devon House Development Company	28	36	36	36
Jamaica Tourist Board (JTB)	154	143	143	143
Jamaica Vacations Limited (JamVac)	4	4	4	4
Milk River Hotel and Spa	28	30	32	34
Tourism Enhancement Fund (TEF)	14	15	15	15
Tourism Product Development Company (TPDCo.)	146	152	152	152
<b>AGENCIES SUB-TOTAL</b>	<b>391</b>	<b>399</b>	<b>402</b>	<b>402</b>
<b>TOTAL</b>	<b>456</b>	<b>467</b>	<b>469</b>	<b>471</b>

## 5. DEPARTMENTS AND AGENCIES BUSINESS PLAN SUMMARIES

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

### 5.1 AGENCY: JAMAICA TOURIST BOARD

The primary role and function of the Jamaica Tourist Board (JTB) is to market and promote Jamaica as a preferred destination to consumers in targeted markets by:

- Employing an appropriate mix of advertising, PR and sales activities
- Building and maintaining good relationships with international travel partners, local operators, financiers and policy makers;
- Identifying and defining the needs of new and emerging consumer groups which present opportunities for the Jamaican tourism industry;
- Tracking industry performance for comparative analyses both internationally and regionally;
- Communicating timely and useful marketing information and market intelligence to local operators, financiers and policy-makers.
- Building and maintaining consistent business with targeted cruise companies;
- Securing adequate airline service, either scheduled or chartered, from targeted airline companies in regional markets;
- Fostering understanding of, and building support for, the industry among Jamaicans

#### 5.1.1 Vision, Mission and Mandate

##### Vision

*To be the most efficient and respected public sector agency, dedicated to the marketing of the destination and enabling the tourism industry to achieve sustainable growth and development.*

##### Mission and/or Mandate

*To develop and market the tourism industry so that Jamaica remains the premier Caribbean tourism destination.*

#### 5.1.2 Strategic Outcomes

Over the next three years, the JTB will seek to achieve the following objectives:

- Increase stopover arrivals by 3.4% per annum.
- Increase cruise passenger arrivals by 5.2% per annum.
- Increase gross foreign exchange earnings by 4.5% per annum.
- Achieve an overall annual average hotel room occupancy rate of 68 percent by 2017/2018.
- Work with other agencies in the public and private sectors to:
  - Reduce the level of visitor harassment as measured through exit surveys, crime statistics and visitor complaints.



- Increase the level of visitor satisfaction as measured through Exit surveys, repeat business and visitor complaints.
- To effectively market Jamaica and to ensure that the product is in tandem with recognized consumer needs.
- Increase the contribution of tourism to the national economy as measured through employment generation, contribution to Gross Domestic Product (GDP), and linkage with other sectors, while reducing leakages.

<b>Projected Visitor Arrivals</b> <b>2014/15 - 2017/18</b> Arrivals (in Thousands)							
Calendar Year				Fiscal Year			
	Total Stopovers	Cruise Passengers	Total Visitors		Total Stopovers	Cruise Passengers	Total Visitors
<b>2014</b>	<b>2,043</b>	<b>1,382</b>	<b>3,424</b>	<b>2014/15</b>	<b>2,057</b>	<b>1,410</b>	<b>3,467</b>
<b>2015</b>	<b>2,098</b>	<b>1,422</b>	<b>3,519</b>	<b>2015/16</b>	<b>2,112</b>	<b>1,435</b>	<b>3,547</b>
<b>2016</b>	<b>2,161</b>	<b>1,486</b>	<b>3,647</b>	<b>2016/17</b>	<b>2,182</b>	<b>1,514</b>	<b>3,697</b>
<b>2017</b>	<b>2,238</b>	<b>1,560</b>	<b>3,798</b>	<b>2017/18</b>	<b>2,260</b>	<b>1,589</b>	<b>3,849</b>

### 5.1.3 Strategic Plans and Priority Programmes (2015– 2018)

The policy priorities and desired policy outcomes require the *Department/Agency/Public Body* to shift its current performance to the following performance targets against its outputs:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
<b>MAJOR PROGRAMMES</b>						
				J\$	J\$	J\$
<b>Destination Marketing Programme</b>	Use a combination of marketing techniques to promote Jamaica as a tourist destination: <ul style="list-style-type: none"> <li>Advertising</li> <li>Public Relations</li> <li>Sales Activities</li> <li>E-Commerce/ Website</li> </ul>	Marketing Plan: Advertising, Public Relations & Sales Activities targeting: traditional markets, emerging markets, niche segments, Cruise Tourism and Domestic Tourism  Market Analysis & Performance	Trade & Consumer Events conducted in relation to targeted markets & segments completed. Advertising Media used: frequency, reach, impact.  Visitor Arrival Statistics; Visitor expenditure & satisfaction.  Bookings & Website visits. Hotel Room occupancy rate	2,222,929,292	2,267,656,669	2,354,304,505
	Develop new tourism market segments	Promotional Activities focussing on the different market segments	Market segments (as at 2013) Vacation- 69.4% Visiting friends and relatives- 17.7% Business- 6.2% Other – 6.8%			
	Develop diversified geographic source markets		Visitor arrival by market (as at 2013) USA- 63% Canada- 20% Europe – 12% Caribbean- 2.9% Latin America- 1.5% Other countries- 0.7%			
<b>Advertising</b>				<b>1,403,515,450</b>	<b>1,433,488,620</b>	<b>1,462,158,392</b>
Motivate potential travellers by creating & maintaining awareness		TV: Network; Spot (Cable) in specified markets.	Advertisement campaign	2	2	2
		Radio	Radio remotes	3	3	3
			Rating of Influence of particular media in vacation decision (Exit Survey): <ul style="list-style-type: none"> <li>Radio Advertising -0.2%</li> <li>TV Advertising-2%</li> <li>Magazine/Newspaper article- 1%</li> <li>Brochure-2%</li> <li>Internet -16%</li> </ul>	+1%` +2%  +1% +5% +1%	+1% +2%  +1% +5% +1%	+1% +2%  +1% +5% +1%
<b>Public Relations</b>				<b>214,527,850</b>	<b>219,109,260</b>	<b>223,491,445</b>
Create and maintain a positive image of Jamaica in the Market Place.		Press Releases	Articles	300	310	3315
			Messages	24	26	28
			Speeches	14	16	18
			Editorial content	24	26	28
		Media Events	Events	15	17	19
		Press and blogger trips.	Number of Press and bloggers	70	72	74

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
			<b>Destination Rating (2014/2015)</b> Very satisfied 55% Satisfied 38% Neutral 5% Unsatisfied 1% Very unsatisfied 1%	+5%	+5%	\\ +5%
	<b>Sales</b> Generate demand for Jamaica through Sales & Promotional Activities.	Travel Agents Familiarisation Tours; Trade & Consumer Shows; Blitzes, Seminars, JAPEX  Sales missions Training/seminars presentations	Travel Specialist trips  Familiarization trips-  Trade Shows/ Travel Expo  Festivals  Seminars  Sales Calls in Latin America  MICE Events  Charity Events  15 Sports events  Sales calls	<b>440,806,162</b>  15  19  72  21  49  14  36  11  15  51	<b>442,476,576</b>  20  22  74  23  50  16  38  12  17  52	<b>486,724,234</b>  25  24  78  25  52  18  40  13  19  53
	Collaborate with JamVac to support Airlift & attract new ones - Scheduled and Chartered	Operating Airlines; Contracts	Scheduled airlines  Chartered flights	33  29	35  35	37  40
	<b>Market Research &amp; Intelligence</b> Provide relevant data to facilitate strategic market decisions;  Assess industry performance and economic impact.  Track industry performance for competitive analysis	Visitor Arrival Statistics; Visitor Expenditure & Satisfaction Surveys; other research. Hotel Room Occupancy rate. Event monitoring and evaluation	Annual Travel Statistics Report  Event Evaluation Reports  Visitor Satisfaction Survey  Visitor Expenditure Survey  Monitoring public relations activities.  Experience Jamaica Evaluation  Attraction Utilization Survey  Familiarization Tours Evaluations	<b>4,620,000</b>  1 <sup>st</sup> quarter of the financial year 7-10 reports  1 <sup>st</sup> quarter  1 <sup>st</sup> Quarter  4 <sup>th</sup> Quarter  3 <sup>rd</sup> Quarter  1 <sup>st</sup> Quarter  4 <sup>th</sup> Quarter	<b>5,082,000</b>  1 <sup>st</sup> quarter of the financial year 7-10 reports  1 <sup>st</sup> quarter  1 <sup>st</sup> Quarter  4 <sup>th</sup> Quarter  3 <sup>rd</sup> Quarter  1 <sup>st</sup> Quarter  4 <sup>th</sup> Quarter	<b>5,590,200</b>  1 <sup>st</sup> quarter of the financial year 7-10 reports  1 <sup>st</sup>  1 <sup>st</sup> Quarter  4 <sup>th</sup> Quarter  3 <sup>rd</sup> Quarter  1 <sup>st</sup> Quarter  4 <sup>th</sup> Quarter

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
	<b>E-Commerce/ Website</b> Showcase Jamaica online via visitjamaica.com; Provide information to potential visitors; build customer relationship through social media; generate bookings	Visitjamaica.com; Social media activities – YouTube; Facebook; Twitter; Pintrest; Instagram; Online promotional features.	Blogger and team research trips –  <b>As at 2014/2015</b> <b>Twitter:</b> <ul style="list-style-type: none"> <li><b>WeddingsinJa :</b> Total Tweets – 4,609 Followers – 1, 567</li> <li><b>VisitJamaicaNow:</b> Total Tweets – 11, 325 Followers – 15, 909</li> <li><b>AskJamaica:</b> Total Tweets – 16, 569 Followers – 15, 574</li> <li><b>Visit Jamaica Facebook</b> Fans – 835, 478</li> <li><b>Pinterest</b> – 1, 945 followers</li> <li><b>Instagram</b> – 1, 550 followers</li> <li>Total Visits for visitjamaica.com (October 1-31, 2014) – 413, 602</li> </ul>	3,000,000  4  +10% +10%  +10% +10%  +10% +10%  +10% +10%  +10% +10%  +10%	3,300,000  4  +10% +10%  +10% +10%  +10% +10%  +10% +10%  +10%	3,630,000  4  +10% +10%  +10% +10%  +10% +10%  +10%
	Develop and implement new social media strategy	Social Media Plan				
	<b>Cruise Tourism</b> Collaborate with the Ports Authority to attract calls from cruise lines. Encourage Cruise Passengers to return as Stopovers by enhancing the visitor experience.	Cruise Passenger Arrivals & Expenditure; Representation at Trade Shows; Cruise Conversion Programme;	Cruise Passenger Arrival Statistics Report ;  Representation at trade show e.g. Seatrade (Miami)  Cruise satisfaction survey report.	1,500,000 1 <sup>st</sup> Quarter  1  1 <sup>st</sup> Quarter	1,650,000 1 <sup>st</sup> Quarter  1  1 <sup>st</sup> Quarter	1,815,000 1 <sup>st</sup> Quarter  1  1 <sup>st</sup> Quarter
	<b>Special Events</b> Sponsor & promote Special Events to attract visitors, generate publicity and improve visitor satisfaction.	Sponsorship or endorsement of Musical, culinary, literary & sporting events or festivals	Endorsed events Sponsored events  Cultural Musical Culinary Sports Tourism events Agricultural events Fashion Other	78,995,000 61 79  27 27 17 43 5 4 4 14	79,100,000 70 85  30 35 20 50 6 5 5 20	79,100,000 80 90  35 38 22 50 6 4 4 14

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
Tourism inclusiveness programme	Create awareness for business opportunities and access for stakeholders			1,500,000	1,650,000	1,815,000
	Execute Community Tourism Implementation Plan	Community Tourism Plan				
	Implement national campaign for tourism awareness	Tourism Awareness campaigns in communities and schools	FCCA Essay Competition (150 entries)	+10%	+10%	+10%
			FCCA Poster Competition (60 entries)	+5%	+5%	+5%
		Host Tourism Outlook Seminar	GTTP Research Competition (10 TAC teams)	+20%	+20%	+20%
			Tourism Action Club registered	80	90	100
			CTO Youth Congress	20-25 students	20-25 students	20-25 students
		Hosting Tourism Outlook Seminar	Educational grant	10 students	10 students	10 students
			Tourism presentations Career Talks/ Seminars/ Workshops (30 sessions)			
			Hosting Tourism Outlook Seminar	3 <sup>rd</sup> Quarter	3 <sup>rd</sup> Quarter	3 <sup>rd</sup> Quarter
	Tourism Awareness Week, World Tourism Day etc.		Church Service	3 <sup>rd</sup> Quarter	3 <sup>rd</sup> Quarter	3 <sup>rd</sup> Quarter
			Tourism Fun Day	3 <sup>rd</sup> Quarter	3 <sup>rd</sup> Quarter	3 <sup>rd</sup> Quarter

#### 5.1.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 15/16 (J\$ 000)	Projections 16/17 (J\$ 000)	Projections 17/18 (J\$ 000)
Recurrent	1,061,639,908	1,097,287,721	1,126,082,117
Capital A			
Capital B			
Appropriations in Aid	2,257,000,000	2,260,000,000	2,260,000,000
<b>Total Funding Requirement</b>	<b>3,318,639,908</b>	<b>3,357,287,721</b>	<b>3,386,082,117</b>

### 5.1.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2015/2016	Planned 2016/2017	Planned 2017/2018
Director of Tourism's Department	7	6	6	6
Finance and Accounts Division	9	9	9	9
Corporate Services Department	23	23	23	23
Marketing Department	34	34	34	34
Cruise, Events & Attractions Department	7	7	7	7
Montego Bay Regional Office	30	31	31	31
Overseas Offices <ul style="list-style-type: none"> <li>• USA</li> <li>• Canada</li> <li>• UK</li> <li>• Europe</li> </ul>	44	33	33	33
<b>TOTAL</b>	<b>154</b>	<b>143</b>	<b>143</b>	<b>143</b>

## 5.2 AGENCY: TOURISM PRODUCT DEVELOPMENT COMPANY (TPDCo.)

The main role of this agency is to contribute to enhanced visitor experience by improving Jamaica's tourism product and diversifying the services and facilities in the industry. Further, the agency assists in the creation of a world class destination for sports, entertainment, conference, eco and heritage and other tourism markets by promoting and ensuring the high standards of Jamaica's tourism product, quality, human resources and service excellence. The company seeks to increase visitor satisfaction, increase community involvement and improve the physical appearance of resort thus contributing to visitor's satisfaction and an improved quality of life for all Jamaicans.

### 5.2.1 Vision, Mission and Mandate

#### Vision

"TPDCo, a world class product development company contributing to a diverse, enhanced tourism product and visitor experience, resulting in an improved quality of life for all Jamaicans."

#### Mission and/or Mandate

"To facilitate the diversification, development and improvement of the tourism product utilizing an experienced and qualified staff to enhance visitor experience by building consensus and strategic alliances with industry stakeholders in order to engender socio-economic growth."

### 5.2.2 Strategic Outcomes

- *A Sector that meets required industry standards*

Standards and compliance programmes; establishment of an Anti-harassment unit to focus on increased harassment in the resort areas;

National task force formed to address programmes and policy, continued support for the Tourism Courtesy Corps Programme.

- ***A diversified tourism product; whose activities support the protection of natural and cultural heritage, development and promotion of authentic Jamaica craft***

Rehabilitation of attractions, places of interest, and birthplaces of National Heroes and former prime ministers.

- ***A cadre of skilled, trained and motivated personnel that can effectively fill all the positions in the sector***

Tourism worker Skills Training Programme Training and certification of 5000 industry workers annually in conjunction with HEART Trust/NTA to improve service delivery and customer satisfaction; continued training in Team Jamaica

- ***An expanded base of stakeholders in the tourism sector***

Execute the community tourism Policy Implementation Plan

- ***An economically viable sector***

Implementation of selected CRUP projects to upgrades and transform resort areas Resort upgrading, components of South Coast Sustainable Development Plan being implemented.

- ***Public Sector Modernization***

A structure that is adequate to meet the organizational needs and review organizational structure, revision of department roles and function; new departments added to satisfy organization's mandate

- ***Product Development/Resort Upgrading***

Selected projects are designed, scoped and executed according to time schedule and budget.

- ***Product Quality***

Service Standard Development  
Standards established for all major sub-sectors of the tourism sector according to regional and international standards.

- ***Craft Development***

Craft policy implemented for the streamlining of the local industry to achieve quality and variety while improving product offering.

- ***Attractions Development***  
Upgrade travel halts and attractions; identify new locations for travel halts to enhance visitor experience and diversify the tourism product.

### **5.2.3 Strategic Plans and Priority Programmes (2015 – 2018)**

The policy priorities and desired policy outcomes require the *Department/Agency/Public Body* to shift its current performance to the following performance targets against its outputs:

#### ***Anti-Harassment Initiative***

The aim is to lower the incidents of harassment in the resort areas of Ocho Rios, Negril, Montego Bay, Falmouth and Portland. J\$66 M to be spent on this initiative over the three-year period of 2015-2018

#### ***Resort Upgrading/ Transformational Projects***

Selected project recommended by Comprehensive Resort Upgrading Programme (CRUP) to be developed in resort areas. Several transformational projects will be undertaken to improve visitor satisfaction, reduce harassment and enhance the tourism experience.

#### ***Established Bed and Breakfast Programme***

To make additional product offerings to our visitors and to broaden the inclusion of small players in the industry

#### ***Community Tourism Programmes***

TPDCo is the Secretariat for the implementation of the Community Tourism Policy.

#### ***Product Development: Craft Development***

Craft Policy – in conjunction with MTE.  
OAS/FEMCIDI Regional Craft Programme

#### ***Product Development: Rehabilitation of Historic Sites, Places of Interest and Birthplaces of National Heroes***

Diversification of the tourism product through improvement of historic and heritage sites.

#### ***Tourism Entity Management Systems (TEMS)***

Streamline efficiency in the licence processing system for industry players (hotels, attractions, watersports etc.) to include all relevant agencies. Project costs \$15m to be implemented in March 2015.



Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
<b>MAJOR PROGRAMMES</b>						
<b>Anti harassment Initiative</b>	<ul style="list-style-type: none"> <li>Public Education &amp; Community awareness</li> <li>Collaboration with relevant agencies</li> <li>Community development through social interventions</li> <li>Disseminate accurate information through the Visitor Information Programme (VIP) and other outlets</li> </ul>	<ul style="list-style-type: none"> <li>Consultations</li> <li>Resort area anti harassment Subcommittee</li> <li>Social intervention programme</li> <li>Tourism information application</li> </ul>	Reduction in the number of reported incidence of anti harassment by 10% annually	\$20m  consultations in Ocho Rios and Falmouth  Establishment of subcommittee  Development of Social Intervention Programme  Tourism APP	\$22m  consultations in Negril  Tourism APP	\$24m  consultations in Montego Bay, Portland
Courtesy Corp Programme	<ul style="list-style-type: none"> <li>Continuous collaboration between 'Anti-harassment Unit' and Courtesy Corp to ensure deliverables are met.</li> <li>Biannual survey of Courtesy Corp performance</li> <li>Quarterly evaluation reports of deployment in resort areas</li> </ul>	Biannual performance survey  Quarterly Evaluation Reports	Programme assessment undertaken against deliverables	\$135m  Deployment of Corps in 41 major resort towns	\$155.2m	\$178
<b>Resort Upgrading/ Transformational Projects</b>	Collaboration with local stakeholders (38 projects)	<ul style="list-style-type: none"> <li>Beautification and Maintenance</li> <li>North coast highway Maintenance</li> <li>Projects in resort town of : Kingston Ocho Rios Southcoast Montego Bay Portland</li> <li>Signage programme</li> </ul>		\$250 M  \$170 M  \$108.5 M \$107.5 \$111 M \$48 M  \$161 M  \$30m	\$275 M  \$190 M  \$54.5 M \$75 M \$45 M \$90 M  \$20 M  \$20m	\$300 M  \$200 M  \$246.5M \$35 M \$50 M \$85 M  \$30 M  \$15m

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
<b>Craft Development &amp; OAS/FEMCIDI Programme</b>	<ul style="list-style-type: none"> <li>Coordinate activities for skills upgrading.</li> <li>Conduct training workshops utilising specific raw materials.</li> <li>Train 80 persons in craft production and business skills.</li> <li>Develop website, registry and other market support tools</li> <li>Capacity building for craft producers</li> </ul>	<ul style="list-style-type: none"> <li>Training workshops</li> <li>80 persons trained in craft production</li> <li>Website</li> <li>Craft registry</li> </ul>	Percentage of artisans trained under the programme with new/enhanced skills from 2014-2016	\$13m  20 artisans trained in bamboo and textiles media	\$13m  Website Craft registry	
	Establish a Craft Development Secretariat	<ul style="list-style-type: none"> <li>Secretariat established</li> <li>Craft Development programme</li> </ul>	Capacity Building programmes implemented	\$17m  Technical support to Craft Council	\$17m  Technical support to Craft Council	
<b>Team Jamaica/ Skills Upgrading Programme</b>	<ul style="list-style-type: none"> <li>Expand the Train the Trainer Programme and develop new training programmes based on industry needs</li> <li>To improve the skill sets and customer service of people who work in the sector and those who wish to enter through Team Jamaica and Skills Upgrading Programmes.</li> </ul>	<p>Language training</p> <p>Eight (8) major hotels and four (4) attractions for customer service Two hundred persons to be trained as trainers</p>	<p>Russian and Spanish programmes held one in each resort area</p> <p>Two hundred persons trained in selected hotels and attractions as trainers.</p>	<p>\$76m 5000 for team Jamaica</p> <p>70 persons trained</p>	<p>\$76m 5000 for team Jamaica</p> <p>70 persons trained</p>	<p>\$76m 5000 for team Jamaica</p> <p>70 persons trained</p>

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
<b>Standards and Compliance Programme</b>	<ul style="list-style-type: none"> <li>Administer the River Rafting Act through monitoring of entities operating on the seven gazetted rivers.</li> </ul>	<ul style="list-style-type: none"> <li>Entities monitored</li> </ul>	Assessments conducted for all tourism entities according to the specific Acts -River Rafting  Tourist Board Act	\$5.6M  11 operators  231 raft captains	\$5.6M  236 raft captain	\$5.6M  241 raft captain
	<ul style="list-style-type: none"> <li>Conduct assessments for all entities in order to raise standards and increase compliance.</li> </ul>	<ul style="list-style-type: none"> <li>13647 tourism entities to be licensed over the period</li> </ul>	Tourism entities licensed according to the Tourist Board Act	4284 entities	4565 entities	4798 entities
	<ul style="list-style-type: none"> <li>Develop accommodations standards</li> </ul>	<ul style="list-style-type: none"> <li>Accommodation standards</li> </ul>	Standards developed according to international benchmark	\$1.7m	Complete accommodation standards	
<b>MAJOR PROJECTS</b>						
Upgrade Bath Fountain Hotel and Spa	Social Intervention programme Infrastructural upgrade	Upgraded facilities at Bath	Upgrades completed within time, scope and budget	\$15.6m  Roof and window repair Reinforce security features Painting of building		
Upgrade Milk River Mineral Bath	Collaborate with other agencies	Upgraded Hotel Main Building and Bath	Upgrades completed within time, scope and budget	\$64m  Main Building repairs (electrical repairs, roof patching and renovation) 6 baths		

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
Rehabilitate existing attractions and places of interest  &  Rehabilitation of Historic Sites and Birthplaces of National Heroes	<ul style="list-style-type: none"> <li>Collaborate with Resort Boards, JNHT and relevant agencies</li> <li>Assess sites and attractions</li> <li>Facilitate the formulation of a rehabilitation schedule.</li> <li>Prepare funding proposals</li> </ul>	20 sites/location rehabilitated	20 sites identified and completed by the end of the 3 year period  Assessments completed within time  Rehabilitation schedules completed within time  Funding proposals completed	\$253.5m 5 sites complete  Ongoing  Ongoing  ongoing	\$510m 10 sites complete  Ongoing  Ongoing  ongoing	\$355m 5 sites complete  Ongoing  Ongoing  ongoing
HIV/AIDS Workforce Policy Implementation	<ul style="list-style-type: none"> <li>Integrate the programme into Team Jamaica Course</li> </ul>	HIV/AIDS Workplace Policy		\$17m Host exposé  Visit to hotels Public education initiative	\$17m Host exposé  Visit to hotels Public education initiative	\$17m Host exposé  Visit to hotels Public education initiative

#### 5.2.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Projections 15/16 (J\$ 000)	Projections 16/17 (J\$ 000)	Projections 17/18 (J\$ 000)
Recurrent (Net)	345,982	366,259	387,839
Capital A	49,000	49,000	49,000
Capital B	29,036	-	-
Appropriations in Aid	60,000	60,000	60,000
<b>Total Funding Requirement</b>	<b>484,018</b>	<b>475,259</b>	<b>496,839</b>

#### 5.2.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2015/2016	Planned 2016/2017	Planned 2017/2018
Executive Office	7	3	3	3
Product Development	-	13	13	13
Projects	20	21	21	21
Product Quality	36	-	-	-
Tourism Industry Training	17	-	-	-
Product Quality & Training	-	42	42	42
Attractions Development	21	-	-	-

Community Awareness & Corporate Communications	2	2	2	2
Corporate Services	3	28	28	28
Human Resource & Administration	15	-	-	-
Finance and Accounts	9	-	-	-
Information Systems	8	-	-	-
Audit & Risk Management	1	3	3	3
Regional Operation	-	24	24	24
Licensing	7	7	7	7
Anti-Harassment	-	4	4	4
Craft	-	5	5	5
<b>TOTAL</b>	<b>146</b>	<b>152</b>	<b>152</b>	<b>152</b>

### 5.3 AGENCY: JAMAICA VACATIONS LIMITED ((JamVac)

JamVac was established in 1978 to develop and sustain charter lift from destinations not served by scheduled carriers to support the destination's room stock and to assist the small hotels which were not able to market. The Company supported tour operators serving Jamaica by providing incentives whether on the basis of risk or seat support for the airlift of passengers. This has also included co-op advertising/marketing support especially for gateways on which JamVac had risk (including revenue guarantee) or was providing seat support. JamVac has also operated in-house charters from selected gateways; and played an important role in sustaining airlift and visitor numbers in the aftermath of "9/11" in the United States.

In 2008, JamVac was re-established to administer its airlift activities as a stand-alone entity, while being restructured administratively into a smaller, leaner organization. In the years since, JamVac has been making a healthy contribution to the total numbers of stopover visitors coming to the destination by targeting new gateways for support, supporting new carriers into the destination, and supporting the efforts by tour operators and carriers to increase the total numbers of passengers landed.

#### 5.3.1 Vision, Mission and Mandate

##### Mission and/or Mandate

"To create the conditions for accelerating the rate of growth of visitor numbers to Jamaica, JamVac will provide, protect and increase the air lift capacity on both schedule and charter routes, by working with existing and potential new carriers to create sufficient capacity on each route."

#### 5.3.2 Strategic Outcomes

The strategic outcomes of JamVac are to:

- To promote increased airlift of visitors to Jamaica
- Support airlift from targeted emerging markets
- Ensure adequacy of air seats to satisfy the requirement of the accommodation sector, and in particular, small hotels

### 5.3.3 Strategic Plans and Priority Programmes (2015 – 2018)

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16 ‘000	Target & Cost 16/17 ‘000	Target Cost 17/18 ‘000 &
<b>AIRLIFT SUPPORT 22 1</b> Direction and Management  <b>22</b> Grant for Seat Risk Support	Develop new and maintain seat support agreements with Airlines and Tour Operators from targeted destinations including Europe, USA, Canada, South America	Seat Support agreements for increased number of visitors	All agreements negotiated, approved, drafted, vetted, and executed in the timeframe agreed	200	200	200
	Develop new and renew co-operative marketing/advertising agreements with Tour Operators for targeted destinations including Europe, USA, Canada, South America	Co-op advertising/marketing agreements	All agreements negotiated, approved, drafted, vetted, and executed in the timeframe agreed	76	76	76
	Meet with trade partners and attend trade shows to conduct negotiations on new and existing support agreements	Attend trade shows	Generate at least three (3) service agreements for either new or expanded service to Jamaica	6	6	6
	Monitor risk, seat support and co-op agreements on an ongoing basis	Data base of numbers generated	Contracts are being performed to agreement. No contract terminated due to non-performance	In-house activity	In-house activity	In-house activity
Direction & Administration - 22 0005	Strategic Management	Board meetings, Retreats, Management Meetings, Strategic Reports	As stipulated by GoJ	.6	.6	.6
	HR Management	Compensation Staff benefit, PMAS reports	As stipulated by GoJ	10	10	10
	Office Management	Asset inventory, office expenses	As stipulated by GoJ	3	3	3
	Financial Management	Audit, Annual Reports, Financial reports	As stipulated by GoJ	.55	.60	.65

### 5.3.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 15/16 (J\$ 000)	Projections 16/17 (J\$ 000)	Projections 17/18 (J\$ 000)
Recurrent	21	23	24
Capital A	000	000	000
Capital B	000	000	000
Appropriations in Aid	282	282	282
<b>Total Funding Requirement</b>	<b>303</b>	<b>305</b>	<b>306</b>

### 5.3.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2015/2016	Planned 2016/2017	Planned 2017/2018
HRM&A	4	3	3	3
Finance and Accounts Division		1	1	1

## 5.4 AGENCY: DEVON HOUSE DEVELOPMENT COMPANY LIMITED (DHDC)

Devon House is an attraction that offers a wide range of products including venue rentals, dining in various setting from the laid back to the formal occasion; shopping in a relaxed historic atmosphere; public park facilities and a museum. Additional events include fairs and exhibitions held on the premises.

### 5.5.1 Vision, Mission and Mandate

#### Vision

Devon House presents a unique and extraordinary opportunity for multiple experiences in a center of excellence in the city, combining heritage, park facilities, restaurants and shopping for the best of what is authentically Jamaican here, the Arts, Education and Entertainment co-exist to give Jamaicans and Tourists alike a space that appeals to all the senses.

#### Mission and/or Mandate

Our Mission is to preserve an environment which combines an historic setting of a heritage site with the natural beauty of its surroundings offer our visitors an authentic Jamaican Experience.

### 5.5.2 Strategic Outcomes

Devon House Development Limited strategic objective is to achieve economic sustainability over the next three years by pursuing the following:

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Ministry of Tourism and Entertainment  
Strategic Business Plan 2015-2018

- To increase royalty flow;
- increase shop rental revenue;
- increase non-shop revenues; and
- increase operational efficiency.



### 5.5.3 Strategic Plans and Priority Programmes (2015 – 2018)

The priorities and desired outcomes of programmes and projects require the *Department/Agency/Public Body* to shift its current performance to the performance targets against its outputs outlined below:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
DHDC Product Development	Increase Royalty Flow	Increase in Annual Revenue from Scoops	<ul style="list-style-type: none"> <li>New Trademark agreement with Scoops</li> <li>New ice-cream shop outside courtyard</li> </ul>	Target: \$8M - \$12M  Cost : \$15M	Target: 1% Increase	Target: 1% Increase
		Increase Local Royalty Revenues from other associated Brands	Increase Annual Revenue Stream by \$5-\$7M	Target: \$5-\$7M Cost: \$100K	Target: 1% Increase	Target: 1% Increase
		Increase Overseas royalty streams	Increase Annual Revenue by \$1-2M	Target: \$0.2-\$0.3M Cost:\$1M	Target: \$0.5M Increase Cost: \$1M	Target: \$0.55M Increase
	Functional & Aesthetic Repairs	Improvement of Common Area Facilities & Devon House Mansion	Public Bathroom Rehabilitation	Cost: \$2M		
			Installation of Park furniture	Cost: \$0.4M	Cost: \$0.4M	Cost:\$0.4M
			Painting Interior of mansion	Cost: \$5M		
			Courtyard Rehabilitation		Cost:\$10M	
			Installation of Mansion Intrusion System	Cost:\$0.3M		
			Car Park Rehabilitation	Cost:\$5M	Cost: \$5M	
			Landscaping of Grounds	Cost:\$5M	Cost:\$5M	Cost: \$3M
			Rehabilitation of Furniture and Fixtures	Cost: \$0.5M	Cost: \$0.5M	Cost:\$0.5M
			Construction of Disability Ramp	Cost:\$0.5M		
	Increase Shop Rental Revenue	Increase Tenant Rentals	Increase Revenues by \$1-2M through the rental of 8 vacant shops	Target: \$1M Increase	Target\$0.5M Increase	Target:\$0.5M Increase
		Increase Rental Rates	Increase revenues by \$1-2M	Target: 10% Increase-	Target: 10% Increase	Target:10% Increase
	Increase Non-Shop Revenues by Procuring Operational Assets	Procurement of assets to increase events' Revenues	Audio visual Equipment	Target: \$0.2M Cost: \$0.5M	Target: \$0.2M	Target: \$0.2 M
			Secondary Electrical Support	Target: \$0 Cost: \$0	Target:\$0.3M Cost: \$5M	Target: \$0.3M
			Commercialization of Greenhouse Activities by the selling and rental if plants	Target: \$0.7M Cost: \$0.5M	Target: \$0.8M Cost: \$0.3M	Target: \$1M Cost: \$0.3M
		Increase Tours	Increase Tour Packages Revenue by \$1- \$2M annually	Target: \$1-2M Cost: \$1M	Target: \$1-2M Cost: \$1M	Target: \$1-2M Cost: \$1M
		Increase Event Hosting Revenues	Increase Outdoors Events' Revenue by \$2-3M Annually	Target: \$2-3M Cost: \$1M	Target: \$2-3M Cost: \$1.1M	Target: \$2-3M Cost: \$1.5M
			Increase Indoor Events' Revenue by \$2-\$3M annually	Target: \$2-3M Cost: \$0.5M	Target: \$2-3M Cost: \$0.55M	Target: \$2-3M Cost: \$0.6M
	Implementing Sustainable and Energy Efficient Practices	Reduce Operational Costs	Conversion of Fluorescent & Incandescent Fixtures & Bulbs to LEDs	Target: \$0.2M Cost: \$0.1M	Target: \$0.3M Cost:\$0.2M	Target: \$0.5M Cost:\$0.1M
			Implementation of Solar Energy Systems	Target: 20% Reduction Cost: \$10M	Target: 70% Reduction Cost:\$10M	Target: 75% Reduction

#### 5.5.4 Medium Term Expenditure Summary

Item	Year 1	Yr2	Yr3
	Projections 15/16	Projections 16/17	Projections 17/18
	(J\$ 000)	(J\$ 000)	
Recurrent	95,952	124,738	162,159
Capital A	60,000	60,000	60,000
Capital B	000		
Appropriations in Aid	000		
<b>Total Funding Requirement</b>	<b>155,952</b>	<b>184,738</b>	<b>222,159</b>

#### 5.5.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2014/2015	Planned 2015/2016	Planned 2016/2017	Planned 2017/2018
HRM&A	2	2	2	2	2
Finance and Accounts Division	3	4	4	4	4
Property Management Department	23	30	30	30	30
<b>TOTAL</b>	<b>28</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>

### 5.5 AGENCY: BATH FOUNTAIN HOTEL AND SPA

Bath Corporation was incorporated in the 16<sup>th</sup> century under “**The Bath of St. Thomas the Apostle Act**” and exercises a duality of functions with a real property holding consisting of approximately 1,030 acres and operates the **Bath Fountain Hotel & Spa**.

These entities are overseen by the Ministry of Tourism & Entertainment and operate within the ambit of the **Bath of St. Thomas the Apostle Act** of Parliament. The facility was established in the 16<sup>th</sup> century and subsequently declared a National Heritage Site in 1990.

Bath Fountain Hotel is operated as a small quaint ‘boutique’ hotel, offering guests services such as; 16 hotel rooms, a restaurant seating 45 patrons, spa services, gymnasium, beauty salon, 5 Jacuzzis and 8 Roman Baths.

### 5.5.1 Vision, Mission and Mandate

#### Vision

*To transform Bath Fountain Mineral Spa Hotel into a high quality “world renowned” boutique health and wellness spa-hotel facility that has: a strong community linkages, a hospitable and well trained staff, an environmentally friendly atmosphere thereby affording the operation to act as a catalyst to engender economic activity in the surrounding depressed communities.*

#### Mission and/or Mandate

*Bath Fountain Spa Hotel in conjunction with the community will realize its mission by:*

- *Improving and diversifying its product to meet international “health & wellness” spa standards;*
- *Focusing on and satisfying visitors needs to increase patronage and local employment opportunities;*
- *Maintaining established business practices and utilizing resources efficiently and effectively in order to attain sustained viability*

#### **Values/Ideals**

**Bath Fountain Spa Hotel** is committed to developing the facility to meet international standards thereby affording it the possibility to:

1. Operate as a viable and sustainable stand alone **“Health & Wellness”** tourism entity;
2. Act as a catalyst to generate economic activity in the community of Bath thereby advancing rural community development (Community Based Development: An objective of the Tourism Master Plan 2000) and

### 5.5.2 Strategic Outcomes

- To ensure sustainable and efficient management and security of the facility (Bath Fountain Hotel & Spa)
- The implementation of modernization systems and programmes for the greater operational efficiency
- To develop and co-ordinate systems for monitoring and evaluating employees performance of guest services
- Strengthen linkages between the Bath Corporation, Bath Fountain Hotel & Spa and the community of Bath
- Improve regularization of tenants and lease collection.
- Improve collaboration with the Tax Administration Department in pursuit of establishing a more effective lease collection system.

### 5.5.3 Strategic Plans and Priority Programmes (2015 – 2018)

The policy priorities and desired policy outcomes require the Bath Corporation to shift its current performance to the following performance targets against its outputs:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
<b>MAJOR PROGRAMMES</b>						
Management of the Government Attraction: Bath Corporation	Generate revenue by offering services in Bath and Spa	Revenue	% growth in revenue generation/# of bathers	10 % growth in revenue generation	10 % growth in revenue generation	10 % growth in revenue generation
	Generate revenue by offering services in Accommodation	Revenue	% growth in revenue generation/Occupancy Rate	10 % growth in revenue generation	10 % growth in revenue generation	10 % growth in revenue generation
	Generate revenue by offering services in Restaurant and Bar	Revenue	% growth in revenue generation	10 % growth in revenue generation	10 % growth in revenue generation	10 % growth in revenue generation
	Generate revenue by leasing and property management	Revenue	% growth in revenue generation/Number of Lease Agreements/Number of Tenants	10 % growth in revenue generation	10 % growth in revenue generation	10 % growth in revenue generation
<b>MAJOR PROJECTS</b>						
Visitor Attraction Development	Upgrading the facility: -Surveying adjacent lands to ascertain ownership - Slabbing river to provide entrance and parking facilities away from hotel entrance gate - Conduct skills and attitudinal training	Re-branded Attraction	Attraction renovated and re-branded as agreed	Land Survey	River Slabbing Training	
Hotel Upgrading	Upgrade existing spa hotel facilities and build additional amenities	Upgraded hotel	Hotel upgraded as agreed in standards and timeframe	Upgraded hotel		

#### 5.5.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 14/15 (J\$ 000)	Projections 15/16 (J\$ 000)	Projections 16/17 (J\$ 000)
Recurrent	10500	10500	10500
Capital A	000	000	000

Capital B	000	000	000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>10500</b>	<b>10500</b>	<b>10500</b>

#### 5.5.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2012/2013	Planned 2013/2014	Planned 2014/2015
Total Complement	20	20	20	20

## 5.6 AGENCY: MILK RIVER HOTEL AND SPA

The Milk River Hotel and Spa is a national heritage site located in the community of Milk River in south-west Clarendon. Established in the eighteenth century, Milk River Hotel and Spa has been an important national and international attraction over many years, and is noted for the health benefits provided by its mineral waters. It is a 20-room hotel with nine private baths, a bathing pool, bars, dining room and conference room. It offers spa services including massage, hydrotherapy and cosmetic/ beauty treatments.

### 5.6.1 Vision, Mission and Mandate

#### Vision

*“Milk River to be a world-renowned brand, the premier boutique spa in the world providing a full range of services for healthy lifestyles in a modern, relaxing, pleasant and environmentally-friendly atmosphere, and a focal point for community tourism development.”*

#### Mission

*“Provide a range of goods and services that promote health and the renewal of mind, body and spirit, preserves the natural environment and contributes to sustainable growth and development of the industry through more diverse tourism products.”*

#### Mandate

According to the Milk River Bath Act (1927):

- The property is vested in the Commissioner of Lands “...for the use and benefit of the inhabitants of Jamaica”
- The Board is empowered to **add any building to the property or to improve the accommodation provided on the property.**
- Section 5 makes provisions for **lease of the property** by the Board with the approval of the Minister and the House of Representatives. This includes all or part of the lands and buildings, and does not preclude the mineral spring water or mud.

### 5.6.2 Strategic Outcomes

- Re-positioning in the marketplace
- Scale up marketing and promotional activities
- Enhance human resource capabilities and organizational effectiveness.

### 5.6.3 Strategic Plans and Priority Programmes (2015 – 2018)

The policy priorities and desired policy outcomes require the *Department/Agency/Public Body* to shift its current performance to the following performance targets against its outputs:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 15/16	Target & Cost 16/17	Target & Cost 17/18
<b>MAJOR PROGRAMMES</b>						
<b>Product Development</b>	Enhance the Organization's capacity to respond to emergencies	Installing Fire alarm system	Installation of system	\$200,000.00 2 <sup>nd</sup> quarter		
<b>Tourism Worker Welfare</b>	Engage all department in certification training through HEART	Staff Trained	All employees certified in Level 1 -Level 3 in their respective area of work by March 2017	Complete Level 3	Complete Level 2	Complete Level 1
<b>MAJOR PROJECTS</b>						
<b>Upgrade facilities</b>	Collaborate with TPDCo and TEF to renovate main building and bath	Main Building baths and repairs (electrical repairs, roof patching and renovation)	Main Building baths and repairs (electrical repairs, roof patching and renovation) Completed according to scope and budget	\$64M  Electrical repairs, roof patching and renovation	\$4M  Refurbishing of 11 bathrooms and addition of three (3) bathrooms	\$10M  Upgrading of kitchen and kitchen equipment
<b>Software Upgrade</b>	Procurement of items for the organization	software for accounting & Front Office/reservations	Software installed and operational within project timeline	\$600,000 <b>1<sup>st</sup> quarter</b> Purchase & install accounting software and purchase a computer for the store room  <b>2<sup>nd</sup> Quarter</b> Upgrade system to include online Reservations and Front Desk interface		

#### 5.6.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 15/16 (J\$ 000)	Projections 16/17 (J\$ 000)	Projections 17/18 (J\$ 000)
Recurrent	37455000	39277000	40091000
Capital A	000	000	000
Capital B	000	000	000
Own Source	20000000	21520000	23050000
<b>Total Funding Requirement</b>	<b>18455000</b>	<b>17757000</b>	<b>17041000</b>

#### 5.7.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2015/2016	Planned 2016/2017	Planned 2017/2018
HRM&A	27	29	30	32
Finance and Accounts Division	1	2	2	2
<b>TOTAL</b>	<b>28</b>	<b>30</b>	<b>32</b>	<b>34</b>



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

/

PSE	Purpose	CEO	Contact	Income (\$'000)			Expenditure (\$'000)			Funding (\$'000)		
				YR 1	YR 2	YR3	YR1	YR2	YR3	YR 1	YR2	YR3
Tourism Enhancement Fund	To facilitate the implementation of the Tourism Master Plan through prompt collection of fees, prudent management of funds and deployment of resources, in sustainable development towards the strengthening of Jamaica's tourism industry.	Mr Clyde Harrison	64 Knutsford Blvd, Kingston 5 <a href="mailto:clyde.harrison@tef.gov.jm">clyde.harrison@tef.gov.jm</a>									

# APPENDICES

## APPENDIX A - RISK MANAGEMENT MATRIX

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						15/16	16/17	17/18
Entertainment Programme	JAMROCK Summer:90 Days/90 Ways	Challenge to the use of the name JAMROCK by the Marleys	High	High	Await the Intellectual Property challenge for the US by the Marleys and continue to market the programme elsewhere	*	*	
		JTB non promotion of the programme as part of their marketing campaign	High	High	Expand the dialogue with JTB to get the support for the programme as the Entertainment Division already has the budget	*		
		Beaucracy of the system	Medium	High		*	*	*
Multi-Hazard Contingency Programme	Adaptation Fund Project Component 3	Negril stakeholders reject the project	High	Medium	<ul style="list-style-type: none"> <li>Conduct assessment to ascertain the reasons for the project's non-acceptance by stakeholders and a lesson learnt document created.</li> <li>Host numerous consultation meetings within existing group</li> <li>Place posters about the project in key areas in Negril where individuals gather</li> </ul>	*	*	*

	<b>RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES</b>							
<b>Programme</b>	<b>Project</b>	<b>Description of Risks</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigating Measure/Response</b>	<b>Year 1 15/16</b>	<b>Year 2 16/17</b>	<b>Year 3 17/18</b>
		Low stakeholder turnout (less than 50% of the invited stakeholders are present at meetings)	High	Low	<ul style="list-style-type: none"> <li>• Invite stakeholders three weeks before meetings</li> <li>• Reminder calls to each stakeholder a week before meeting</li> <li>• Request that an alternate representative be stated if an invitee is unable to attend</li> </ul>	*	*	
	Adaptation Fund Project Component 3	Project activities not being completed in a timely manner	High	High	<ul style="list-style-type: none"> <li>• Develop a project work plan with strict timelines</li> <li>• Host regular technical meetings with the executing partners (ODPEM &amp; NEPA) to ensure timelines are being met and the necessary resources are provided</li> </ul>	*	*	
		Lengthy delays in securing No-objection or feedback from the PIOJ	High	Low	<ul style="list-style-type: none"> <li>• Garner verbal agreements from the Project Management Unit to commence requisite activity prior to the receipt of a formal agreement</li> <li>• Submit documents to the Project Management Unit early to secure the no-objection in a timely manner.</li> </ul>	*	*	

	<b>RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES</b>							
<b>Programme</b>	<b>Project</b>	<b>Description of Risks</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigating Measure/Response</b>	<b>Year 1 15/16</b>	<b>Year 2 16/17</b>	<b>Year 3 17/18</b>
<b>Tourism Inclusiveness Programme</b>	Community Tourism Policy and Strategy	Delay or non-establishment of Community Tourism Secretariat	High	Low	consistent dialogue and follow ups with all relevant stakeholders	*	*	*
		Market trends shifting away from Community Tourism	High	Low	effective marketing campaigns & continuous market research and analysis	*	*	*
		Limited or no GOJ Funding Support for implementation	High	Medium	projectizing the bulk of implementation and seeking external funding	*	*	*
		Low stakeholder (public and private Partner MDA) buy-in	High	Low	continuous stakeholder sensitization sessions & capacity building	*	*	*

## APPENDIX B - PROCUREMENT PLAN

### FOR GOODS (MATERIALS, EQUIPMENT AND SUPPLIES)

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 1 (2014/2015)										
YEAR 2 (2015/2016)										
Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 3 (2016/2017)										

## **FOR WORKS (CONSTRUCTION, REPAIRS, RECONSTRUCTION)**

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 1 (2014/2015)										
YEAR 2 (2015/2016)										
Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 3 (2016/2017)										
Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)



## APPENDIX C - MONITORING PLAN

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Enhancement of visitor Experience	Accommodation Development Programme	Progress made towards the tabling of the Timeshare Bill in Parliament	Timeshare bill passed in Parliament November 2014-12-18  Drafting instructions for Timeshare regulation sent to CPC on July 2014 Draft received from CPC and circulated for comments	Prepare clause by clause brief for Minister’s presentation in Parliament	Timeshare regulations tabled in Parliament by Q2 15/16	Quarterly					<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Senior Manager’s meeting</li></ul>
		Progress toward the execution of Time Share Public Education			Public Education programme commenced						
		Progress made towards the development of a Bed & Breakfast policy	Concept paper prepared		Growth in the number of registered B&Bs						
Enhanced Tourism Product with Internationally Competitive	Standards and Compliance Programme	Progress made towards the amendment of the Tourist Board Act	Draft Policy 80% completed	Preparation of Cabinet submission and drafting instructions	Bill and Regulations tabled in Parliament by 4 <sup>th</sup> quarter	Monthly					<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Senior</li></ul>

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Standards											Manager's meeting
		Progress made towards the amendment of the Travel Agency Act	51 registered and compliant Travel Agencies Gazetted and published in print media in November 2014		Registered Travel Agencies Gazetted in January 2016		Registered Travel Agencies Gazetted in January 2017 and published in print media		Registered Travel Agencies Gazetted in January 2018		
Increased Tourism Economic Impact	Tourism Economic Development Programme	Percentage increase of applications processed and certified for: Accommodation ;	18 processed up to November 2014								- Monthly reports - Quarterly reports - Senior Manager's meeting
		Type of accommodation (new/existing) that receive incentive by resort area, value of investment	17 existing (11 in Negril, @ Ocho Rios, 3 Montego Bay, 1 Portland)								
		Percentage incentives applications processed and certified for:	16 processed up to November 2014								

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
		Attractions									
		Type of attractions that receive incentive (new/existing) by resort area, value of investment	12 existing (6 Ocho Rios, 4 Montego Bay, 1 Falmouth, 1 Negril) 4 new (2 Montego Bay; 2 Ocho Rios)								<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Site visits</li></ul>
		Percentage Car rentals and ground transportation discretionary waivers and concessions processed and recommended	100% Ground transportation waivers processed where there is full compliance with requirements		100% Ground transportation waivers processed where there is full compliance with requirements		100% Ground transportati on waivers processed where there is full compliance with requiremen ts		100% Ground transportation waivers processed where there is full compliance with requirements		
		Type of acquisition for ground transportation i.e. new/replacemen t			Change in the number of new/replacem ent ground transportation operations receiving incentives		Change in the number of new/replac ement ground transportati on operations receiving incentives		Change in the number of new/replacem ent ground transportation operations receiving incentives		

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Enhanced Linkages Between Tourism and other Sectors	Linkages Hub Programme	# of business to business arrangements between tourism sector and local agricultural and manufacturing sectors	3 companies made total sales of \$4 248 000 from linkages made at JAPEX 2014		4	Quarterly	4	Quarterly			<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Senior Manager's meeting</li></ul>
		Percentage increase in the # of contracts made between tourism enterprises, agricultural and manufacturing sectors			4	Quarterly	6	Quarterly	8	Quarterly	<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Senior Manager's meeting</li></ul>
		Percentage increase Tourism enterprises incorporating local entertainers as part of their entertainment package	No baseline data. New programme	Conduct Surveys among the hotels  - Convene meetings of the linkages council and task force	Increase in the number of tourism enterprises that engage local entertainers in their entertainment package over previous period	Quarterly	Increase in the number of tourism enterprises that engage local entertainers in their entertainment package over previous period	Quarterly			<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Senior Manager's meeting</li><li>- Convene meetings of the linkages council and task force</li></ul>
	Tourism Inclusiveness Programme	Progress towards the execution of an implementation plan of the Community	Implementation plan to begin execution by January 2015		Develop toolkits  Training for Community Tourism						

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
		Tourism Policy			Secretariat						
Enhancement of the Visitor experience	Product Development Programme	Progress towards the development of the Craft Policy	Concept Paper on the development of a Craft Policy developed and submitted to Cabinet		Craft policy tabled as green paper		Craft policy tabled as white paper in 1 <sup>st</sup> qtr of 16/17				
		Percentage of Artisans trained under programme with new skills (OAS/FEMCIDI Regional Craft Programme)	33 artisans trained in fibre and showcase held in December 2014		20 artisans trained in bamboo and textiles						
	Tourism Worker Skills Training Programme	Percentage decrease in the number of Work Permits granted for the sector	April 2014- August 2014 a total of 134 recommended for work permit  65 renewal applications and 69 new applications		200 work permit recommended		170 work permit recommended		150 work permit recommended		
Strengthen and position entertainment as a tool for progress	Entertainment Programme	Progress made towards the amendment of the Noise Abatement Act	Submission made to Cabinet		Progress made towards joint development of regulations for Noise Abatement		Act tabled in Parliament				<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Senior Manager’s meeting</li></ul>

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)	
					Year (2015/2016)		Year (2016/2017)		Year (2017/2018)			
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline		
											- PAAC	
		Number of entertainment practitioners registered	Establishment of Entertainment Registry  Complete User Requirements for Registry	Tender process for external company to build platform to host Entertainment Registry  Public education campaign								- Monthly reports - Quarterly reports - Senior Manager’s meeting - Heads of Agency meeting - PAAC
		# of Entertainment events rated.	Submission to Cabinet and approval granted for institution of Event Rating System	50 events rated during December 2014 period  Work to amend Places of Amusement  Regulations to include Event rating system on form	100 events rated		125 events rated		130 events rated			
		Artiste Ambassador Programme	# of Touring artistes supported	TEF funding approved in Q2 2014/2015; Artiste Ambassador criteria and application	3		5		8			

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
				approved by EAB Q3 2014/2015 Funding secured during fiscal year							
		Progress made towards designation of Kingston as a cultural city under UNESCO Creative cities Programme	Subcommittee of new EAB formed to anchor project; NMIA/Edna Manley College collaboration to use NMIA as a cultural space (for student art displays) for Creative Cities Programme		Draft letter to National Commission to support candidature  Lobby 5 UNESCO Creative cities for support		Finalize and receive support letters from 5 UNESCO Creative Cities  Gather support from national professional letters – 3 in LAC and 2 elsewhere		Submit application for creative cities designation  Associations JARIA/JFM'J AVAA  Draft and send letter of presentation of candidature from KSAC Mayor		
		# of rural and urban School venues upgraded	Terms of Reference for project  Funding approval	Make logistical arrangements to host capacity building							
A safe & Sustainably Managed Sector	Climate Change Programme for the Tourism	Extent to which executing partners (NEPA and ODPEM) implement their respective activities under the component	5 Sensitization Sessions conducted  KAP Survey designed and conducted	Hire Training Officer  Hire Consultant to Conduct Storm Surge Modelling and	Sensitization Sessions  Guidelines and Standards for Beach Restoration						<ul style="list-style-type: none"><li>Monthly reports from implementing partners</li><li>Quarterly</li></ul>

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
		3.	Training plan Prepared  Community Hazard Mapping Activities in Negril conducted  Asset mapping activities in Negril conducted	Sea Level Rise Scenarios  Hire consultant to conduct topographic and bathymetric surveys and hydraulic modelling	Climate change Adaptation Measures and Plans  Integrated Adaptation Strategy and Action Plan  Storm Surge Modelling and Se Level Rise Scenarios Climate Risk Atlas						reports from implementing partners <ul style="list-style-type: none"><li>• Site visits</li></ul>
Efficient Public Bureaucracy	Public Sector Modernization	Progress made towards the privatization of Milk River Mineral Bath	Concept Paper and Cabinet Submission completed and Cabinet Decision received		Consultation with UDC, NHT						



## APPENDIX D - EVALUATION PLAN

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (mm/yy)	Evaluation Method(s)	Entity Responsible for Evaluation
<b>Priority Policy:</b> Enhanced linkages between tourism and other sectors  <b>Programme:</b> Linkages Programme	Increased usage of Jamaican inputs in the tourism product	Strong economic linkages between tourism and other industries and sectors.	Implementation Evaluation (every 2years)	April 2015	<b>Primary Data</b> <b>Interviews with relevant groups and persons:</b> Linkages Secretariat, JHTA, Manufacturers Association, Jamaica Agriculture Society (JAS), Farmers Association  <b>Secondary Data Reports and Speeches</b> -Vision 2030, Tourism Sector Plan, Hon. Ministers' Budget Speeches, Post reports on Agro-Tourism Farmers Markets, PMES Reports on Indicators and Outcomes, Reports from Linkages Secretariat.	MTE – SPED Division
<b>Priority Policy:</b> Increased tourism economic impact.  <b>Programme:</b> Tourism Economic Development	Strategically position the Tourism sector as a national development priority	An economically viable sector	Implementation Evaluation (	December 2015	<b>Primary Data</b> - <b>Surveys</b> - <b>Interviews:</b> JN, TEF and Beneficiaries	MTE – SPED Division

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (mm/yy)	Evaluation Method(s)	Entity Responsible for Evaluation
Programme  <b>Project:</b> TEF/JN Small Business Loan Initiative					<b>Secondary Data</b> - Reports i.e. loan status reports, TEF quarterly and annually reports - Programme Design Document	
<b>Priority Policy:</b> Increased tourism economic impact.  <b>Programme:</b> Tourism Economic Development Programme - Fiscal Incentives (Omnibus)	Strategically position the Tourism sector as a national development priority	An economically viable sector	Implementation Evaluation (every two years)	April 2017	<b>Primary Data</b> - <b>Surveys Interviews:</b> Beneficiaries (hotels, attractions, car rental operators) - <b>Interviews with relevant groups:</b> JHTA Chapters, Jamaica Rent –A-Car Association (U-Drive) , Attractions Association of Jamaica (AJAL)  <b>Secondary Data</b> - Reports i.e. Quarterly and annually reports - Status Reports	MTE – SPED Division
<b>Priority Policy:</b> Strengthen and position entertainment as a tool for progress  <b>Programme: ENTERTAINMENT</b>  <b>Project: ARTS IN THE PARK</b>	To reposition entertainment as a growth sector.	A strengthened entertainment sector as an engine for economic growth.	Implementation Evaluation ( every two years)	April 2016	<b>Primary Data</b> - <b>Surveys</b> - <b>Interviews:</b> Artiste (Performers) , Craft /Producers Vendors  <b>Secondary Data</b> - Reports i.e. Quarterly and annually reports, Post-	MTE – SPED Division

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (mm/yy)	Evaluation Method(s)	Entity Responsible for Evaluation
					Event Reports - Programme Design Document	

