



GOVERNMENT OF JAMAICA

MINISTRY OF TOURISM



**STRATEGIC BUSINESS PLAN
2020/2021 – 2023/2024**

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HONOURABLE MINISTER'S MESSAGE



Tourism is among the world's largest industries and it is experiencing unprecedented growth, globally and locally. In 2018, international tourist arrivals grew by 6% to reach 1.4 billion generating US\$1.3 trillion in revenues.

Based on our findings, we also predict that global tourism will grow to 1.8 billion international visitors by 2030, with earnings of US\$2 trillion. Some 40 million new jobs will be created, and one out of every nine workers in the world will be employed in a tourism-related field.

It is no different in Jamaica, where the sector drives 9% of Jamaica's GDP, contributes approximately 20% of revenue and directly employs over 124,000 persons or 10% of the labour force.

Projections are for even further increases over the next decade, resulting from the addition of more than 20,000 rooms and direct employment of 30,000 workers. This level of growth will have implications for further investment in roads, energy, water, telecommunications and myriad other supporting services.

Tourism in Jamaica continues to thrive as a result of public policies which drives record earnings and arrivals, encourage a more diverse product and provide more opportunities for local entrepreneurs.

With this in mind, I have charged my Ministry and its Agencies to help build a competitive sector by re-imagining the business of tourism, through our strategies, policies, programmes and initiatives, to enhance the island's tourism product and create a more viable and inclusive sector.

Major components of the reimagining process are our human capital development strategy and our commitment to inclusive sustainable economic growth – which are both in keeping with the Government's key medium-term strategic priorities.

We must not only build a new cadre of nimble and adaptive workers but also certify and classify the labour force to create a more professional workforce suitably remunerated with tenure. Some of our key human capital development projects include:

- The Jamaica Centre of Tourism Innovation (JCTI), which is on target to certify 8,000 tourism workers over the next five years in collaboration with local and international partners.
- The Hospitality & Tourism Management Programme (HTMP), which was introduced to 32 high schools (650 students) in 2018.
- Graduate School of Tourism which is to be established at the University of the West Indies' Western Jamaica Campus by 2020.
- A sound social security based on our Tourism Workers' Pension Scheme, which will be operational in 2020.

A critical component of this re-imagining is placing special emphasis on the smaller business owners that benefit directly from the tourism industry. We have ensured that the Tourism Enhancement Fund and Tourism Linkages Network create a myriad of opportunities to strengthen and empower small and medium-sized tourism enterprises through training, access to affordable capital, and access to appropriate technology for greater marketing connectivity. This will ensure our commitment to inclusive sustainable economic growth.

By doing this we also renew our commitment to strengthen the links between tourism and other economic sectors to increase the consumption of local goods and services, create employment and retain more of the country's foreign exchange earnings.

The Ministry has also been looking at housing and social infrastructure requirements to support tourism worker welfare as well as increasing health security and improving public order to strengthen destination assurance.

The expansion of our aviation infrastructure, as well as expanded airlift arrangements from new and emerging markets, and global tourism resilience/ crisis management have also been critical policies.

I commend my team at the Ministry of Tourism for their hard work in ensuring that the Ministry remains thought leaders in the industry globally. Together we will fulfil our mission to re-imagine tourism and build a country that meets the Government's goal of creating a more prosperous country for all Jamaicans.

Regards,



Hon. Edmund Bartlett
Minister of Tourism, CD, MP

PERMANENT SECRETARY'S MESSAGE



Tourism continues to be one of the largest and fastest-growing economic sectors in the world and is a powerful catalyst for socio-economic development. The sector drives 9% of Jamaica's GDP, contributes to approximately 20% of tax revenue and directly employs over 124,000 persons or approximately 10% of the labour force.

As a Ministry, we have been working strategically to "re-imagine tourism" in an effort to enhance the island's tourism product and create a more viable and inclusive sector.

We are doing this by utilising the 5X5X5 growth agenda developed by our Minister of Tourism, the Honourable Edmund Bartlett in 2016. This plan involves attracting five million visitors by 2021, generating US\$5 billion in tourism earnings, increasing the total direct jobs to 125,000 and also by adding 15,000 new hotel rooms. Then, to meet these targets, we put in place our Five Pillars of Tourism Growth: to drive expansion and encourage investment in the tourism sector; to develop new products; to tap into new markets; to promote investment; to build new partnerships; and to develop human capital within the industry. The Ministry is well on its way in meeting many of these 2021 targets and hopes to exceed them in 2024 at the conclusion of this four year strategic business plan.

This "re-imagining of tourism" is also in keeping with the key goals and critical outcomes of the National Development Plan Vision 2030. We have therefore identified as an overarching national priority the development of a tourism sector which is globally competitive.

The major strategic objectives to be pursued during this upcoming period include:

- Preparation of the Tourism Strategy and Action Plan;
- Preparation of the Destination Development and Management Plan for Negril;
- Preparation of Disaster Plans for Tourism Destination Areas;
- Implementation of the Pension Scheme for Tourism Workers;
- Amendment of the JTB Act as well as Bath Fountain and Milk River Hotel and Spa Acts;
- Implementation of MyHr+.
- Organizational review of the Ministry

The Ministry is also in the process of adapting the Medium-Term Results Based Budgeting Framework that will help us to not only plan, but to also meet and exceed our targets and objectives.

The future of tourism in Jamaica looks very promising and with an effective vision and proper planning, a strong and united team, and a zeal-like focus on achieving all our objectives, we will certainly be successful.

As Permanent Secretary, I am fully committed to this strategic planning process as it provides the basis upon which the tourism sector will be effectively developed, monitored and evaluated. I will continue to encourage the team to be bold and aggressive in our strategies, as we seek to position tourism to benefit more Jamaicans.


Jennifer A. Griffith (Ms.) CD, JP
Permanent Secretary

ACCOUNTABILITY STATEMENT

This Strategic Business Plan for the next four years, commencing April 1, 2020 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 programmes 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.



Permanent Secretary
Ministry of Tourism

DOCUMENT APPROVAL AND SIGN OFF

This document has been approved as the official Strategic Business Plan and Budget of the Ministry of Tourism for the four-year period 2020/2021 – 2023/2024. The Strategic Business Plan and Budget of the Ministry has been prepared in consideration of the various relevant policies, legislation and other mandates for which the Ministry is responsible.

Prepared by

C Barham
Dr. Craig Barham

Signature

[Handwritten Signature]

Date

09/03/20

Snr. Director, Strategic Planning and
Evaluation

Strategic Planning and Evaluation Division

Approved by

JENNIFER GRIFFITH
Ms. Jennifer Griffith
Permanent Secretary

Signature

[Handwritten Signature]

Date

16/3/20

1. EXECUTIVE SUMMARY

The Ministry of Tourism is committed to the growth and development of the tourism sector and is mandated by the Government of Jamaica to provide governance, policy direction and strategic leadership to the tourism industry. The Ministry works with a wide cross-section of local and international partners to promote “Brand Jamaica” and Jamaica’s tourism product, as well as utilizing public and private partnerships to identify, establish and implement projects that add value to and leverage the rich and unique tourism assets of the country. The goal is to make Jamaica an internationally competitive destination without compromising its social, environmental and economic sustainability.

The Ministry has direct responsibility for eight (8) Public Bodies (Agencies) through which it seeks to transform Jamaica’s unique landscape, the talents of its people and its vibrant culture into tourism opportunities for a better Jamaica. These Agencies include Bath Fountain of St. Thomas the Apostle, Devon House Development Company, the Jamaica Tourist Board (JTB), Jamaica Vacations Limited (JAMVAC), Milk River Hotel and Spa, the Tourism Enhancement Fund (TEF), the Tourism Product Development Company (TPDCo.), and the Montego Bay Convention Centre.

Over the medium term, the Ministry will be focusing on innovative strategies to “Re-imagine” the tourism sector to meet tourism trends. These strategies will also contribute to achieving of goals and objectives set out in the National Development Plan, Vision 2030, and provide new opportunities to expand the tourism footprint into non-traditional resort areas by cultivating new tourist destinations in St. Thomas, St. Elizabeth, St. Mary and Hanover.

The strategic framework employed by the Ministry include five high-level strategic priorities (accessing new markets; developing new products; attracting new investment; building new partnerships; and developing human capital) that has been guiding the Ministry’s 5x5x5 growth strategy since its conception in 2016. This strategy seeks to increase the number of annual stopover and cruise passenger arrivals to at least 5 million visitors, foreign exchange earnings to 5 billion dollars, room stock by 15,000 rooms and employment in the sector to at least 125,000 persons by 2021. In this medium-term plan which ends in 2024, the Ministry’s targets are to increase the number of annual stopover and cruise passenger arrivals to at least 6 million visitors, foreign exchange earnings to 6 billion dollars, room stock by another 5,000 rooms, and employment in the sector to at least 155,000 persons. To achieve these five strategic priorities in the context of “Re-imagining,” the Ministry will develop policies and strategies to encourage innovation and entrepreneurship and upgrade local tourism enterprises to capture more of the higher value activities in the tourism value chain.

The Ministry and its Agencies will also be implementing key initiatives and strategies in support of the Government’s Strategic Priority of **Economic Growth and Job Creation**, and the Medium-term socio-economic framework for the 2019-2021 period. These initiatives include:

- The development of a Tourism Strategy and Action Plan; an update to the Tourism Master Plan 2002
- The finalization and implementation of the Water Sport Policy
- The finalization and implementation of the Tourism Networks Policy and Strategy
- Development of the Destination Assurance Framework and Strategy to ensure a safe, secure and seamless destination for all
- Implementation of the Tourism Workers’ Approved Pensions Act
- Development/Rehabilitation of Public Beaches
- Attracting investments in additional room stock
- Enhancement and maintenance of destination gateways and resort towns
- Implementation of the first Global Tourism Resilience and Crisis Management Centre
- The construction of Artisan Villages in Falmouth, Portland and Ocho Rios

The Ministry is committed to ensuring that the Tourism sector continues to make a significant contribution to GDP, and by extension the Government’s Growth Inducement Strategy, by ensuring that the Ministry’s strategic priorities, its growth strategy, its programmes and projects are planned and developed to support the Government’s Strategic Priorities of **Inclusive and Sustainable Economic Growth and Job Creation, Human Capital Development and Social Protection**, and with the national outcomes as articulated in the tourism sector outcomes of the *National Development Plan - Vision 2030*.

1.1. VISION AND MISSION STATEMENT



Vision

“Tourism, the engine of innovation and sustainable economic growth.”

Mission Statement

“Create unique tourism experiences that will transform Jamaica’s landscape, talents of its people and vibrant culture into opportunities for a better Jamaica”

1.4. SECTOR OUTCOMES

The desired sector outcomes from the policy priorities are the measurable medium-term effects or results that flow from the Ministry’s policies, programmes and projects against their intended or projected results. The Ministry’s sector outcomes are:

- Increased Visitor Arrivals
- Increased Economic Impact
- Enhancement of the Visitors Experience
- Strengthening International Partnerships
- Improved Participation Through Greater Community Involvement
- Enhanced Linkages between Tourism and other Industries and Sectors
- Increase the number of trained and Qualified personnel
- Improved welfare of Tourism Workers

Core Values

| | |
|---------------------|------------|
| Professionalism | Integrity |
| Respect | Excellence |
| Succession Planning | |

1.2. STRATEGIC PRIORITIES

The Ministry’s Strategic Priorities or goals are derived from our mission statement and set the direction for our programmes and projects. The Ministry’s strategic priorities are:

- Accessing new markets;
- Developing new products;
- Attracting new investment;
- Building new partnerships;
- Developing human capital in the tourism sector.

1.3. MEDIUM TERM STRATEGIC OUTCOMES

- Increased visitor arrivals to at least 5 million by 2024
- Increased foreign exchange earnings from tourism to at least US\$5 billion by 2024.
- Increased direct employment in the tourism sector to at least 125,000 by 2024.
- Increased share of retained earnings per tourist to 50% by 2024.
- Increased room stock by at least 15,000 by 2024.
- Increased level of visitor satisfaction by ensuring that 95% or more of visitor’s experience met or exceeded expectations by 2024.
- Improved perception among the general public that tourism is making a broad-based economic contribution to at least 60% by 2024,
- Increased percentage of trained and certified local tourism workers at all levels of the tourism sector to at least 20% of the tourism workforce by 2024.
- Increased percentage of tourism workers enrolled in a pension scheme to 20% by 2024.
- Maintain Jamaica’s international and regional profile by maintaining a seat on the boards of the UNWTO, CTO and other international and regional bodies through to 2024.
- Increased ranking of Jamaica as an internationally competitive destination by moving its WTTC ranking from 69 to 60 or higher by 2024.

1.5. STRATEGIC OBJECTIVES

The Ministry of Tourism's Strategic Objectives are derived from our Strategic Priorities and specify what must be accomplished to achieve the outcomes. The objectives are the measurable short-term effects or results that flow from the Ministry's policies, programmes and projects that are compared against their intended or projected results. The Ministry's strategic objectives are:

Stakeholder Perspective

- Enabling Business Environment
 - a) To increase Jamaica's room stock by 5,000 rooms per year up to 2022.
 - b) To train and certify at least 5,000 local tourism workers per annum up to 2022.
 - c) To increase the total number of seats through airlift support to at least 200,000 and to maintain that number until at least 2022.
 - d) To increase the number of cruise ship berths (cabins) from locally and internationally based cruise ships and to maintain that number until at least 2022.
 - e) To build a total of, and bring into operation, five Artisan Villages in resort areas across Jamaica by 2022
 - f) To increase the number of new international and local partnerships that support the growth of the industry by 2022
 - g) To review the JTB's licensing regime and align with the current business environment by 2020
- Improved Welfare for Tourism Workers
 - a) To enrol at least 5,000 contributing tourism workers into the Tourism Workers' Pension Scheme by 2022.
- A Sustainably Managed Sector.
 - a) To plan and implement one *Spruce-up Jamaica* project each year in a resort area up to 2022.
 - b) To enrol at least 10 new schools annually in the recycling and anti-litter programme up to 2022 and to maintain existing schools in the programme.
 - c) To build a total of, and bring into operation, five Artisan Villages in resort areas across Jamaica by 2022
 - d) To develop and upgrade 10 public beaches across Jamaica by 2022.
 - e) To ensure that all major projects within the Ministry and its Agencies are developed and implemented in accordance with sustainable Tourism policies and practices by 2022
 - f) To conduct one Environmental training in each resort area annually up to 2022
 - g) To increase the number of licensed and operating Community Tourism Enterprises to 20 by 2022
- Safe and Secure Resorts
 - a) To support the recruiting, training and deployment of 200 District Constables each year up to 2022.
 - b) To conduct one Disaster Management / Business Continuity Management Workshop in each resort area annually up to 2022.
- Improved Public Perception of the Tourism Sector
 - a) To support at least one cultural, social or environmental project as part of the Ministry of Tourism's contribution to social responsibility up to 2022.
 - b) To plan and implement a public awareness campaign through multiple media channels on an ongoing basis up to 2022.

Financial & Fiduciary Perspective

- Financial Accountability and Management
 - a) To embed Medium-Term Results-based Budgeting within the Ministry of Tourism by 2022.
 - b) To align the Ministry of Tourism's policies and practices with the Government's upcoming Public Procurement Act by 2020
- Fiscal Management
 - a) To divest Bath Fountain Hotel and Spa and Milk River Mineral Bath by 2021.

Internal Perspective

- Effective Policy, Programme and Project Management
 - a) To pass into law such legislation and regulations as are necessary to establish the Tourism Workers' Pension Scheme by 2019.
 - b) To select an Investment Manager and Fund Administrator and establish the operating and governance mechanisms to administer and oversee the Tourism Workers' Pension Scheme by 2020.
 - c) To prepare a Tourism Strategy and Action Plan for Jamaica by 2020.
 - d) To prepare an updated Economic Impact Assessment of the Jamaica Tourism Sector for the Ministry by 2020
 - e) To move the Destination Assurance Framework, the Water Sports Policy, and the Tourism Networks Policy and Strategy, through the entire policy cycle to final approval by Cabinet by 2020.
 - f) To develop a policy for regulating and facilitating the shared economy by 2020
 - g) To develop a framework with indicators by 2022 to guide the sustainable development and management of the tourism sector.
- Improved Public Service Delivery
 - a) To implement the Customer Service Policy and Framework within the Ministry of Tourism by 2022.
- Operational Excellence
 - a) To implement a comprehensive M&E system to systematically assess all policies, programmes and projects by 2022.

Learning & Growth

- People Capacity
 - a) To have at least 80% of Ministry staff complete formal training for their substantive posts by 2022.
 - b) To have at least 40% of Ministry staff cross-trained by 2022.
- Technology, Innovation & Partnerships
 - a) To have the Global Centre for Tourism Resilience fully staffed and operational by 2021.
 - b) To increase the number of new international and local partnerships that support capacity building by 2022
- Change Management
 - a) To embed a culture of continuous learning, information sharing, and open communication within the Ministry and its agencies by 2022.
 - b) To implement MyHR+ within the Ministry of Tourism by 2022.
 - c) Implement within the MT the GoJ's new Records and Information Management (RIM) plan by 2022
 - d) To carry out a review of the Ministry's structure to determine its suitability for carrying out its function by 2020.

1.6. KEY STRATEGIES

The Ministry of Tourism's Strategies are the specific approaches, actions or activities that will enable the Ministry to achieve its objectives. Strategies establish 'WHAT' and 'WHY' and ensures that the Ministry's goals, outcomes and objectives are to be met. The Ministry's key strategies are:

1. Tourism Investment and Development.

- **Strategy 1.** Increase the level of local and foreign investments in tourism through the Fiscal Incentives Programme and the Tourism Loan Facilities thereby contributing to growth in Jamaica's tourism sector and in overall Gross Domestic Product (GDP).
- **Strategy 2.** Divest the facilities of Bath Fountain Spa and Hotel and Milk River Mineral Bath to increase investment in health and wellness tourism, diversify the tourism product offering, and contribute to growth in Jamaica's tourism sector and in overall Gross Domestic Product (GDP).

2. Accommodation Diversification and Expansion

- **Strategy 3.** Increase the number and types of rooms through the Shovel Ready and *Fiscal Incentives Programmes* thereby contributing to growth in Jamaica's tourism sector and in overall Gross Domestic Product (GDP).

3. Destination Marketing

- **Strategy 4.** Employ the latest social media and Big Data tools to market Jamaica internationally, raise its profile as a safe destination with diverse and high-quality products and experiences that bring at least 5 million visitors to Jamaica by 2022.
- **Strategy 5.** Strengthening exiting and build local and international partnerships to position Jamaica as an internationally competitive destination such as through the expansion of the number of countries participating in the multi-destination marketing programme.
- **Strategy 6.** Diversify geographic source markets for tourists visiting Jamaica to increase share of visitors from Europe, Asia and Latin America.
- **Strategy 7.** Develop new tourism market segments to diversify the demographic, psychographic and socio-economic market segments from which Jamaican tourists are traditionally drawn.

4. Airlift Support.

- **Strategy 8.** Ensure that there are enough seats from key source markets to bring at least 2.5 million stop-over visitors to Jamaica by 2022

5. Cruise Support.

- **Strategy 9.** Ensure that there are enough berths from cruise ships based both in Jamaica and overseas to bring at least 2.5 million cruise visitors to Jamaica by 2022.

6. Cruise Marketing.

- **Strategy 10.** Ensure that cruise visitors have a rewarding and seamless onshore experience free of harassment that encourages the cruise visitor to spend more and return to Jamaica as a stop-over visitor.

7. Linkages Network

- **Strategy 11.** Increase the level of integration of the Tourism Value-Chain into the wider economy by strengthen linkages with other productive sectors such as agriculture, manufacturing, entertainment and sports, and health and wellness.
- **Strategy 12.** Develop and expand Jamaica's authentic tourism product offerings through gastronomy, shopping, health and wellness, sports and entertainment and knowledge so that the visitors' stay is more experiential and fulfilling and leads to longer visitor stays and increased visitor spend.

8. Product Development

- **Strategy 13.** Develop and expand Jamaica's authentic tourism product offerings by including the parish of St. Thomas as a regional tourism destination so that the visitors' experience is more experiential and fulfilling.
- **Strategy 14.** Develop and expand Jamaica's network of public beaches through targeted investments in amenities and facilities that make the visitors' use of the beach safer and more comfortable.
- **Strategy 15.** Improve public spaces in resort areas through targeted investments under the Spruce-up Jamaica initiative that makes the visitor's stay more aesthetically pleasing and fulfilling.
- **Strategy 16.** Improve public spaces in resort areas through targeted investments under the Elegant Corridors initiative that makes the visitor's stay more aesthetically pleasing and fulfilling.
- **Strategy 17.** Promote the development of high-quality and authentic Jamaican Art and Craft through the creation of Artisan Village in each resort area that makes the visitor's stay more experiential and fulfilling and increased visitors spend.
- **Strategy 18.** Maintain and develop product quality by issuing work permits to foreign workers to fill recognized skill gaps within the tourism sector.

9. Tourism Worker Welfare

- **Strategy 19.** Improve tourism workers welfare with respect to their current working environment and post-retirement circumstances by establishment of the Tourism Workers Pension Scheme.

10. Destination Assurance.

- **Strategy 20.** Develop and manage Jamaica's tourism industry in an environmentally and socially sustainably manner to raise its ranking as a leading internationally competitive destination.
- **Strategy 21.** Support the recruiting, training and development of additional District Constables for deployment in resort areas to reduce tourist harassment that makes the visitors' stay safer and more comfortable and improves the image of Jamaica as a leading tourist destination.
- **Strategy 22.** Support the training of tourism stakeholders, especially micro and small tourism enterprises, in Disaster Management and Business Continuity Management to develop a tourism sector that is more resilient to disruptions.
- **Strategy 23.** To establish in Jamaica a Global Centre for Tourism Crisis Management and Resilience in Jamaica to encourage research and increase knowledge that makes Jamaica's tourism more sustainable and resilient and which positions Jamaica globally as a focal point for research, scholarship and the creation and dissemination of knowledge on crisis management and resilience.
- **Strategy 24.** Strengthen existing and build new international and local partnerships to facilitate the sharing of tourism knowledge and expertise and raise the profile of Jamaica as a leading internationally competitive destination.

11. Tourism Workers Development.

- **Strategy 25.** Staff Jamaica's tourism industry with a cadre of skilled, certified and highly-motivated local personnel to ensure that most positions within the tourism sector - including management, technical, supervisory and line staff - are held by Jamaicans.

12. Tourism Inclusiveness

- **Strategy 26.** Increase participation by all sectors of Jamaican society in developing and delivering an authentic and seamless tourism experience by encouraging recycling and anti-littering thereby showing that everyone can contribute to and benefit from tourism.
- **Strategy 27.** Increase participation by all sectors of Jamaican society in developing and delivering an authentic and seamless tourism experience by supporting community tourism thus demonstrating that everyone can contribute to and benefit from tourism.

13. Tourism Awareness

- **Strategy 28.** Employ both legacy and social media to increase awareness of the positive economic, social and fiscal contribution that tourism is making to Jamaica leading to greater public support for the Ministry's policies, programmes, and projects.
- **Strategy 29.** Partner with the Ministry of Education to place in the curriculum formal training in tourism to increase the exposure of students to the tourism sector and encourage talented young people to choose a career in tourism and hospitality.
- **Strategy 30.** Support cultural, social or environmental projects as part of the Ministry of Tourism's contribution to social responsibility.

14. Tourism Data Collection

- **Strategy 31.** To collect, analyse and publish information on global and local trends in the tourism sector that can be used by the Ministry, its Agencies and other tourism stakeholders to support evidence based decision making in policy and strategy.

15. Sustainable Tourism

- **Strategy 32.** To collect, analyse and publish information on global and local trends in the tourism sector that can be used by the Ministry, its Agencies and other tourism stakeholders to support evidence based decision making environmental management and disaster risk reduction.
- **Strategy 33.** To collect, analyse and publish information on global and local trends in the tourism sector that can be used by the Ministry, its Agencies and other tourism stakeholders to support evidence based decision making with regards to the tourism carrying capacity of Jamaica.

16. Public Sector Modernisation and Transformation

- **Strategy 34.** To improve the efficiency and effectiveness of Administration within the Ministry and its Agencies by employing new technologies and upgrading policies, processes, procedures with regards to Human Resources, Payroll, Pensions, Records and Procurement.

1.7. STRATEGY ASSIGNMENT MATRIX

| STRATEGY No. | MINISTRY OF TOURISM | JAMAICA TOURIST BOARD | TOURISM PRODUCT DEVELOPMENT COMPANY | JAMAICA VACATIONS LIMITED | TOURISM ENHANCEMENT FUND | DEVON HOUSE DEVELOPMENT | MONTEGO BAY CONVENTION CENTRE | BATH FOUNTAIN HOTEL AND SPA | MILK RIVER HOTEL AND SPA |
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| 3 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | | | | | | |
| 4 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | | | | | | |
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| 27 | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | | | | |
| 28 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | | | | |
| 29 | <input checked="" type="checkbox"/> | | | | <input checked="" type="checkbox"/> | | | | |
| 30 | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | | | | |
| 31 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | | <input checked="" type="checkbox"/> | | | | |
| 32 | <input checked="" type="checkbox"/> | | | | | | | | |
| 33 | <input checked="" type="checkbox"/> | | | | | | | | |
| 34 | <input checked="" type="checkbox"/> | | | | | | | | |

1.8. SITUATIONAL 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

| STRENGTHS (Internal) | DESCRIPTION | OPTIONS FOR PRESERVING OR ENHANCING EACH STRENGTH |
|---|---|--|
| 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 general 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: legislative amendments, incentives, linkages policy, community-based tourism |

WEAKNESSES

| WEAKNESSES (Internal) | DESCRIPTION | OPTIONS FOR MINIMISING OR OVERCOMING EACH WEAKNESS |
|---|---|---|
| Inadequate/Archaic Organization Structure | Organizational structure must be aligned with the new direction and thrust of the Ministry and its growing mandate | Review Organization structure; Re-engineer business processes |
| Lack of Qualified and Competent technical staff | Appropriate qualifications and skill sets | Re-enforce Strategic Human Resource Plan for recruitment and retention including continuous training and development |
| Inadequate accommodation / physical space in the workplace | Staff complement should be aligned to level of accommodation / physical space in the workplace. | Re-design/re-furbishing to maximize space Identify additional space or new location with adequate space |
| Deficiencies in Programme, Project Management and Monitoring and Evaluation | Projects needs to be designed, implemented and monitored using international best practices and well established tools and techniques. Projects needs to be evaluated to determine their efficiency and to gather lessons learned to improve the future design of programmes and projects. | Establish policies and procedures for design, implementation, monitoring and evaluation of all projects and programmes. Establish proper programme and project governance. Implement proper and thorough documentation for all programmes and projects. |
| 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 Ministry. |

OPPORTUNITY

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

THREATS

| THREATS/CHALLENGES (External) | DESCRIPTION | OPTIONS FOR OVERCOMING EACH THREAT/CHALLENGE |
|--|--|---|
| External Economic Shocks - Weakened economies in the traditional markets/Global economic crisis - Uncertainty and the rising cost in the aviation industry | Developments may impact negatively on tourism markets | Support: - Diversification of markets - Strengthen competitiveness - More creative marketing |
| 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"> - Identify additional funding sources - Prioritization of programmes and financial planning - Cost reduction/containment through efficient project management techniques. |
| 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"> - Security Strategies (e.g. Courtesy Corp, Tourism Security Strategy, etc.) - Marketing Promotion Strategies |
| Tourism Stakeholders have high expectation of the support it receives from the Ministry regardless of Human, Technical and Financial constraints. | 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 |

Conclusions from SWOT Analysis

In reviewing the SWOT of the Ministry, the following areas were identified for review and strengthening:

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, Manufacturing, Entertainment and the five network niche areas to have greater impact on Jamaica's economic growth.

Organizational Review is currently being done to ensure that the goals and objectives of the Ministry and its Agencies are achieved and that efficient operational performance and the delivery of quality service standards are maintained. Technical training is also required in areas of policy development, data analysis, project and programme management, monitoring and evaluation.

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.

Non-Traditional Tourism Experiences need to be expanded to diversify the tourism product and meet the evolving needs of emerging market segments. Areas for consideration include: rural and community tourism, nature and eco-tourism, adventure tourism and heritage tourism

1.9. PROGRAMMES AND SUB-PROGRAMMES

The Ministry of Tourism's programmes are developed within the context of the National Development Plan Vision 2030, Jamaica; Medium Term Socio-Economic Policy Framework 2018 - 2021 (MTF) and the Medium-Term Results Based Budgeting for Jamaica. With these in mind, the Ministry's programmes and sub-programmes for the medium term are as indicated to the right.

PRIORITY POLICIES

The Ministry of Tourism's policies are the broad, principled, authoritative and stable guides for making decisions and taking actions within the tourism sector. The Ministry's Tourism policies are designed to ensure that issues within the tourism sector are solved consistently, efficiently and effectively, that tourism institutions and stakeholders are well served and supported, and that active and broad stakeholder engagement is encouraged and sustained. The key tourism policies that are to be developed or updated in the upcoming medium-term cycle are:

- Water Sport Policy
- Tourism Networks Policy and Strategy
- Destination Assurance Framework and Strategy
- Tourism Strategy and Action Plan

The key tourism legislation that are to be developed, amended or repealed in the upcoming medium-term cycle are:

- Timeshare Act (2014)
- Tourist Board Act (1955)
- Tourist Board Water Sport Regulations (1985)
- Travel Agencies Regulations Act (1958)
- Tourist Board (Prescribed Areas) Regulations (1985)
- River Rafting Act. (to be repealed)
- Milk River Hotel and Spa and Bath Fountain Hotel and Spa Act. (to be repealed)

PROGRAMMES & SUB-PROGRAMMES

The Ministry of Tourism's Priority Programmes and Sub-Programmes are designed to support and achieve the Government's priorities, sector outcome, goals and objectives of the Ministry. They represent the tactical level of the strategic framework and will guide the planning process of the Ministry. The Programmes and sub-programmes are outlined below:

PROGRAMME #1: EXECUTIVE DIRECTION AND MANAGEMENT

SUB-PROGRAMMES:

- Central Administration
- Policy Planning and Development

PROGRAMME #2: PROMOTION OF TOURISM

SUB-PROGRAMMES:

- Tourism Marketing
- Tourism Support Services

PROGRAMME #3: TOURISM DEVELOPMENT

SUB-PROGRAMMES:

- Product Enhancement
- Business Development
- Destination Assurance



1.10. PROGRAMME DESCRIPTION AND OBJECTIVES

PROGRAMME # 1: EXECUTIVE DIRECTION AND MANAGEMENT

| | |
|----------------------------------|---|
| OBJECTIVE(S): | <ol style="list-style-type: none"> 1) To develop and implement policies, legislation, and plans to govern and manage the tourism sector (2) To monitor and evaluate the sector's performance to ensure that initiatives and projects align with policies and plans and deliver programme goals. |
| DESCRIPTION & CONTEXT | <p>The Executive Direction and Management Programme provides governance and an institutional framework to guide the policy process, strategic planning and programme development of the Ministry and its Agencies. These activities will enhance the overall development of the tourism sector while maintaining alignment with the mandate, goals and objectives of the Ministry. The Executive Direction and Management Programme is also responsible for the administrative functions of the Ministry.</p> |

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| | |
| SUB-PROGRAMME 1.1 | Policy Planning and Development |
| OBJECTIVE(S) | <ol style="list-style-type: none"> 1. To develop and promulgate regulations, standards and guidelines for tourism initiatives and projects whose implementation will ensure a seamless experience for visitors? 2. To carry out ongoing research to ensure that new and existing tourism policies, initiatives and projects are evidence- based. 3. To monitor and evaluate tourism policies, initiatives and projects to ensure their continuing alignment with the Ministry's vision, mission, and strategic objectives |
| DESCRIPTION & CONTEXT | <p>Policy, Planning and Development seeks to develop regulations, guidelines, strategies, goals and objectives that provide a framework within which tourism stakeholders can make decisions that create a competitive and sustainable tourism sector. Strategies will include working with and achieving consensus among key tourism stakeholders on policies and plans and using research and evidence to guide decision making. Monitoring and evaluating policies, initiatives, and projects will be used to ensure alignment with and delivery on the Ministry's vision, mission, and strategic objectives.</p> |

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|----------------------------------|--|
| SUB-PROGRAMME 1.2 | Central Administration |
| OBJECTIVE(S) | (1) To provide effective governance, leadership, management and direction to the Ministry and its Agencies (2) To formulate legislations and regulations to facilitate, guide and incentivise activities in the tourism sector. |
| DESCRIPTION & CONTEXT | Central Administration is responsible for developing tourism legislations and regulations, and providing financial and administrative management, as well as general support services to the Ministry and its Agencies. |

PROGRAMME # 2: PROMOTION OF TOURISM

| | |
|--|---|
| PROGRAMME OBJECTIVE(S) | <ol style="list-style-type: none"> 1) To increase visitors arrivals (2) To increase tourism earnings |
| PROGRAMME DESCRIPTION & CONTEXT | <p>The Promotion of Tourism Programme through advertising, public relations and the dissemination of information seeks to attract an optimal mix of visitors to Jamaica in order to maximize the earning potential of the tourism sector. The Promotion of Tourism must recognise and adapt to the highly competitive nature of global tourism through creative and unique promotional strategies, partnerships, and alliances. The Promotion of Tourism must be aligned with the programme for Tourism Development to facilitate wider socio-economic development.</p> |

| | |
|----------------------------------|---|
| | |
| SUB-PROGRAMME 2.1 | Tourism Marketing |
| OBJECTIVE(S) | <ol style="list-style-type: none"> (1) To increase market awareness of Jamaica's tourism experience built on our unique natural and cultural assets. (2) To increase the percentage of potential visitors who are desirous of vacationing in Jamaica |
| DESCRIPTION & CONTEXT | <p>The Tourism Marketing Sub-Programme seeks to develop initiatives and projects that promote and position Jamaica as a world-class tourist destination with the purpose of increasing the number of visitors and enhancing economic development. Marketing strategies will seek to increase the variety of market segments - to include vacation, business, MICE and cruise visitors - and diversify the source markets - to include visitors from new and emerging markets in Asia, Europe, and Latin America. Marketing strategies will utilize the latest marketing channels and technologies to reach the intended audience.</p> |

| | |
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| | |
| SUB-PROGRAMME 2.2 | Tourism Support Services |
| OBJECTIVE(S) | <ol style="list-style-type: none"> 1. To increase through tourism diplomacy, the number of airline gateways, seats and cruise ship berths serving Jamaica. 2. To increase through tourism diplomacy the number of visitors from traditional, new and emerging markets |
| DESCRIPTION & CONTEXT | <p>Tourism Support Services seek to expand and strengthen Jamaica's integration into airline and cruise transportation networks. This will be achieved by strategies to maximize the number of airline seats and cruise ship berths to Jamaica.</p> |

PROGRAMME # 3: TOURISM DEVELOPMENT

| | |
|----------------------------------|--|
| OBJECTIVE(S) | <ol style="list-style-type: none"> 1) To increase the level of visitor satisfaction (2) To increase Jamaica's international ranking as a tourism destination (3) To increase the economic contribution of the tourism sector for Jamaicans 4) To develop local tourism by making leisure and recreational activities accessible and attractive to Jamaicans. |
| DESCRIPTION & CONTEXT | <p>Tourism Development Programme seeks to expand the variety and improve the quality of the tourism experience through the sustainable use of natural and cultural heritage assets. Tourism offerings will be developed in an upgraded value-chain that maximizes the social, economic and environmental benefits that accrue to Jamaica and its people.</p> |

| | |
|----------------------------------|---|
| | |
| SUB-PROGRAMME 3.1 | Product Enhancement |
| OBJECTIVE(S) | <ol style="list-style-type: none"> (1) To increase the volume of local products and services supplied to the tourism sector. (2) To increase the number of distribution channels available to local producers. (3) To create awareness of the unique value proposition of Jamaican goods and services. |
| DESCRIPTION & CONTEXT | <p>The Product Enhancement sub-programme seeks to develop and implement initiatives, projects and investments in tourism infrastructure that encourage the creation of a diverse portfolio of unique tourism experiences. This will be achieved by strategies that promote the sustainable use of Jamaica's natural and cultural heritage assets.</p> |

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|----------------------------------|--|
| | |
| SUB-PROGRAMME 3.2 | Business Development |
| OBJECTIVE(S) | <ol style="list-style-type: none"> (1) To upgrade the tourism value chain to become more competitive and socio-economically inclusive. (2) To build the capacity of local tourism entrepreneurs to become more innovative. (3) To expand linkages by integrating the tourism value chain into the wider Jamaican economy. |
| DESCRIPTION & CONTEXT | <p>The Business Development sub-programme seeks to create and implement initiatives and projects that make the tourism sector more competitive and socio-economically inclusive. Business Development must support ongoing restructuring of the value-chain that will</p> |

continuously transform and upgrade the production of goods and services, improve employment relations and practices, strengthen the pattern of insertion into the international economy and facilitate local entrepreneurship and innovation. Business Development must continuously transition the tourism value-chain toward activities and segments with the strongest potential for growth, socio-economic inclusiveness, environmental protection, and technological-knowledge intensity.

SUB-PROGRAMME #3.3

Destination Assurance

OBJECTIVE(S)

- (1) To exceed the target for visitors satisfaction with the quality of goods and services offered within the destination.
- (1) To increase the percentage of repeat visitors to Jamaica.
- (2) To increase the percentage of trained and internationally certified workers in the tourism sector.
- (3) To support the management of the destination in an environmentally sustainable manner.

DESCRIPTION & CONTEXT

The Destination Assurance Programme seeks to develop and implement initiatives and projects that guarantee visitors of a safe, secure and seamless experience. This will be achieved by strategies that focus on providing a hassle free experience, a healthy natural environment, an aesthetically attractive landscape, and products and services that meet or exceed international standards for quality. Destination Assurance will support Destination Marketing and Product Development by ensuring that Jamaica is positioned to compete using Differentiation and Focus Differentiation Strategies rather than Cost Leadership

2. TOURISM SECTOR HIGHLIGHTS

| Sector Outcomes <i>[State major sector outcomes]</i> | Sustainable Development Goals (SDG) | Supporting Programmes/ Sub-programme | Performance Indicators (Outcome) | Base Year (2018/2019) | Current Performance (2019/2020) | Sectoral Targets (2020 – 2024) |
|--|---|---|--|---|---|---|
| Increased visitor arrivals | SDG #8: Decent Work and Economic Growth | Destination Marketing Programme | Increase stop over arrivals by 4% above FY 18/19 | 597,994 visitors at the end of second quarter 2019/2019 | 629,461 stopover arrivals were recorded at the end of second quarter representing a 5.3% increase | Increase stopover arrivals by 6.2% |
| | SDG #8: Decent Work and Economic Growth | Airlift and Cruise Support Programme | Increase cruise arrivals by 5.1% above FY 18/19 | 294,182 cruise passengers recorded at the end of second quarter 2019/2019 | 218,962 passengers arrived in the island by cruise ship at the end of the 2 nd quarter representing 25.6% decline when compared to 18/19 | Increase Cruise passenger arrivals by 6.2% |
| | SDG #8: Decent Work and Economic Growth | Destination Marketing Programme | 5.8 % growth in foreign exchange earnings (above FY 18/19) | US\$775.7M in foreign exchange earnings at the end of 2 nd quarter 2019/2019 | Approx. US\$848M in foreign exchange earnings for the 2 nd quarter representing 6.9% increase | Increase foreign exchange earnings by 7.8% |
| Increased direct employment in the Tourism Sector | SDG #8: Decent Work and Economic Growth | Tourism Worker Development Programme | Increase direct Tourism employment to at least 125,000 by 2022 | 121,200 direct employment at the end of July 2018 | 124,2000 direct employment in the tourism sector at the end of July 2019 | 125,000 direct employment by 2022 |
| Improved welfare of Tourism Workers | SDG #8: Decent Work and Economic Growth | Tourism Worker Welfare Programme | Outcome: To increase the % of Tourism workers enrolled in a Pension Scheme | Draft Pension Bill reviewed by the Chief Parliamentary Council | The Tourism Worker Pension Act was passed in both Houses of Parliament and was given the Governor General's assent on September 3, 2019 Board of Trustees appointed. | Employ an actuary, Fund Administrator and Investment Manager Roll out the pension Scheme |

| Sector Outcomes [State major sector outcomes] | Sustainable Development Goals (SDG) | Supporting Programmes/ Sub-programme | Performance Indicators (Outcome) | Base Year (2018/2019) | Current Performance (2019/2020) | Sectoral Targets (2020 – 2024) |
|--|---|--|---|--|---|--|
| Enhancement of the visitors experience | SDG #8: Decent Work and Economic Growth | Destination Assurance Programme | To provide visitors with a safe, secure and seamless experience. | Concept Paper for the Destination Assurance Strategy and Framework approved by Cabinet | TOR prepared to engage Consultants to prepare Green Paper Procurement process for consultant started | To complete green paper and submit to Cabinet for approval |
| To enhance Linkages between Tourism and other sectors | SDG #8: Decent Work and Economic Growth | Tourism Linkages Network Programme | Local enterprises to capture a greater share from the tourism value chain | Policy Tabled as a white paper | Cabinet approval received for policy to be tabled as a White Paper | Provide oversight for policy to be implemented |
| Increase economic impact | SDG #8: Decent Work and Economic Growth | Tourism Investment and Development Programme | St. Thomas citizens to have increased income and decent employment from tourism developments | Preparation of the Tourism Destination Development and Management Plan for the Parish of St. Thomas | The final Destination Development and Management Plan for the Parish of St. Thomas was approved by the Office of the Cabinet. | To implement tourism related projects identified in the plan. |
| Enhancement of the visitor's experience | SDG #11: Sustainable Cities and Communities | Tourism Product Development | Increase competitiveness of the Jamaican Tourism Sector | Project proposal submitted to PIMSEC | Ministry of Tourism conducting stakeholder engagement and preparing Landscape Assessment IDB contracting consultant | Tourism Strategy and Action Plan 2030 Completed. |
| Improved participation through greater community involvement | SDG #8: Decent Work and Economic Growth | Public Awareness Programme | Improved perception among the general public that Tourism is making a positive contribution to economic and social development. | Proposal for the strategy of the Public Awareness campaign prepared. Content for TV, Radio and Print media developed. | Public awareness campaign was successfully executed through Print Media, Radio and TV ads, social media etc. | Continue to sensitize the public to foster a positive perception of the role and benefits provided within the Tourism Sector |

| Sector Outcomes <i>[State major sector outcomes]</i> | Sustainable Development Goals (SDG) | Supporting Programmes/ Sub-programme | Performance Indicators (Outcome) | Base Year (2018/2019) | Current Performance (2019/2020) | Sectoral Targets (2020 – 2024) |
|---|---|---|---|-----------------------|--|---|
| Increased visitor Arrivals | SDG #8: Decent Work and Economic Growth | Destination Marketing | To increase stop over arrivals by 4% above the 2018/2019 period with total of 2,639,212 stopover arrivals | 2,538,591 visitors | 1,311,847 stopover arrivals recorded at the end of September 2019. This represents and 6.9% growth over the same period last year | Increase visitor arrivals by 5% each year |
| | | | A total of 1,708,876 cruise passengers arriving in the island during the 19/20 FY | 1,800,465 | 492,785 cruise passenger arrivals recorded at the end of September 2019 due to a decline in Cruise Schedules, targets was missed by 11.2% | |
| | | | Increase gross foreign exchange earnings by 5.8%, above the 2018/2019 financial year | US\$3,384M | Foreign exchange earnings at the end of September 2019 was US\$1,700.7M representing 8.5% increase when compared to the same period last year (\$1,566.9). | |

2.1 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

| Name of Programme / Project | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
|--|---|--|--|--|---------------------------|---------------------------|--|
| Water Sports Policy | Green Paper approved by Cabinet | Cabinet Submission made Dec 2018 | Approval of Green Paper by Cabinet | Cabinet Submission Approved for Lifting importation Ban for security purposes | 1,1130 | 0 | Cabinet Submission withdrawn by the Ministry |
| Destination Assurance | Green Paper Approved | Concept Paper approved by Cabinet | Approval of Green Paper by Cabinet | <ul style="list-style-type: none"> • Procurement started for engagement of consultant • Establishment of Policy Steering Committee | 6,270 | 0 | Procurement of consultant aborted. To be advertised in November 2019 |
| Tourism Networks Policy | White Paper Approved | Stakeholder Consultations on Green Paper conducted | Approval of Policy as White Paper by Cabinet | Policy approved as White Paper by Cabinet | 0 | 0 | |
| Tourism Environmental Stewardship Initiative (TESI) | Host one environmental training workshop in the Resort Areas of South Coast, Negril and Montego Bay Develop project proposals for each Resort Area | Three stakeholder consultations on tourism and the environment hosted in Negril, Montego Bay and the South Coast | Host environmental workshops in the three targeted Resort Areas Development of project proposals for each resort area | Three tourism and environment workshops held in Negril, Montego Bay and the South Coast Project proposals completed and submitted to the Ministry | 2,200 | 1,750 | |
| Climate Change and Multi-hazard Contingency Planning Programme | Host six (6) Earthquake and Tsunami workshops in the 6 Tourism Resort Areas Host three (3) Climate Change | Disaster Risk Management Plan for the Ocho Rios resort area developed Seven (7) Training Workshops on | Host six (6) Earthquake and Tsunami workshops in the 6 Tourism Resort Areas Host three (3) Climate Change | Six earthquake and Tsunami sensitization workshops convened Draft TOR completed for tourism disaster survey | 16,370 | 1,590 | Climate Change Sensitization Sessions are based on availability of the Climate Change Division and |

| Name of Programme / Project | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
|---|--|---|--|---|---------------------------|---------------------------|--|
| | Sensitization Sessions Conduct Hazard, Risk and Vulnerability Assessment for Ocho Rios Resort Area Host functional earthquake and tsunami simulation exercise for Port Antonio Resort Area Conduct comprehensive Disaster Survey for tourism accommodations and attractions | Hurricane preparedness conducted across the island Two desktop simulation exercises on tsunami and earthquakes conducted in Treasure Beach and Port Antonio Partnered with PIOJ to administer a Post Disaster needs Assessment Training Workshop Procured one additional satellite phone Hosted satellite phone training workshop | Sensitization Sessions Conduct Hazard, Risk and Vulnerability Assessment for Ocho Rios Resort Area Host functional earthquake and tsunami simulation exercise for Port Antonio Resort Area Conduct comprehensive Disaster Survey for tourism accommodations and attractions | Draft TOR completed for hazard, risk and vulnerability assessments | | | will be held in Q4 2019/2020 Risk and Vulnerability assessments already conducted for Ocho Rios. Funding reallocated to Disaster Survey |
| Milk River Mineral Bath and Bath Fountain St. Thomas Public Private Partnership | Decision made by Cabinet as to Way Forward | Decision made by Cabinet to proceed with privatization | Flood mitigation Study Water flow and quality analysis Socio-economic Assessment Study | Agreement from WRA to undertake studies Draft TOR Completed and being review by ET | 11,500 | 0 | Still awaiting a response from the NWA Studies to commence April 2020 |
| Tourism Worker Welfare Programme | Legislation for Pension Scheme passed by Parliament | Eight sensitization sessions held across the island in | Employ Actuary Board of Trustees to employ Fund | Tourism Workers Pension Act passed in both houses of Parliament | \$226M | J\$4 | - |

| Name of Programme / Project | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
|---|---|--|---|---|---------------------------|---------------------------|-----------------------|
| | | resort areas with over 400 workers within the sector. | Administrator and Investment Manager To roll out or implement the pension scheme | Board of Trustees appointed Sensitization Sessions held with over 300 workers within the industry. Procurement underway for Fund Administrator and Investment Manager | | | |
| Tourism Destination Development and Management and Plan | Destination Development and Management Plan for St. Tomas completed | Desk Research completed Visioning exercises and stakeholders engagements completed Consultant contracted | Plan to be approved by Parliament | Destination Development and Management Plan for the Parish of St. Thomas completed and approved by Cabinet | J\$50M | J\$33M | - |
| | Destination Development and Management Plan for Negril completed | - | Stakeholders Report and Tourism Destination Assessment completed | 12 Stakeholders engagements completed | J\$10M | J\$3M | - |
| Tourism Strategy and Action Plan | 10 yr Strategy and Action Plan (Master Plan) completed | Project proposal approved by PIMSEC | Stakeholders Engagement and Landscape Assessment completed | 9 of 19 stakeholder's engagement sessions completed. Landscape assessment underway | US\$150K | US\$50K | - |
| Public Sector Modernization | Functional MyHR+ system in the Ministry | - | To standardized and modernize the HR /Payroll system across all MDAs And complete phase 1 and 2 of the project | Phase 1 is currently being implemented: - Training and sensitization ongoing. - All employee records scanned and uploaded. | J\$1M | J\$700,000 | - |

| Name of Programme / Project | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
|-----------------------------|------------------------|---------------------------------|----------------------------|---|------------------------------|------------------------------|--------------------------|
| | | | | - Employee records are being sorted in various categories | | | |

3. PERFORMANCE IMPROVEMENT PLAN

The Performance Improvement Plan of the Ministry identifies key performance issues that need to be addressed in order to bring performance in line with expectations. It provides an opportunity to demonstrate improvement in and commitment to achieving results.

| Programme/ Sub-Programme | Strategic Performance Area | Description of Performance Issue | Required Improvements | Performance Improvement Indicator [Outcome] | Proposed Corrective Measures | Timeline | Budget (J\$'000) | Functional Agency/Dept/ Division | |
|---|--|--|--|---|---|-------------------------|---------------------|--|--|
| Executive Direction & Administration | <i>Tourism Policy Monitoring and Development</i> | | | | | | | | |
| | Strategic Planning Monitoring and Evaluation | Understaffed in areas of Data Gathering and Analysis, Development Planning, Monitoring and Evaluation | At least 3 additional member of staff and additional Professional development Training | An alignment between work load and staffing | Restructure the Division to increase staff complement Increase budget for Training and development | 2020/2021 | \$10M | | |
| | <i>Corporate Services</i> | | | | | | | | |
| | | | | | | | | | |
| | Customer Service Improvement RESPONSIVENESS | - Timely delivery of Service | Timeliness of services offered to internal & external clients to be improved | Increase the % of clients satisfied that we meet time commitments as agreed | Bring standard to benchmark of 85% or more Review Process flow charts | 2020 | | | Heads of Division/Unit |
| | | Extended waiting time | Service levels: answering the telephone and responding to e- mails to be improved | Improved time to first response | Training to facilitate 100% responsiveness: Email – 24 hrs Phone – maximum of rings before being answered | Q1 2020 | | | Manager- Admin. And office Management |
| | | There is no formal process of dealing with or resolving | Ability to resolve expressed concerns in a | Reduced # of unresolved concerns | Implement a Customer Service oversight committee | End of Q4, 2019/2020 | | | Corporate Services |

| Programme/ Sub-Programme | Strategic Performance Area | Description of Performance Issue | Required Improvements | Performance Improvement Indicator [Outcome] | Proposed Corrective Measures | Timeline | Budget (J\$'000) | Functional Agency/Dept/ Division |
|-----------------------------|----------------------------------|--|--|---|--|--------------|---------------------|---|
| | | concerns in the Ministry | timely manner | | | | | |
| | | Staff attitude & behaviour | Courteousness in service delivery among internal staff need to be improved | % of staff reporting good working relations with their peers | Continuous Customer service training for all staff | 2020 | J\$2M | Director, Human Resource Management |
| | | | Courteousness in service delivery to staff | % of clients reporting receiving courteous service | Management Coaching | Ongoing | | All Heads of Department/Unit |
| | RELIABILITY | Service levels to be improved | Staff not receiving services as promised | % increase in customer reporting receiving the service that was promised | Clear understanding of job functions and requirements Emphasised training rules & responsibilities and communication courses | End of Q4 | | All Staff |
| | | Understanding needs and wants of clients | Staff not understanding the what the client's expectations are | % of clients reporting that Ministry's staff are knowledgeable of their needs/wants | Training in Customer Service, communications and ongoing orientation | Ongoing | | Dir. Human Resources |
| | | Providing service with minimal error rate | Services are provided with minimal amount of errors | Improved % process compliance with standards | Continuous evaluation to ensure that output has minimal or no errors | Ongoing | | All Heads of Department/Unit |
| | Access and Facilities | Access to building/ services for the disabled/ elderly to be improved | A user friendly environment for the disabled and the elderly | % disable/ elderly being able to access facility | Installing hand rails in the bathrooms, comfortable seats in the waiting areas etc | Q2 2020/2021 | | H.R and Office Services |

| Programme/ Sub-Programme | Strategic Performance Area | Description of Performance Issue | Required Improvements | Performance Improvement Indicator [Outcome] | Proposed Corrective Measures | Timeline | Budget (J\$'000) | Functional Agency/Dept/ Division |
|-----------------------------|----------------------------------|--|--|--|---|----------|---------------------|--|
| | | Access to the Ministry's services through multiple channels | Communication channels such as Website, social media etc | # of access routes and channels for service delivery for clients (e-mail, telephone, social media, post and in person) | Upgrade website and Monitor routes and channels for service delivery | 20/21 | | Director of Corporate Communications |
| | Communication | Lengthy turnaround time in processing requests | availability of and access to information | Improved Average time to process request | Implement service level agreements / Citizens Charter | Q1 2021 | | Directors Corporate Services and Documentation, Information, Access Services |
| | | Lack of timely communication to staff members | Frequency of staff/unit meetings | % of staff reporting that they are abreast of developments in the ministry | Improve the frequency of staff meeting and have Fortnightly unit meetings | Q2 2021 | | All Heads of Department |
| | | Staff not being informed of tourism related information | Timely dissemination of information | % of staff reporting that relevant information is received in a timely manner | Utilize technology to improve communication among staff (e-mail blast, social media notification, posting on notice Boards) | | | All Heads of Department |
| | Rewards and Recognition | Improve staff moral by showing appreciation for good performance | Recognition of staff for good performance | % of staff reporting being recognized for good performance | Implement a rewards and recognition system for all staff | Q1 2020 | | Human Resource Manager |
| | | Increase staff moral by showing appreciation and recognition for their contribution and years of | Recognition for years of service | % of staff reporting being recognized for their years of service to the organization and their contribution to | Implement Long service awards event in the Ministry | 2020 | | Human Resource Manager |

| Programme/ Sub-Programme | Strategic Performance Area | Description of Performance Issue | Required Improvements | Performance Improvement Indicator [Outcome] | Proposed Corrective Measures | Timeline | Budget (J\$'000) | Functional Agency/Dept/ Division |
|-----------------------------|---|--|---|--|--|--------------|---------------------|--|
| | | service to the sector | | the Sector | | | | |
| | Institutional Framework and Capacity Building | Reduce occupational stress | Managers and staff exhibiting emotional intelligence in the performance of their duties | % of staff reporting colleagues exhibiting emotional intelligence | Training for Managers and staff to be more sympathetic/empathetic to each other | Q2 2020/2021 | | Director- Human Resources All Heads of Department |
| | | Morale and confidence in the workplace | Work enthusiasm and reliable co-workers | % of staff being more enthusiastic in performing their duties | Quarterly of Bi-Annual Motivational speakers / Professional life and career coaching | Q2 2020/2021 | | Director- Human Resources |
| | | Staff to be more involved in the direction of the Ministry | Effective Change Management | % of persons reporting that they feel valued working with the Ministry | Direction / Vision, Mission and values of the Ministry are to be shared with the staff | Ongoing | | All Heads of Department |

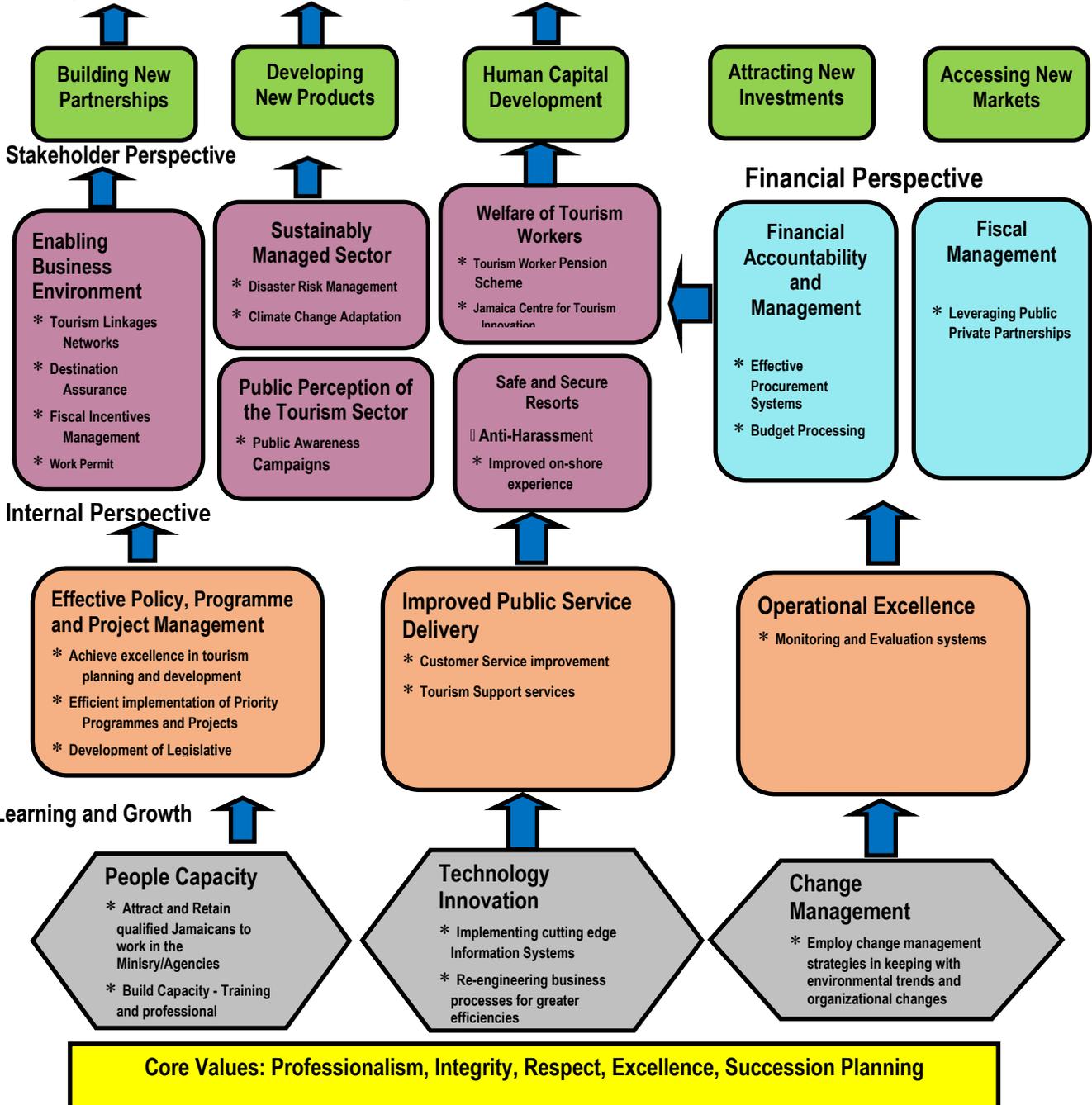
4. MINISTRY'S STRATEGY MAP

VISION: Tourism, the engine of Innovation and sustainable economic growth

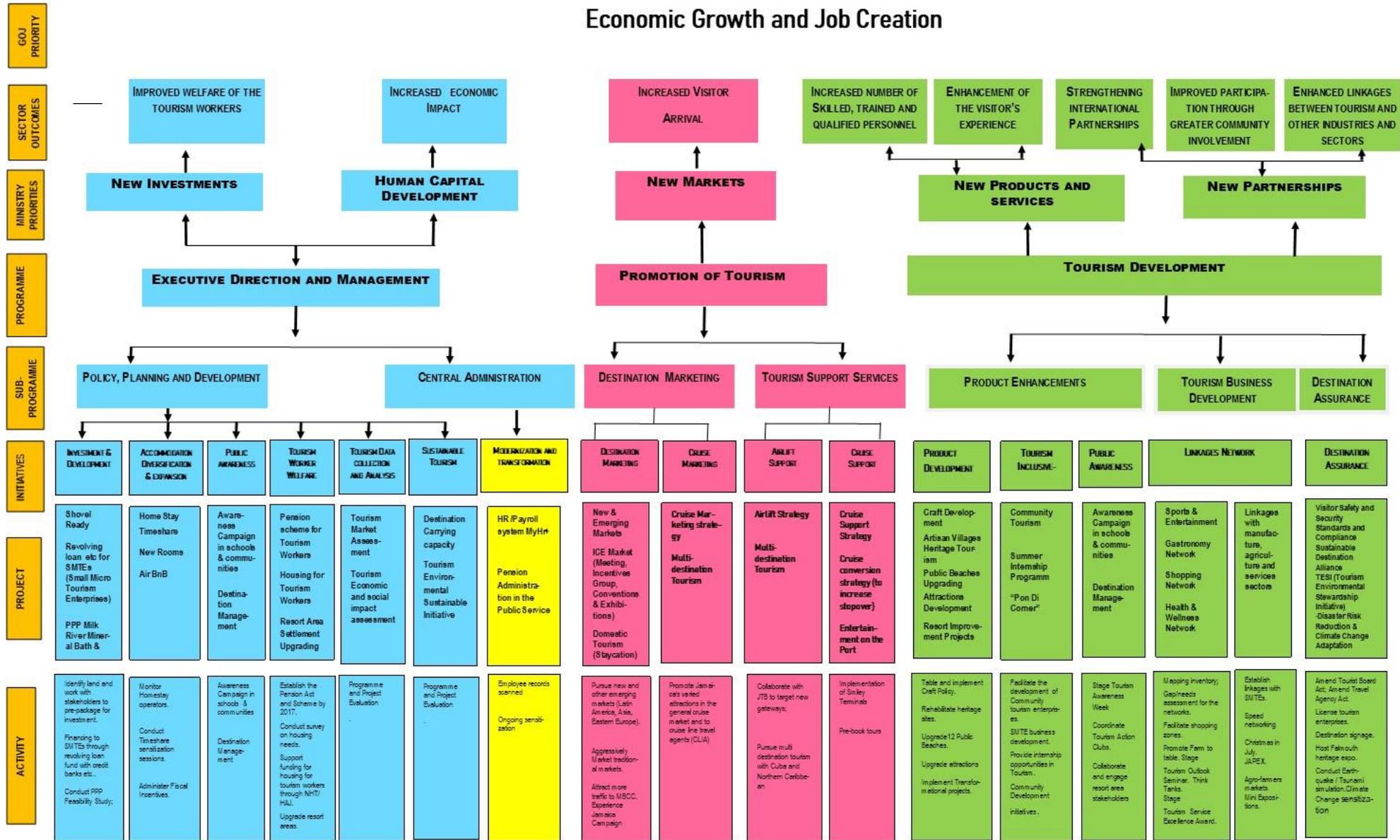
Government's Medium Term Strategic Priorities



Ministry of Tourism's Medium Term Strategic Priorities



4.1. PROGRAMME ACTIVITY ARCHITECTURE



5. PROGRAMME IMPLEMENTATION

PROGRAMME NAME: EXECUTIVE DIRECTION AND MANAGEMENT

| | | |
|--|--|---------------------------------|
| <p>PROGRAMME OBJECTIVE: 1) To develop and implement policies, legislation, and plans to govern and manage the tourism sector</p> <p>(2) To monitor and evaluate the sector's performance to ensure that initiatives and projects align with policies and plans and deliver programme goals.</p> <p>SUPPORTING GOJ POLICY PRIORITY: Inclusive Sustainable Economic Growth and Job Creation</p> | <p>The Executive Direction and Management Programme provides governance and an institutional framework to guide the policy process, strategic planning and programme development of the Ministry and its Agencies. These activities will enhance the overall development of the tourism sector while maintaining alignment with the mandate, goals and objectives of the Ministry. The Executive Direction and Management Programme is also responsible for the administrative functions of the Ministry.</p> <p>Programme Goal:</p> <p>To provide an institutional framework for tourism destination planning and management through the development of tourism policies, plans, initiatives and projects that deliver on the Ministry's vision, mission, and strategic objectives</p> | |
| <p>Vision 2030 National Goal: #3 - "Jamaica's economy is prosperous"</p> | <p>Sector Outcome:</p> <ul style="list-style-type: none"> ▪ Increased economic Impact ▪ Improved welfare of the tourism workers | <p>Budget No.: 17000</p> |
| <p>Vision 2030 National Outcome: Internationally Competitive Industries – Tourism</p> | <p>Contribution to GOJ Strategic Priority:</p> <p>The Ministry of Tourism seeks to contribute to the GOJ's Strategic Priorities, especially through economic growth and job creation, by encouraging foreign and local investments, increasing foreign exchange earnings, and strengthening linkages between tourism and other sectors in the economy. The priority policies, programmes and projects of the Ministry are planned to ensure alignment with the Vision 2030 National Development Plan, and the Ministry and its Agencies works closely with both local and international partners to implement systems that leverage the rich, unique attributes of Jamaica to offer our visitors a safe, secure and seamless experience.</p> | |

| RESULTS MATRIX | | | | | | | | | |
|--|---|--|---|---|--|--|----------------------------------|----------------------------------|-------------------------------------|
| Programme/ Sub programme Initiative | Intended Results (Output) | Performance Indicator | Baseline | 2019/20 Projected Outturn (where you expect to be by end of current FY) | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functiona l Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| SUB-PROGRAMME / PROJECTS/ INITIATIVES | | | | | | | | | |
| POLICY PLANNING AND DEVELOPMENT - Legislations | Amended Tourist Board Act | % /Level of progress made towards amendment of the Tourist Board Act | Cabinet approval received for drafting instructions to Chief Parliamentary Council (CPC) for amendment of the Act | Phase 1 completed - Drafting instructions sent to CPC for review and approval | 50% | | 10% | | |
| | Amended Travel Agency's Act | % /Level of progress made towards abled in Parliament for the amendment of the Act | Draft submission prepared and circulated for comments | Phase 1 completed Cabinet submission prepared and consultations held with MOF and the Attorney General's Office | Cabinet submission to be sent for approval and issuing of Drafting instructions | Issuing of drafting instructions to CPC for amendment of the legislation | Bill amended and implemented | | |
| | Amended Acts for Bath Fountain of St. Thomas the Apostle and Milk River Hotel and Spa | | Cabinet approval received for drafting instructions to Chief Parliamentary Council (CPC) for amendment of the Act | Draft instructions sent to CPC | Amendments made to Bath Fountain Hotel and Spa Act and Milk River Hotel and Spa Act. | Issuing of drafting instructions to CPC for amendment of the legislation | Bill amended and implemented | | |
| Tourism Worker Pension Scheme | Operational pension scheme for tourism workers | # of sensitisation and public awareness sessions held | Legislation Passed and Pension scheme gazetted in January 2020 | Board of Trustee appointed - Fund Administrator and Investment Manager employed -Pension seed disbursed | 8 sensitization sessions held | | | | |
| Destination Assurance Policy and Strategy | Policy and Strategy approved as a White Paper | White Paper approved by parliament | Concept Paper developed and approval granted for development of Green Paper | Consultant engaged and Steering committee established | Consultancy completed Green paper tabled | Stakeholder consultations White paper tabled | Monitor implementation of Policy | Monitor implementation of Policy | TPMD |

| RESULTS MATRIX | | | | | | | | | |
|--|--|--|--|---|--|---|--|---|-------------------------------------|
| Programme/ Sub programme Initiative | Intended Results (Output) | Performance Indicator | Baseline | 2019/20 Projected Outturn (where you expect to be by end of current FY) | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functiona l Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Water Sports Policy | Policy and Strategy approved as a White Paper | White Paper approved by parliament | Draft Policy to submitted to Cabinet | Cabinet approval as a Green Paper | Green paper tabled Stakeholder consultations | White Paper tabled | Monitor implementation of Policy | Monitor implementation of Policy | TPMD |
| Measurement of Sustainable Tourism | Measurement Framework for Sustainable Tourism in Jamaica | Framework approved | Desk Research and review | Consultation with relevant agencies on indicators Concept paper on Measuring sustainable tourism finalized | Further consultations and MOUs with relevant agencies for data collection and sharing Indicators prioritized Framework developed | Data collection on select sustainable tourism indicators | Measure the sustainability of destination areas | Measure the sustainability of destination areas | TPMD |
| Study of the Small Accommodation sector | Small accommodations study | Study completed | Desk Research | Consultations Concept paper for the study | Study completed | Make recommendations for small accommodations policy and strategy | Green Paper for Policy and strategy Stakeholder consultations | White Paper | |
| Climate Change and Multi Hazard Contingency Planning Programme | Capacity Building and Sensitization workshops | Training sessions held in climate change, earthquake and tsunami, disaster plan development, business continuity planning, EOC management and operations | Sensitization sessions conducted in earthquake and tsunami awareness EOC operations and procedures workshop conducted | Climate Change sensitization sessions | Climate Change sessions Disaster Plan development TEOC Simulation exercise | Training and capacity building sessions as required | Training and capacity building sessions as required | Training and capacity building sessions as required | |
| | Tourism Emergency Operations Centre | Activate TEOC as required | No event triggered the activated of the TEOC | Activation of the TEOC not anticipated | TEOC activated – as required | TEOC activated – as required | TEOC activated – as required | TEOC activated – as required | |
| | Tourism Emergency Management Committee meetings | TEMC meetings held | One TEMC meeting convened | One TEMC meeting scheduled | Two TEMC meetings | TEMC meetings held as required | TEMC meetings held as required | | |

| RESULTS MATRIX | | | | | | | | | |
|---|---|---|---|---|--|---|---|---|-------------------------------------|
| Programme/ Sub programme Initiative | Intended Results (Output) | Performance Indicator | Baseline | 2019/20 Projected Outturn (where you expect to be by end of current FY) | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functiona l Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | Simulation exercises | Simulation exercises conducted | Planning committee convened to prepare for simulation | Earthquake and Tsunami functional simulation scheduled for Port Antonio Destination Area | Desktop simulation in Negril | Simulation exercises conducted as required | Simulation exercises conducted as required | Simulation exercises conducted as required | |
| | Hazard, Risk, Vulnerability Assessment | Tourism risk assessments completed | Terms of Reference for Assessments prepared | Review of Terms of Reference Risk Assessments | Tourism Disaster Vulnerability study | | | | |
| | Disaster Preparedness Survey for accommodations and attractions subsector | Disaster preparedness survey completed | Terms of Reference prepared for survey | Procure consultant to undertake survey | Conduct Business Continuity and Disaster Plan Templates | Training for sector representatives in preparation of Business continuity and disaster plans | Training for sector representatives in preparation of Business continuity and disaster plans | Training for sector representatives in preparation of Business continuity and disaster plans | |
| | Tourism Disaster Framework | Disaster Risk management Framework finalized | Draft Framework prepared Internal stakeholder consultation on framework convened | Finalize DRM Framework External Consultations on framework | External Consultations on framework | Sensitize sector on framework | Sensitize sector on framework | Sensitize sector on framework | |
| | Disaster Plans for Tourism Destination Areas | Conduct disaster risk management plans for tourism destination areas | One DRM plan prepared for Ocho Rios Destination Area | Endorsement from local municipal corporations for Ocho Rios Destination Disaster Plan | Review and align Ocho Rios DRM Plan with national plan | | | | |
| Tourism Environmental Stewardship | Consultation report on tourism environmental projects | Project proposals finalized | Project proposals developed | Finalize design and print collateral materials | Implementation of projects in Montego Bay and Negril | | | | |
| Tourism Strategy and Action Plan | Tourism Strategy and Action Plan document | Tourism Strategy and Action Plan document completed according to schedule | Stakeholder engagement underway Landscape Assessment underway | Stakeholder engagement and Landscape Assessment completed Consultant contracted by IDB | Consultants To commence the preparation of the Tourism Strategy and Action Plan Tourism Strategy and Action Plan document completed | Public education and sensitization of contents, aim and objectives of the Tourism Strategy and Action Plan 2030 Implementation of programmes | Public education and sensitization of contents, aim and objectives of the Tourism Strategy and Action Plan 2030 | Public education and sensitization of contents, aim and objectives of the Tourism Strategy and Action Plan 2030 | |

| RESULTS MATRIX | | | | | | | | | |
|---|--|---|---|---|--|--|---|---|-------------------------------------|
| Programme/ Sub programme Initiative | Intended Results (Output) | Performance Indicator | Baseline | 2019/20 Projected Outturn (where you expect to be by end of current FY) | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functiona l Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | | | | | J\$70M | and projects identified | Implementation of programmes and projects identified | Implementation of programmes and projects identified | |
| Destination Development and Management Plan | Stakeholders Consultations Destination Assessment and Inventory Destination Development and Management Plan | 1 Destination Development and Management Plan completed each financial year | 1 Tourism Destination Development and Management Plan completed for the Parish of St. Thomas 12 Stakeholders engagement completed for Negril | All stakeholders consultations and report completed Destination Assessment and Inventory report completed | Destination Development and Management Plan for Negril Completed J\$10M | Destination Development & Management Plans for Lucea and Kingston and Port Royal J\$50M | Destination Development and Management Plans for St. Mary and Portland J\$20M | Destination Development and Management Plan for South Coast J\$10M | |
| Tourism Data Collection and Analysis | Social and Economic Impact Studies and Tourism Market Research Reports | # of Studies completed within the financial year | Monthly and quarterly performance reports | Monthly, quarterly and annual reports Tourism Labour Market Study J\$10M | Tourism Economic Impact Assessment J\$60M | Tourism Investment and Financing J\$10M | Community and rural tourism study J\$10M | Tourism Landscape Assessment and Mid Review of the TSAP 2030 J\$10M | |
| SUB-PROGRAMME / PROJECTS/ INITIATIVES | | | | | | | | | |
| CENTRAL ADMINISTRATION Public Sector Modernization - Implementation of MyHr+ | A standardized and modernize the HR /Payroll system across all MDAs | Phase 1-3 of the project 100% completed /successfully implemented | <ul style="list-style-type: none"> • Training and sensitization ongoing • All employee records scanned and uploaded. • Employee records are being sorted in various categories | Aspects phase 1 A of the project completed: Scanning and Sorting of files Leave Management - entitlements and balances uploaded Submission of Claims | Implement Phase 1 B – Performance Management, Request Training, Recruitment | Implement Phase 2 in keeping with GOJ's transformation Unit | Implement Phase 2 in keeping with GOJ's transformation Unit | HR payroll and Administration system fully implemented | |
| | Improved efficiency of Pension Administration in | A functional web- based system implemented | <ul style="list-style-type: none"> • Training of HR Staff Completed | 30% of Employees records transferred from Manual to digital system | 100% of employee records transferred to the digital system | Digital system fully functional for the computation of | | | |

| RESULTS MATRIX | | | | | | | | | |
|---|---|---|--|--|---|---|---|---|-------------------------------------|
| Programme/ Sub programme Initiative | Intended Results (Output) | Performance Indicator | Baseline | 2019/20 Projected Outturn (where you expect to be by end of current FY) | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functiona l Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | the Public Service | | <ul style="list-style-type: none"> Service Records for all employee manually updated in preparation for transfer to the digital system | | | retirement benefits within 1 month of retirement | | | |
| | Records and Information Policy implemented | All records 100% reclassified | Expression of Interest and Project Charter signed and approved | RIM Committee activated. Project team established Commence Record survey | Complete reclassification of all records Develop index of file list Decongestion of all records Records Classification submitted to Jamaica Archives for approval. | Continuation of records retention Record appraisal workshops completed Submission of draft record retention/disposal scheduled to Archives advisory committee | Upkeep and maintenance of all records | Upkeep and maintenance of all records | |
| | Organizational Review | Organizational structure fully revised | <ul style="list-style-type: none"> Conduct desk research Interview Key staff Reviewed current structure and created a draft of a proposed functional / organizational structure | <ul style="list-style-type: none"> New Organisational structure finalized Create new / review existing new Job Descriptions Submission to the Ministry of Finance | Full implementation of revised Organisational Structure | | | | |
| Public Awareness | Improved perception among the general public that Tourism is making a significant contribution to the economy | % increase perception among the general public that Tourism is making a significant contribution to the economy | Public Awareness Campaign 2019 60% complete—Print Media, Radio and TV ads etc. | Community engagement activities implemented Tourism impact Survey | Ongoing public awareness campaigns executed | Ongoing public awareness campaigns executed | Ongoing public awareness campaigns executed | Ongoing public awareness campaigns executed | |

6. MEDIUM TERM FINANCIAL RESOURCE PLAN

| Prog. # | Programme | Sub-Prog. # | Sub-Programme | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|------------------|--------------------------------------|-------------|----------------------------------|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | | | Actual Outturn | Approved | Revised | Estimates | Forecast | Forecast | Forecast |
| | | | | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) |
| 001 | Executive Direction & Administration | 01 | Central Administration | | 452,541.0 | 452,541.0 | 482,526.0 | 515,597.0 | 540,335.0 | 636,766.0 |
| | | 02 | Policy, Planning and Development | | 349,014.0 | 349,014.0 | 451,391.0 | 464,678.0 | 560,170.0 | 597,824.0 |
| Sub-Total | | | | - | 801,555.0 | 801,555.0 | 933,917.0 | 980,275.0 | 1,100,505.0 | 1,234,590.0 |
| 650 | Tourism Support Services | 20 | Direction and Administration | | 2,311,507.0 | 2,311,507.0 | 2,472,274.0 | 2,799,027.0 | 3,144,874.0 | 3,509,772.0 |
| | | 22 | Destination Marketing | | 2,956,255.0 | 2,956,255.0 | 2,956,255.0 | 2,956,255.0 | 2,956,255.0 | 2,956,255.0 |
| Sub-Total | | | | - | 5,267,762.0 | 5,267,762.0 | 5,428,529.0 | 5,755,282.0 | 6,101,129.0 | 6,466,027.0 |
| 652 | Tourism Development | 20 | Tourism product Enhancement | | 3,350,852.0 | 3,350,852.0 | 3,401,378.0 | 3,493,934.0 | 3,586,490.0 | 3,679,045.0 |
| | | 21 | Tourism Business Development | | 224,100.0 | 224,100.0 | 273,573.0 | 281,018.0 | 288,462.0 | 295,907.0 |
| | | 22 | Destination Assurance | | 1,968,818.0 | 1,968,818.0 | 2,092,143.0 | 2,111,015.0 | 2,127,553.0 | 2,147,258.0 |
| Sub-Total | | | | - | 5,543,770.0 | 5,543,770.0 | 5,767,094.0 | 5,885,967.0 | 6,002,505.0 | 6,122,210.0 |
| | Programme Summary | | Total Funding | | 11,613,087.0 | 11,613,087.0 | 12,129,540.0 | 12,621,524.0 | 13,204,139.0 | 13,822,827.0 |

7. 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.

| Unit/Division | Current Staff Complement | Planned 2020/21 | Planned 2021/22 | Planned 2022/23 | Planned 2023/24 | Financial Implications (\$) | Source of funding |
|---|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------------------|-------------------|
| Executive Office | 6 | 6 | 6 | 6 | 6 | | |
| Minister's Office | 6 | 6 | 6 | 6 | 6 | | |
| Technical Services and Policy and Monitoring Division | 9 | 11 | 11 | 11 | 11 | 6.1M | |
| Strategic Planning and Evaluation Division | 6 | 7 | 7 | 7 | 7 | 16M | |
| Legal Unit | 2 | 2 | 2 | 2 | 2 | | |
| Corporate Communication | 5 | 6 | 6 | 6 | 6 | 1.6M | |
| Corporate Services | 29 | 30 | 30 | 30 | 30 | 4.2M | |
| MINISTRY SUB-TOTAL | 63 | 68 | 68 | 68 | 68 | \$27.9M | MOF |
| Jamaica Tourist Board | 153 | 162 | 162 | 162 | 160 | \$ 12.3M | MOF |
| TPDCo | 210 | 210 | 226 | 226 | 226 | 34.6M | MOF |
| Tourism Enhancement Fund | 35 | 45 | 46 | 46 | 46 | \$44.78M | MOF |
| Devon House | 37 | 37 | 38 | 38 | 38 | | MOF |
| Jamaica Vacations | 5 | 17 | 17 | 22 | 22 | | MOF |
| Montego Bay Convention Ctr | 52 | 55 | 55 | 60 | 60 | | MOF |
| Milk River | 29 | 34 | 37 | 42 | 42 | | |
| TOTAL | | | | | | \$119.58M | MOF |

8. PORTFOLIO ENTITIES MEDIUM TERM IMPLEMENTATION PLAN

8.1 AGENCY - JAMAICA TOURIST BOARD (JTB)



The Jamaica Tourist Board (JTB), an agency of the Ministry of Tourism, established in 1955 and enveloped within the context of the tourism industry is charged with the mandate of marketing the tourism products and uniqueness of destination Jamaica through creative programs and advertising worldwide. This is achieved by effective execution of the following core business activities:

- Employing an appropriate mix of advertising, public relations 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;
- Securing adequate airline service, either scheduled or chartered, from targeted airline companies in regional markets;
- Assisting the Ministry of Tourism in fostering understanding of, and building support for the industry among Jamaicans;

Vision

To be the most efficient public sector agency, committed to the creation of sustainable tourism development to provide a modern and fair regulatory framework and a great place to work.

Mission Statement

To always position destination Jamaica as the pre-eminent Caribbean tourist destination that delivers value for the People and Government of Jamaica and the tourism industry stakeholders

Mandate

To consistently deliver more economic value for the People and Government of Jamaica as a best in class destination, providing diverse, innovative, inclusive and environmentally responsible warm weather travel experiences.

JTB Strategic Objectives

1. To increase visitor arrivals to the island
2. To increase tourism earnings
3. To increase awareness of Jamaica as a viable warm weather destination for tourism

Strategic Outcomes

- Market diversity and expansion
- Visitor & stakeholder centricity
- Innovation and digital optimization
- Operational efficiency and effectiveness

8.1.1 Agency's Current Performance

| PROGRAMME | | | | | | | |
|--|--|--|---|---|---|--|--|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| <i>Advertising</i> | New brand campaign launch | <p>Successful digital campaign Join Me In Jamaica</p> <p>Developed and approved new strategic brand positioning for destination and campaign concept</p> <p>Commenced production for new campaign and on track for full integrated channel launch, led by new TVC in Jan. 2020</p> | Full launch of new brand campaign "Jamaica, Heartbeat of the World" | <p>Completed brand awareness and favourability research.</p> <p>Developed approved branding message and teaser campaign content</p> | <p>US\$4,500,000 – Development of Creative Assets</p> <p>US\$10,100,000 – Media Advertising</p> | <p>US\$3,419,100 – Development of Creative Assets</p> <p>US\$6,497,774 – Media Advertising</p> | <i>New campaign TV advertising set to commence Q4 2019/20</i> |
| <i>Sales Activities Co-Op Marketing</i> | Bookings through associated tour operator channels in USA, Canada, UK, France, Italy, Germany, Switzerland, Belgium, other, resulting in increased visitor arrivals. | Directly assisted with record stopover arrival figures for the period | | Establish more relationships that encouraged additional tour operators to contract with hotel partners and create more visibility for the destination through various promotions and marketing platforms – email blasts, digital marketing, social media, in-store display boards and travel agent engagements. | 420,240 | 329,840 | Shared advertising & marketing campaign contribution with select tour operator partner sales channels |
| <i>Sales Activities - Trade and Consumer shows</i> | Trade engagement through activity signup and participation | - | - | US alone, some 79 activations were completed and the team interacted directly with 8,200 sellers of travel and 57,645 consumers | 106,400 | 86,051 | Events used to bring industry partners, trade professionals and consumers together to expose the destination offerings and provide product updates |

| PROGRAMME | | | | | | | | |
|---|---|---|----------------------------|---|--------------------------|---------------------------|---|--|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments | |
| | | | | Interactions with over 1600 agents and 10,500 consumers in Canada Successfully conducted first ever virtual trade show involving 26 local industry partners and attended by over 11 travel agents | | | | |
| <i>Sales Activities - Promotions</i> | Event participations. Trade and consumer reach | | | Attended 26 Diaspora events in USA that hosted over 119,000 consumers seeking information on vacationing in Jamaica. Hosted travel agent and consumer events in UK. Hosted/promoted various events in Canada reaching over 1800 agents/trade partners and 2M consumers Various promotions throughout Germany/Switzerland/Austria, Holland & Belgium, Spain & Portugal, France, Italy, Russia, Eastern Europe | 279,956 | 136,325 | Various brand promotion initiatives conducted in markets targeting trade professionals and consumers | |
| <i>Trade interactions via Blitzes, Workshops, Seminars & Webinars</i> | Trade interactions | The travel agent blitz activity was a significant contributor to overcoming the fallout from the initial St. James state of emergency | | USA - 89 Jamaica Tourist Board activations have been completed for the current fiscal year where the team actively interacted with: 3,350 travel agents, 168 agencies, 830 reservation agents Latam: 12 seminars hosting 960 participants 15 webinar sessions were completed when some 5,240 Jamaica Travel Specialists were | 133,000 | 94,430 | Various meeting and multicast activities used to provide destination and product updates mainly for trade professionals | |

| PROGRAMME | | | | | | | |
|---|--|---|----------------------------|--|--------------------------|---------------------------|---|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | | | updated on the Jamaica Tourism product offering. | | | |
| <i>The Jamaica Travel Specialist 'One Love Rewards' Online Training Programme</i> | JTS enrolment and graduation counts. Registered bookings | | | Currently the programme has over 40,000 enrolled travel and reservation agents and continues to grow at a rate of some 200 per month. The French version was re-introduced in September 2019 and look forward to adding the Spanish version soon. | 27,930 | 14,497 | The programme has been a catalyst for measuring and steering travel agent bookings from North America and the Caribbean. It gives the JTB leverage in the travel market by way of information distribution, motivation and reward. It provides direct on-island learning about the tourism product. Currently offered in English and French |
| <i>Media Relations</i> | Prepare releases/pitches each month generating pick up in a minimum of 6 publications. Persistent targeted content placement in media outlets Generate publicity through news releases / articles / interviews / television features Preparation of speeches / remarks / messages | Ramped up activities as a result of St. James state of emergency. Included a host of media trips, outside radio broadcasts, articles and other initiatives. Seventeen (17) trips generating coverage online and in print in the US, Canada, Holland, Germany, France, UK, Spain, Portugal. Twelve (12) trips for journalists from the US, Canada, UK, Germany, Scandinavia, Baltic, | | Created positive and beneficial relationships with the travel trade media Leveraged industry social network platforms, e.g. Twitter, Facebook, Instagram, Blogs, YouTube and Pinterest Developed relationships with key influencers for third-party endorsements | JM\$22,000,000 | JM\$22,000,000 | |

| PROGRAMME | | | | | | | |
|--|---|--|----------------------------|--|--------------------------|---------------------------|---|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | France, Russia, Belgium Four (4) trips in collaboration with third-party entities, such as the Miami Dolphins and Atlantic Records. | | | | | |
| <i>Local event marketing support</i> | | | | Supported a number of successful festivals, entertainment, sporting & creative, inclusive of: Reggae Sunfest, Mochafest, Jakes Triathlon, Caribbean Fashion Week, Guardsman Games, Charlestown Maroon Festival SPF Weekend, Dream Weekend, Amalgamation – The Global Edition, Jamaica Bridal Conference & Expo, HERO CPL T20 Cricket | US\$660,000 | US\$660,000 | Provide support to events that promote tourism outcomes – includes the ability to positively impact tourist arrivals, stimulate economic activities within the destination areas, provide opportunities for meaningful media coverage in source markets |
| <i>MICE Road Shows & Presentations Trade Shows</i> | | | | Attended by over 200 planners. Over 900 appointments hosted. Increased number of Requests For Proposals. Increased participation in MICE fam trips | 46,550 | 44,555 | Training conducted with Incentive Houses and MICE planners. This helps to both update planners while focusing their attention on Jamaica for their MICE programmes. |
| <i>Visitjamaica website refresh</i> | Monthly increase in Google search positions Increase in assisted referrals to events owned pages | Successful launch of new website platform and navigation structure. Migrated community tourism | | Top 25 pages with a bounce rate of over 65% has decreased from 16 to 7 pages within 60 days. | US\$65,000 | US\$65,000 | Update written content on the website to incorporate new campaign language |

| PROGRAMME | | | | | | | |
|------------------------------|---|--|----------------------------|---|--------------------------|---------------------------|-----------------------|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | <p>Increased time on site and pages viewed for blog sessions</p> <p>Projected to increase keywords on page 1 of Google by 15% within 4 months</p> <p>Increased time on site</p> | <p>moretojamaica.com to visitjamaica microsite</p> | | | | | |

8.1.2. Programmes For The Medium Term: Promotion Of Tourism

| | |
|--|---|
| <p>PROGRAMME OBJECTIVE:</p> <ol style="list-style-type: none"> 1. To increase visitors arrivals 2. To increase tourism earnings | <p>Description & Context:</p> <p>The Promotion of Tourism Programme through advertising, public relations and the dissemination of information seeks to attract an optimal mix of visitors to Jamaica in order to maximize the earning potential of the tourism sector. The Promotion of Tourism must recognise and adapt to the highly competitive nature of global tourism through creative and unique promotional strategies, partnerships, and alliances. The Promotion of Tourism must be aligned with the programme for Tourism Development to facilitate wider socio-economic development.</p> <p>Programme Goal:</p> <p>To promote Jamaica locally and internationally as a preferred destination offering experiences built on our unique natural and cultural assets.</p> <p>Programme Coordinator : Jamaica Tourist Board and Jamaica Vacations</p> |
| <p>Supporting Ministry Programme/Sub-programme</p> | <ol style="list-style-type: none"> 1. DESTINATION MARKETING 2. TOURISM SUPPORT SERVICES |

| | |
|---|---|
| <p>SUB - PROGRAMME OBJECTIVE:</p> <ol style="list-style-type: none"> (1) To increase market awareness of Jamaica's tourism experience built on our unique natural and cultural assets. (2) To increase the percentage of potential visitors who are desirous of vacationing in Jamaica | <p>SUB- PROGRAMME – TOURISM MARKETING</p> <p>The Tourism Marketing Sub-Programme seeks to develop initiatives and projects that promote and position Jamaica as a world-class tourist destination with the purpose of increasing the number of visitors and enhancing economic development. Marketing strategies will seek to increase the variety of market segments - to include vacation, business, MICE and cruise visitors - and diversify the source markets - to include visitors from new and emerging markets in Asia, Europe, and Latin America. Marketing strategies will utilize the latest marketing channels and technologies to reach the intended audience.</p> <p>Sub-Programme Goal:</p> <p>To promote and position Jamaica as a world-class destination that offers visitors a seamless tourism experience built on our unique natural and cultural heritage assets.</p> |
| <p>Programme Coordinator</p> | <p>Director of Tourism – Jamaica Tourist Board</p> |

| RESULTS MATRIX | | | | | | | | |
|--|--|---|----------------|------------------------------|----------------|--|----------------|----------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Promotion of Tourism To promote Jamaica locally and internationally as a preferred destination offering experiences built on our unique natural and cultural assets. | | | | 4,561,744 | 5,075,102 | 5,153,091 | 5,146,767 | 5,222,010 |
| | Annual increase in visitor arrivals from all markets | Visitor arrivals registered (via immigration card examination) | 4.357M | 4.366M | 4.599M | 4.976M | 5.359M | 5.726M |
| | Increase in tourism earnings | Gross foreign exchange earnings (derived from visitor expenditure surveys) | J\$ 445.51M | J\$ 498.42M | J\$ 550.42M | J\$ 619.32M | J\$ 676.13M | J\$ 736.84M |
| | Increase consumer awareness of the destination as a premier warm weather destination | Brand awareness and campaign metrics (via agency annual research) Brand health check - Aided brand awareness - Unaided brand awareness | 86% 50% | 86% 50% | 88% 52% | 88% 53% | 89% 54% | 89% 54% |
| Staff Costs | | | | 1,238,000 | 1,336,000 | 1,459,000 | 1,529,000 | 1,588,000 |
| Cash Grants | | | | | | | | |
| Administrative Costs | | | | 521,874 | 604,294 | 702,194 | 715,194 | 725,900 |
| Capital Costs | | | | 10,500 | 10,500 | 7,500 | 7,500 | 7,500 |
| SUB - PROGRAMME | | | | | | | | |

| RESULTS MATRIX | | | | | | | | |
|---|--|---|---|--|---------------------------------------|--|----------------------------|----------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Destination Marketing Objective: 1) To position Jamaica as the leading warm weather tourism destination. (2) To increase market awareness of Jamaica's tourism experience built on our unique natural and cultural assets. | | | | 3,100,000 | 3,400,000 | 3,600,000 | 3,800,000 | 4,200,000 |
| | Increase stopover arrivals by an incremental 5% annually | Annual overall stopover arrivals | 4.357M | 4.366M | 4.599M | 4.976M | 5.359M | 5.726M |
| | To generate 20% Cumulative Average Growth Rate by 2022 by targeting new regions from USA & Canada | Stopover arrival numbers from non-traditional North American regions (those contributing < 10% of arrivals from region as at December 2018) | 545,351 | 572,618 | 606,975 | 655,533 | | |
| | Identify and develop 8 new niche market product offerings Using Blue Ocean strategies | Number of newly created and accepted niche vacation experiences to be marketed | 0 | 3 (Luxury, Destination Kingston & Small Accommodations have been identified) | 3 more to be identified and developed | 2 more to be identified and developed | | |
| | Establish and strengthen five key partnerships that incorporate technology and other tools to drive a seamless customer journey | Technology based applications and processes designed to assist and improve the Jamaica vacation experience. | 0 | Destination Mobile App through VisitApps partnership – use of mobile apps studio platform | 2 more to be identified and developed | 2 more to be identified and developed | | |
| | Identify and implement a performance tool to measure quality of direct contact and engagement between visitors, staff and stakeholders | Launch and use of toolsets and data sources | 4.60 (max 5.0) Visitor Satisfaction Index Destination Net Promoter Score (NPS) TBD NPS for JTB visitor relations service TBD | 4.60 Add NPS question as part of visitor exit survey Implement NPS survey at visitor relations airport desk(s) | 4.60 TBD TBD | 4.65 TBD TBD | 4.70 TBD TBD | 4.70 TBD TBD |

| RESULTS MATRIX | | | | | | | | |
|---|--|--|---|---|--|---|---|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| | Develop and execute a management training programme that enrolls 10% of staff year over year for further leadership development to support sustainable business growth | Number of staff completing designated phases of leadership training programme. | Develop succession planning framework. Identification of staff earmarked for leadership training | Formalization of phased approach to leadership development and training in the categories of Emerging, Developing and Strategic | Completion of emerging leader training and exposure by cohort. | Completion of developing leader training and exposure by cohort. Leading by example; managing through values | Completion of strategic leader training and exposure by cohort. Strategic thinking; decision making; work, life balance | |
| | Optimize Big Data to deliver informed business intelligence, on past performance, forecasts, growth metrics & psychographics to stakeholders | Develop industry performance dashboards and production of scheduled snapshots | Currently available Publications: • Periodic arrival statistics, W/M/A • Bi-annual MI report • Annual visitor satisfaction Index | Baseline publications | Maintain publications Identification of industry impacting large data sets and data mining tools. | Maintain publications Make industry performance dashboards available to stakeholders via destination management extranet | Maintain publications Expand suite of available dashboards | Maintain publications Expand suite of available dashboards |
| | Develop and implement an IT Master Plan | Masterplan acceptance and solution delivery | Current corporate technology infrastructure, service arrangements & business processes | Presentation and acceptance of IT strategic masterplan | Complete first phase of infrastructure upgrades, establish required service arrangements and conduct revised business process training | Continued infrastructure rollout and system use training Masterplan revision | | |
| SUB – PROGRAMME | | | | | | | | |
| TOURISM SUPPORT SERVICES Objective: Increase air connectivity through additional gateways & seats | Establish new airline partner arrangements in each identified emerging market | Direct flights from emerging markets in South America, France, Russia, China, Japan, India | 0 | 1 (LATAM service from Lima, Peru commences December 2019) | 2 new airline service arrangements | 3 new airline service arrangements | | |
| | | Signing and revision or tourism enabling ASAs with emerging market countries | ASAs exist with Chile, Brazil, India | China ASA signed 2019 Negotiations &/or ASA exchanges continue with | ASA revisions under consideration to improve tourism enabling provisions. | ASA revisions under consideration to improve tourism enabling provisions. | ASA revisions | |

| RESULTS MATRIX | | | | | | | | |
|---|------------------|-----------------------|----------|--|---------------------------------------|--|---------|---------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| To increase through tourism diplomacy the number of visitors from traditional, new and emerging markets Develop harmonious working relationship with all stakeholders partners, linkages and alliances | | | | Colombia, Paraguay, Peru, Uruguay, Equador, Russia. Some may be applied administratively | Negotiation and new signings expected | New signings | | |

8.1.3 Medium-Term Financial Resource Plan

| Prog. # | Programme | Sub-Prog. # | Sub-Programme | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|------------------|--------------------------|-------------|--|----------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | | Actual Outturn | Approved | Revised | Estimates | Forecast | Forecast | Forecast |
| | | | | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) |
| 001 | Promotion of Tourism | 01 | Destination Marketing | | 4,561,744 | | 5,075,102 | 5,153,091 | 5,146,767 | 5,222,010 |
| | | 02 | Tourism Support Services (conducted through diplomacy, financial support by JAMVAC) | | | | | | | |
| Sub-Total | | | | | | | | | | |
| | | | | | | | | | | |
| Sub-Total | | | | | | | | | | |
| | Programme Summary | | Total Funding | | 4,561,744 | | 5,075,102 | 5,153,091 | 5,146,767 | 5,222,010 |
| | | | | | | | | | | |

8.1.4 Human Resources Capacity Plan

| Units/Divisions | Staff Complement | Planned 2020/21 | Planned 2021/22 | Planned 2022/23 | Planned 2023/24 | Financial Implication (2019/20) \$'000 | Source of funding |
|------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|---|----------------------------|
| Director of Tourism | 7 | 7 | 7 | 7 | 7 | 53,523 | |
| Finance | 9 | 9 | 9 | 9 | 9 | 8,812 | |
| Corporate Services | 26 | 26 | 26 | 26 | 24 | 198,526 | |
| Marketing | 40 | 43 | 43 | 43 | 43 | 157,663 | |
| Montego Bay Regional | 32 | 31 | 31 | 31 | 31 | 95,552 | |
| USA | 31 | 31 | 33 | 33 | 33 | 413,799 | |
| Canada | 7 | 7 | 8 | 8 | 8 | 108,660 | |
| UK | 6 | 6 | 8 | 8 | 8 | 115,250 | |
| Europe | 2 | 2 | 3 | 3 | 3 | 35,350 | |
| Total | 153 | 162 | 162 | 162 | 160 | J\$ 1,238,000 | Ministry of Finance |

8.2. AGENCY – JAMAICA VACATIONS LIMITED (JAMVAC)



The Jamaica Vacations Limited (JamVac) is an agency of the Ministry of Tourism of Jamaica which was established in 1978. It was born of an understanding that airlift was critical to the buoyancy of Jamaica's tourism industry. The agency fills a unique need and over the years as its mandate has expanded to include cruise tourism. It operates by supporting tour operators, charter operators, scheduled flights as well as cruise operators, scheduled and charter cruises. The role of the agency is integrally linked to the efforts of the Jamaica Tourist Board (JTB) and the Tourism Product Development Company Limited (TPDCo), also agencies of the Ministry of Tourism.

Vision Statement

Jamaica, a world class tourist destination, with accessible cruise and airlift connectivity.

Mission Statement

To facilitate the connections and create the conditions for accelerating the rate of growth of visitor numbers to Jamaica through cruise and airlift.

Mandate

JamVac's mandate is to create the conditions for accelerating the rate of growth of visitor numbers to Jamaica. It is responsible for the airlift and cruise portfolio of the Ministry of Tourism. It seeks to provide, protect and increase the airlift capacity on both schedule and charter routes by working with existing and potential new carriers to create sufficient capacity on each route. In addition, it markets directly to cruise agents, solicits from cruise operators calls to Jamaican ports and ensures that the onshore experience of passengers is always at its optimal.

Strategic Objectives

- To generate interest in Jamaica through new and existing relationships with cruise lines, tour operators and travel agents.
- To work closely with Ports Authority of Jamaica (PAJ) and other local cruise and airlift stakeholders such as contract carriage providers, craft vendors, entertainers and attractions
- To strategically explore new opportunities for airlift and cruise tourism through airlift route development and cruise itinerary development
- To market Jamaica as a cruise destination (B2B) to cruise lines, tour operators and travel agents
- To create an optimal onshore experience (B2C) for cruise passengers and ensure standards are met at all times
- To secure and support Air Support – Securing airlift seat support for the destination

8.2.1. Agency's Current Performance

| PROGRAMME | | | | | | | |
|----------------------------------|--|---|--|--|--------------------------|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| AIRLIFT Seat Support | Target 1 low cost carrier Develop 1 multi-destination route | 1.Pegas Tourist commenced service from Moscow, Russia 448,000 pax 2. Multi-destination route in conception stage | 1. LATAM airlines to commence service from Lima, Peru on Dec 2 -60, 740 pax 2. Air Canada Vacations to market Kingston as a vacation destination for Winter 2019, increase flights and offer city tours | Ability to streamline and monitor commitments hence making more available for more players | 318m | 185m | Pegas will terminate operations in January due to inability to find room rate desired With the challenges with Thomas Cooke the operations of Condor, are uncertain beyond June |
| AIRLIFT Route Development | Create Route Development Committee Lobby for air policy and bilateral agreements Establish 5 new gateways (Latin America, France, China) | Preliminary work being done to include dialog | To have at least 1 ready | 1. LATAM service to commence Dec 2 with connections to other Latin America countries 2. Diplomatic issues to be resolved; Talks continue with possible partners for airlift out of France 3. Multi destination/or focus group approach will be used to better understand this market | 4.2m | 4.2m | Moved to Ministry of transport Now prevue of Ministry of Tourism in conjunction with the Ministry of Transport A more comprehensive strategic plan to be done to assist with readiness of this market. |

| PROGRAMME | | | | | | | |
|---|---|---|--|--|--------------------------|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| AIRLIFT Trade Shows | 2 trade shows to attend | 2 Major trade shows attended; contact and dialog with existing carriers took place | To continue discourse that will encourage new airlift or additional airlift | 1. American Airlines restarted direct service from New York to Montego Bay 2. Air Canada to increase service from Canada to Kingston 3. Dialog and work continue with new carrier from Canada for service to commence winter 2020/21 | | | Discourse continues To take place in conjunction with JTB |
| Discourse continues AIRLIFT Training and Development | Route development training programme for Airlift Manager to be completed by 2020/21 | | | | | | <i>Not able to Pursue due To ill health Of manager For an extended Period mid year</i> |
| CRUISE Market Research Happy or Not Monitors | Increase satisfaction rate of cruise passengers from 93% to 97% | Monitored through the placement of Happy or Not monitors on ports the | | | | | |
| CRUISE Trade Shows | 6 of trade shows to be attended | 4 trade shows attended; Better response from cruise lines re Jamaica and it's product | 6 Trade show attendance; Receive more positive response from Cruise lines such as additional calls from RCL to Falmouth Winter 2019 in to 2020; Carnival with at minimum a 5% increase; Multi porting stop by | Attended 4 trade shows to include CLIA 360 Rave reviews of cruise lines Falmouth reviews up from 6 out of 10 to now 8.5 out of 10 More ship calls into Falmouth (35000 additional pax in calendar year 2019 and add 50000 pax in 2020 | | | |

| PROGRAMME | | | | | | | |
|--|---|---|--|---|--|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | | Tui cruises and other smaller ships in Kingston (Port Royal) Launch of Regal rewards at CLIA360 and capture of data secured | TUI cruises will make maiden call on Port Royal in January 20 th with approx. 1800 pax per call | | | |
| <i>CRUISE Cruise Travel Agents Incentive Programme</i> | Register CTAs on website by end of financial year 2019/2020 CTA's to increase cruise sales by 5% | Planning of program and page on website | Program fully integrated into website Plans for education on program | Expectation that the incentive reward will encourage demand for the destination | Launch of program earlier this year; received good reviews | \$3m | Well accepted by trade Hampered by lack of personnel To rive programs 400 agents already Signed up |
| CRUISE Digital Marketing | Website: jamaicacruising.com; A tool for travel agents; increased visits by travel agents; has some views from general public; used also as a tool by JTB sales personnel as it indicates things to do in main towns Social Media: increase likes or followers on Facebook, Instagram, Twitter, YouTube, LinkedIn | Site launched; Continually being updated | Work on website completed Likes on FB increased from 12000 to 18000 Other social media accounts set up | To have site optimized to reach all travel agents worldwide; working with Cruise International Agents (CLIA) and Florida Cruise Council Association (FCCA), along with ship advertising agencies to have increased viewership. Social media providers went to procurement and 2 providers have been chosen, full program to be in place with 5000 additional likes putting us at 18000 | | | |
| CRUISE Local Partnerships & Collaborations | Attractions: increase spend by Agencies: | Encouraged Work done by UDC and Municipal | Repair works completed at 4 markets | 4 Markets to be part of tours/ attractions | | | |

| PROGRAMME | | | | | | | |
|--|--|---|--|---|--------------------------|---------------------------|-----------------------|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | Chambers of Commerce: Municipal Corporations: Linkages: | Corporations to make markets ready for tours to encourage increased spend entertainment on port brought more business to vendors Cooperation with Chambers of Commerce and AJAL to encourage awareness of members as to value of tourism to their business | Vendors advise of increased earnings (to be quantified) Chambers of commerce and Ajal more aware | COC's to approached re contributing to entertainment costs on ports Meeting to be held With new Ajal leadership re challenges with getting cruise business | | | |
| CRUISE Port Entertainment | Port shows on all ship days Increase disembarkation rate of passengers by | Commenced Oct 1 and was well received Disembarkation rate increased by 8% | | | | | |
| <i>CRUISE Cruise Line Stakeholder Management</i> | Annual membership of cruise associations: FCCA, PAMAC | Became Platinum members of FCCA Executive members of Clia | To form partnerships re website presence and create deeper dialog re Jamaica and its needs | Jamaica asked to host PAMAC 2020 Now marketing partner of FCCA Cruise line leadership visited and had meetings with Jamaica at FCCA conference | 2.8M 12.2M | | |
| CRUISE Itinerary Planning | At least two ports in Jamaica to be added to new itineraries by (Port Royal and Falmouth) mid 2020 | Meetings seemed positive | Falmouth to receive 35000 more pax winter 2019 and 50000 pax in 2020 Port Roral to receive 8000 pax in 2020 | | | | |
| CRUISE Port Development Support | Increase Home Porting at Montego Bay by 2021 | Talks being held | Possibility of 1 new carrier for 2021 | | | | |

| PROGRAMME | | | | | | | |
|--|--|-------------------------------------|---|---|--------------------------|---------------------------|-----------------------|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | Support the PAJ with the development of Port Royal to open by JAAN 2020 date with a minimum of two ships | Dialogue held | Ships to start arriving JAN 2020 | | | | |
| CRUISE: Cruise Conversion Programme to be developed with JTB and PICA | Set cruise conversion rate/target | Put on hold as no internet on ports | Talks continue with USF and private interests | | | | |

8.2.2 Sub-Programmes For The Medium Term: Tourism Support Services

| | |
|---|--|
| <p>Sub - Programme Objective:</p> <p>(1) To increase through tourism diplomacy, the number of airline gateways, seats and cruise ship berths serving Jamaica.</p> <p>(2) To increase through tourism diplomacy the number of visitors from traditional, new and emerging markets</p> | <p>Description & Context:</p> <p>Tourism Support Services seek to expand and strengthen Jamaica's integration into airline and cruise transportation networks. This will be achieved by strategies to maximize the number of airline seats and cruise ship berths to Jamaica.</p> <p>Sub-Programme Goal:</p> <p>To increase air and sea connectivity and capacity to Jamaica in order to support growth in visitor arrivals from traditional, new and emerging markets</p> |
| <p>Programme Coordinator</p> | <p>Executive Director - Jamaica Vacations Limited</p> |

| RESULTS MATRIX | | | | | | | | | |
|-----------------------------|--|---|---|---------------------------------|---------------------|---|-----------------|-----------------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Function al Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Airlift Support | Securing airlift to the destination (scheduled and charters) | Outcome: Increase in airlift/overnight visitors to the island | Total 2018/19 stop over visitors 45,000 | 49,000 | 317,660 Airlift | 317,660 | 317,660 | 317,660 | JAMVA C-Airlift |
| Cruise Marketing | Marketing Jamaica as a cruise tourism destination | Outcome: Increase in cruise ship/day visitors to the island | Total 1.4.5m Cruise pax | 1.5m | \$132,339 Cruise | \$132,339 | \$132,339 | \$132,339 | |
| Staff Costs | | | | | \$45,000 | \$45,000 | \$45,000 | \$45,000 | |
| Administrative Costs | | | | | \$22,000 | \$22,000 | \$22,000 | \$22,000 | |
| SUB-PROGRAMME | | | | | | | | | |

| RESULTS MATRIX | | | | | | | | | |
|--|---|--|--------------------|---------------------------------|-----------|---|---------|---------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Function al Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Airlift – Seat Support/Existing Routes Objective: To secure airlift seats to the destination Budget No.: 12513 | Target 1 low cost carrier Develop 1 multi-destination | Outcome: Output: Efficiency: Effectiveness: | 1 1 | 1 1 | \$307,649 | \$307.649 | \$307.6 | \$307.6 | |
| | Create route development committee Lobby for air policy and bilateral agreements Establish 5 new gateways (Latin America, France & China) | Output: | 0 1 | 1 3 | | | | | |
| Airlift – Trade Shows Objective: To market and network the destination Budget No.: 12513 | Attend 2 international trade shows | Outcome: | 1 | 2 | \$9.1m | \$9.1m | \$9.1m | \$9.1m | JAMVA C-Airlift |
| Airlift – Training and Development Objective: To develop staff | Route development training programme for Airlift Manager | Outcome: | 0 | 1 | \$1m | \$1m | \$1m | \$1m | JAMVA C-Airlift |
| | | Efficiency: Use of technology to be better evaluate new | | | | | | | |

| RESULTS MATRIX | | | | | | | | | |
|---|---|--|----------|---------------------------------|-----------|---|---------|---------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Function al Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| members with specialised skills/competencie s Budget No.: 12513 | | routes/flights Effectiveness: ensure resources spent will have long term positive impact. | | | | | | | |
| Cruise – Market Research Happy or Not Monitors Objective: To measure cruise visitor satisfaction Budget No.: 12513 | Increase cruise visitor satisfaction rating from 93% to 97% | Increase cruise visitor satisfaction rating by 4 points Installed Happy or Not Monitors at 3 ports (Ocho Rios, Montego Bay and Falmouth) Efficiency: It provides real time data Effectiveness: It doesn't give us in-depth information (tablets need to be added) | 93% | 95% | \$1m | \$1m | \$1m | \$1m | JAMVA C- Cruise |
| Cruise – Trade Shows Objective: To market the destination and network with partners and stakeholders | 6 trade shows to be attended | Outcome: Efficiency: encourages Jamaica being top of mind on both Cruise executives and travel agents Effectiveness: Get feedback from cruise lines and trade re Jamaican product and in some cases encourages | 4 | 5 | \$16.4.4m | \$16.4m | \$16.4m | \$16.4m | JAMVA C- Cruise |

| RESULTS MATRIX | | | | | | | | | |
|---|---|--|------------------|---------------------------------|-----------|---|---------|---------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Function al Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Budget No.: 12513 | | proactive action to stem any negativity | | | | | | | |
| Cruise – Travel Agents Incentive Programme (Regal Rewards) | Register CTAs on website by end of year 2019/2020 CTA sales to increase by 5% | Outcome: Efficiency: encourages sales of Jamaica ports Effectiveness: creates demand for Jamaica and its ports | 500 2% | 750 3% | \$2.68m | \$2.68m | \$2.68m | \$2.68m | JAMVA C- Cruise |
| Objective: To incentivise cruise travel agents (CTAs) to sell the destination Budget No.: 12513 | | | | | | | | | |
| Cruise – Digital Marketing | Website: jamaicacruising.com; A tool for travel agents; increased visits by travel agents; has some views from general public; used also as a tool by JTB sales personnel as it indicates things to do in main towns Social Media: increase likes or followers on Facebook, Instagram, Twitter, YouTube, LinkedIn | Outcome: Efficiency: Keeps travel agent trade on top of Jamaica happenings and by virtue of same, creates a tool to be used | 13,000 followers | 20,000 | \$7.6m | \$7.6m | \$7.6m | \$7.6m | |
| Objective: To promote Jamaica Cruising on relevant social media platforms and website development Budget No.: 12513 | | | | | | | | | |

| RESULTS MATRIX | | | | | | | | | |
|---|--|--|----------|---------------------------------|-----------|---|---------|---------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Function al Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | | to sell Jamaica Effectiveness: more presales of packages to guests, smaller attractions and happenings are promoted benefitting the SMTEs | | | | | | | |
| Cruise – Local Partnerships and Collaborations | | Outcome: | | | \$6.5m | \$6.5m | \$6.5m | \$6.5m | JAMVA C- Cruise |
| Objective: To partner with stakeholders to enhance the cruise destination offering and on-shore experience Budget No.: 12513 | | Efficiency: Encourages discussion and solutions to any challenges and or potential challenges. Effectiveness: ensures a safe, secure and seamless product is the ultimate goal at all times | | | | | | | |
| Cruise – Port Entertainment | Increase disembarkation rate of passengers by Ports on all ship days | Outcome: | 10% | 25% | \$44.8m | \$44.8m | \$44.8m | \$44.8m | JAMVA C- Cruise |
| Objective: To enhance the on-shore experience Budget No.: 12513 | | Efficiency: ensures better understanding of the demography of each ship and the needs thereof, try to satisfy the needs to encourage greater disembarkation numbers Effectiveness: The impact of greater disembarkation on SMTE's and the wider | | | | | | | |

| RESULTS MATRIX | | | | | | | | | |
|--|--|---|----------|---------------------------------|-----------|---|----------|----------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Function al Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | | community is a benefit to the economic growth of the country and provides a catalyst to the better understanding of the value of Tourism to the country. | | | | | | | |
| Cruise – Cruise Line Stakeholder Management | Annual membership of cruise associations: FCCA, PAMAC, ASTA | Outcome: | | | \$2.9m | \$2.9m | \$2.9m | \$2.9m | JAMVA C- Cruise |
| Objective: To build formidable business partnerships for cruise tourism | | Output: | | | | | | | |
| Budget No.: 12513 | | Efficiency: Encourages one voice from all stakeholders Effectiveness: Better bargaining position when at the table with Cruise Executives and partners | | | | | | | |
| Cruise – Advertising and Marketing | Promote Jamaica Cruising to travel agents, cruise operators and prospective passengers | Outcome: | | | \$23.72m | \$23.72m | \$23.72m | \$23.72m | JAMVA C- Cruise |
| Objective: To market the destination and keep the Jamaica Cruising brand top of mind | | Output: | | | | | | | |
| Budget No.: | | Efficiency: provides constant reminder of product and offerings to ensure greater sales of the destination Effectiveness: | | | | | | | |

| RESULTS MATRIX | | | | | | | | | |
|--|--|--|----------|---------------------------------|-----------|---|---------|---------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Function al Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| 12513 | | Greater demand for Jamaica will encourage creation of itineraries that include Jamaica | | | | | | | |
| Cruise – Itinerary Planning Objective: To foster relationships with cruise operators and increase demand for the destination Budget No.: 12513 | At least two ports in Jamaica to be added to new itineraries by (Port Royal and Falmouth) mid 2020 | Outcome: | 0 | 2 new ports | \$1.m | \$1.1m | \$1.m | \$1.m | JAMVA C- Cruise |
| | | Efficiency: Needs better collaboration between PAJ and JAMVAC Effectiveness: Demand for Jamaica, possible more home porting | | | | | | | |
| Cruise – Home Porting/Port Development Support (with PAJ and UDC) Objective: To support the Ports Authority of Jamaica (PAJ) and the Urban Development Corporation (UDC) in the development of port facilities and its environs | Increase Home Porting at Montego Bay by 2021 Support the PAJ with the development of Port Royal to open by Jan 2020 with a minimum of two ships | Outcome: | 18 calls | 24 calls | \$26.8m | \$26.8m | \$26.8m | \$26.8m | JAMVA C- Cruise |
| | | Efficiency: Guests have the options of doing both stopping over in Jamaica and cruising from Jamaica Effectiveness: Greater spend by cruise passengers and for those only joining a vessel getting the opportunity to experience the island | | | | | | | |

| RESULTS MATRIX | | | | | | | | | |
|--|--------------------------------------|--|----------|---------------------------------|-----------|---|---------|---------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Function al Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Budget No.: 12513 | | | | | | | | | |
| Cruise – Cruise Conversion Programme (partnering with JTB and PICA) | Set cruise conversion rate/target | Outcome: | 0 | | \$m | \$m | \$m | \$m | JAMVA C- Cruise/ JTB/ PICA |
| Objective: To develop a sales and marketing programme that will directly offer cruise visitors air and hotel packages to the destination. To increase number of overnight visitors to the destination. Budget No.: 12513 | | Output: Efficiency: ability to encourage guests to return to island as a stopover guest Effectiveness: Increased visitor arrivals | | | | | | | |

8.2.3 Medium Term Financial Plan

| Prog. # | Programme | Sub- Prog. # | Sub-Programme | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|------------------|--------------------------|-----------------|---------------------------------------|-------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | | | Actual Outturn | Approved | Revised | Estimates | Forecast | Forecast | Forecast |
| | | | | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) |
| 001 | Airlift Seat Support | 01 | Seat Support | | \$307.6m | \$307.6m | \$307.6m | \$307.6m | \$307.6m | \$307.6m |
| | | 02 | Route Development | | | | | | | |
| | | 03 | Trade Shows | | \$9.1m | \$9.1m | \$9.1m | \$9.1m | \$9.1m | \$9.1m |
| | | 04 | Training and Development | | \$1m | \$1m | \$1m | \$1m | \$1m | \$1m |
| Sub-Total | | | | | \$317.6m | \$317.6m | \$317.6m | \$317.6m | \$317.6m | \$317.6m |
| 002 | Cruise Marketing | 01 | Happy or Not Monitors | | \$1m | \$1m | \$1m | \$1m | \$1m | \$1m |
| | | 02 | Trade Shows | | \$16.4m | \$16.4m | \$16.4m | \$16.4m | \$16.4m | \$16.4m |
| | | 03 | CTA Inventive (Regal Rewards) | | \$2.68m | \$2.68m | \$2.68m | \$2.68m | \$2.68m | \$2.68m |
| | | 04 | Digital Marketing | | \$7.6m | \$7.6m | \$7.6m | \$7.6m | \$7.6m | \$7.6m |
| | | 05 | Local Partnerships & Collaborations | | \$6.5m | \$6.5m | \$6.5m | \$6.5m | \$6.5m | \$6.5m |
| | | 06 | Port Entertainment | | \$44.8m | \$44.8m | \$44.8m | \$44.8m | \$44.8m | \$44.8m |
| | | 07 | Cruise Line Stakeholder Management | | \$2.9m | \$2.9m | \$2.9m | \$2.9m | \$2.9m | \$2.9m |
| | | 08 | Itinerary Planning | | \$1m | \$1m | \$1m | \$1m | \$1m | \$1m |
| | | 09 | Home Porting/Port Development Support | | \$26.8m | \$26.8m | \$26.8m | \$26.8m | \$26.8m | \$26.8m |
| | | 10 | Advertising and Marketing | | \$23.72m | \$23.72m | \$23.72m | \$23.72m | \$23.72m | \$23.72m |
| | | 11 | Cruise Conversion Programme | | | | | | | |
| Sub-Total | | | | | \$133.4m | \$133.4m | \$133.4m | \$133.4m | \$133.4m | \$133.4m |
| | Programme Summary | | Total Funding | | | | | | | |

8.2.4 Human Resources Capacity Plan

| Units/Divisions or Projects | Staff Complement | Planned 2020/21 | Planned 2021/22 | Planned 2022/23 | Planned 2023/24 | Source of funding |
|-----------------------------|------------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| Executive Team | 1 | 4 | 5 | 5 | 5 | GOJ |
| Administration | 2 | 6 | 6 | 7 | 7 | GOJ |
| Airlift Team | 1 | 1 | 1 | 2 | 2 | GOJ |
| Cruise Team | 1 | 5 | 5 | 8 | 8 | GOJ |
| Special Projects | | 3 | 3 | 3 | 3 | Self |
| Total | 5 | 19 | 20 | 25 | 25 | |

8.3. AGENCY - TOURISM PRODUCT DEVELOPMENT COMPANY LIMITED (TPDCo)



The Tourism Product Development Company Limited (TPDCo) is the central agency mandated by the Government of Jamaica to facilitate the maintenance, development and enhancement of the tourism product. TPDCo has been in operation since April 5, 1996 and is registered as a private company under the jurisdiction of the Ministry of Tourism. A Board of Directors oversees the company's policies and strategic plans. The Executive Director, Dr. Andrew Spencer, reports to the Chairman of the Board, Mr. Ian Dear, and has a functional relationship with the Minister of Tourism and the Permanent Secretary in the Ministry of Tourism.

The company is designed to support government and quasi-government agencies in the development of the tourism industry, particularly by coordinating and facilitating prompt action between public and private sector interests.

Members of TPDCo's Board of Directors are drawn from both the public and private sectors, and include representatives of the Jamaica Hotel & Tourist Association (JHTA), Jamaica Association of Villas and Apartments (JAVA) and each resort area.

The agency has a number of core functions namely:

- Product Enhancement and Development
- Product Quality Assessments
- Licence Processing and Compliance Support
- Destination Assurance
- Diversification and Maintenance of the Tourism Product
- Tourism Training

TPDCo complies with all other Government Agencies and Ministry's Statutory and Regulatory Codes, regulations and standards (Municipal Corporations Building & Planning Approvals, Environmental (NEPA), Fire Safety, Public Health and Safety & Security (JCF).

For year 1, the company will be spending \$1.067B to implement projects and programmes that seek to secure brand Jamaica and create a safe secure environment for all visitors, as they enjoy a seamless experience. The company will embark on initiatives such as product improvement, inclusiveness and public awareness in its bid to achieve its strategic outcome and objectives.

TPDCo has the critical role of destination assurance in the Ministry of Tourism. This strategic business plan, therefore, considers all elements of product development that will ensure safety, security and seamlessness. Destination Assurance is not a stand - alone department but is rather woven into the fabric of each department.

Destination Assurance for Jamaica means that TPDCo will implement programmes and initiatives to meet the needs, expectations and anticipated benefits of the tourist. We are knowledgeable of the fact that tourist expectations vary greatly from one destination to the next, and there is certainly no "one size fits all" approach. Therefore TPDCo, for this 2020 – 2024 period, will embark on its new focus of "assuring destination Jamaica" to those we value – our tourists and local communities.

With our new thrust towards destination assurance, we pledge to meet the need of the "new and different tourism" by:

- Delivering on what has been marketed as brand Jamaica.
- Ensuring a safe, secure and seamless product.
- Demonstrating the capacity to effectively protect the environment.
- Demonstrating the capacity to be a resilient and sustainable destination.
- Executing all our planned activities in accordance with established regulations and within approved budget.

Vision Statement

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

Mission Statement

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

Mandate

The mandate of the TPDCo is to to facilitate the maintenance, development and enhancement of the tourism product.

TPDCo has the following core responsibilities as an agency of the Ministry of Tourism (MOT) and the Jamaica Tourist Board (JTB) that will facilitate the government of Jamaica in achieving its mandate of economic growth and job creation for the tourism sector over the medium term:

Product Enhancement and Development

Selected transformational and beautification projects are designed, scoped and executed across resort areas according timelines and budgets.

Product Quality Assessment

Quality standards and monitoring established for all major sub-sectors of the tourism sector according to regional and international standards and compliance.

Licence Processing and Compliance Support

All applications for all tourism entities are processed on behalf of the JTB and recommended to the JTB for approval while applications for Travel Agencies are processed on behalf of the MOT for their approval. Database is maintained on behalf of the JTB and the MOT of applications processed.

Destination Assurance

Implement tactical programmes to reduce the levels of visitor harassment in resort areas, especially at cruise ports, to improve the levels of visitor safety and visitor satisfaction.

Diversification and Maintenance of the Tourism Product

Upgrade attractions and places of interest with a focus on promoting community tourism and creating community tourism enterprises. In addition, to provide entrepreneurial opportunities for Jamaican crafts men.

Tourism Training

Design, organize and conduct training programmes which will facilitate human resource development in the tourism sector. In addition, tourism training provides access to specialized training through skills upgrading and community tourism.

Quality Statement - "WE ASSURE"

At TPDCo we continually strive to assure quality to our customers by:

- A-** An aggressive focus on delivering the right services on time every time.
- S-** Seamless internal process arrangement designed to ensure efficient service delivery
- S-** Strengthening our partnerships with stakeholders to create a resilient Tourism sector.
- U-** Utilizing a knowledgeable and experienced team.
- R-** Renewing our processes through continual monitoring and adjustments.
- E-** Ensuring customer needs are met consistently through capacity building".

Strategic Outcomes

- Motivated professional, knowledgeable and skilled tourism workforce in place by 2024.
- Increased efficiency and viability of the four (4) unleased properties and attractions under the responsibility of TPDCo by March 2024.
- A pristine and functional product enhanced through continuous upgrading and maintenance of the natural and built environment through a 95% implementation rate by 2024.
- Resort areas that are aesthetically pleasing, sustainable and environmentally sound.
- An industry that positively affects the quality of life for all Jamaican and recognizes service excellence by increasing the impact by 50% by 2024.
- Stakeholder groups who are more aware of the importance of the tourism industry, the role they play and display positive attitudes and behaviour as a result of the exposure to tourism messages by increasing the reach by 20% each year up to 2024.
- An environment created where visitors are safe, secure and enjoy a seamless experience by 50% by 2024.

Strategic Objectives

- To enhance the appearance of the tourism product by 50% through multiple beautification and transformational projects by 2024.
- To establish quality standards and monitor all sub-sectors of the tourism sector in accordance with regional and international standards and increase compliance by 9% by 2024.
- To implement tactical programmes to reduce the levels of visitor harassment in resort areas, especially at cruise ports and improve the levels of visitor safety and visitor satisfaction to 90% by 2024.
- To support the development of attractions and places of interest through the divestment of four (4) TPDCo operated properties by 2024.
- To assist in the development of community and heritage tourism by supporting the efforts of 130 community tourism enterprises and 262 heritage-based initiatives by 2024.
- To foster an industry that positively affects the quality of life for all Jamaicans and recognizes service excellence by increasing the impact by 50% by 2024.
- To promote existing tourism skills training programmes, foreign languages and TEAM Jamaica training through the implementation of mandatory training by 2023.
- To increase the number of stakeholder groups who are more aware of the importance of the tourism industry by 80% by 2024.

8.3.1 Current Organizational Performance

| PROGRAMME | | | | | | | |
|--|--|---|--|--|--------------------------|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| Product Enhancement - Product Improvement | Tourism Resort Maintenance - Verges in resort areas are aesthetically pleasing - 100% of verges on the North and South Coast maintained | 100% of verges on the North and South Coast were maintained | 100% of verges on the North and South Coast were maintained | 60% of verges have been maintained | 500,000 | 92,000 | Work is proceeding as per schedule |
| Product Enhancement - Product Improvement | Parish Markers - Installed along the North Coast - Parish borders are aesthetically demarcated | Surveys completed to accurately identify borders | All Parishes along the North Coast will receive Parish Markers | All markers are advanced giving an average of 90% complete | 47,000 | 13,300 | Issues with the location of underground services caused some delay |
| Product Enhancement - Product Improvement | Phase 2 - Negril Mini Stadium - Adequate seating is provided - Football field is of a high sustainable standard - Sufficient parking facility is provided | Contract awarded Building approvals granted | 100% complete | 70% completed Seating and parking facilities | 45,000 | 4,600 | Westmoreland Municipal Corporation having challenges with identifying suitable contractors to complete the field |
| Product Enhancement - Product Improvement | Holywell Bridge - Safe passage is provided across the river | Contract awarded Building approvals granted | 100% complete | 70% completed | 4,600 | 2,800 | Delay in start date to facilitate coffee farmers reaping |
| Product Enhancement - Product Improvement | Flankers Sports and Vending Complex - Construction/rehabilitation of vending stalls, gazebos, perimeter fencing, landscaping, parking areas, multi-purposed court | | 100% complete | 70% completed | 37,700 | 28,900 | |
| Product Enhancement - Product Improvement | Spruce Up Pon Di Corner Projects implemented in 63 constituencies | 14 projects were completed | 63 projects to be completed | 2 projects completed 21 has started | 400,000 | 87,000 | Identification of projects have caused a delay in implementation |

| PROGRAMME | | | | | | | |
|--|---|--|---|---|--------------------------|---------------------------|---|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| Product Enhancement - Product Improvement | Trench Town Park and Performance space - Construction of a perimeter fence on the property identified | Advance in drawings and technical assessments | 100% perimeter wall | Finalisation of Bills of Quantities | 20,000 | | Awaiting building approval to proceed with procurement and implementation |
| Product Enhancement - Product Improvement | New Kingston Fire Hydrants serviced | 100% Completed - 19 hydrants serviced - 12 hydrants repaired | | | | | |
| Product Enhancement - Product Improvement | Underground mapping of Hip Strip (Montego Bay) - Map of underground utility services of the "Hip Strip" Montego Bay, St. James | 100% Completed - Identification of underground services achieved and survey drawings depicting same were processed. | | | | | |
| Product Enhancement - Product Improvement | Team Jamaica Training available island-wide Industry workers Team Jamaica certified | 18 Approved Training Partners operational 3598 industry workers Team Jamaica certified | 20 Approved Training Partners operational 3500 industry workers Team Jamaica certified | 20 ATPs operational 1872 industry workers Team Jamaica certified | 4,650 | 2,500 | |
| Product Enhancement - Product Improvement | Skills Training - Increased number of industry workers certified | 76 skills upgrading programmes held with 2696 participants | Deliver 48 skills upgrading programmes | 31 skills upgrading programmes delivered with 1050 participants 50 Persons received 'Warm Welcome' training/sensitization in Ocho Rios on June 2019. | | | |

| PROGRAMME | | | | | | | |
|--|--|---|---|--|--------------------------|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| Product Enhancement - Product Improvement | Craft Skills Development - Improvement in the skills of the craft producers - Improvement in the quality and quantity of souvenirs and trinkets available - Increased recognition and reputation of the destination as a centre for craft and artefacts | Products produced using different techniques such as: Batik; Basketry; crochet, applique; screen print, hardanger; tie and die; papier mache; embroidery; painting; Three Hundred and Fifty Four (354) persons trained. | To train 300 persons in new craft skills using nine (9) different media | 170 persons have been trained in four (4) new products and designs: 1. Shopping bags using paper; 2. Totes using burlap and cotton; 3. Garment Construction (children clothing, table cloth, napkins) 4. Screen printed shirts | 16,200 | 2,400 | Annual Craft Fair on December 13, 2019 at the Emancipation Park, Kingston. |
| Product Enhancement - Product Improvement | Divestment and Subleasing - Infrastructural upgrades to increase the profitability | Two (2) properties divested: 1. Holland Bamboo 2. Lyssons Beach Facilitation of approximately 20 JTB promotional tours. Renewed Licence for Rafting on the Martha Brae. Facilitation of amendments to the lease agreements and implementation date for Gunboat Beach. Crocodile hatchlings re-located to Holland Bay Reserve, St. Thomas as part of the | Privatize minimum of 3 properties per year. Monitoring all properties at least once per quarter. Feasibility studies – market demand analysis, breakeven analysis completed quarterly. Make all lease payments | Divestment of Ocho Rios Old Court House (95%) complete Preparations have begun to complete the divestment of: 1. Roaring River Park and Caves; 2. Rafting on the Rio Grande | \$10,000 | \$12,000 | |

| PROGRAMME | | | | | | | |
|--|---|--|---|--|---|---------------------------|-----------------------|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | conservation methods for the specie. Major roof repairs completed at Holland Bamboo Completion of dock at Rafter's Rest Completion of renovation works at Berrydale. Acquisition of bamboo furnishings for Raft Captains lounge at Berrydale | | | | | |
| Product Enhancement - Tourism Inclusiveness | Community Tourism - Minimum Twenty (20) engaged and supported - Minimum Eighty (80) sole traders or entrepreneur assisted - Minimum Twenty (20) CTEs/CBOs assisted - Minimum One Hundred (100) persons trained in tourism business development - Increase in development of CTEs across all tiers of | 12 communities engaged and supported. 20 community sole traders assisted 8 CTEs benefited from community tourism boot camp on market-readiness 12 CBOs assisted, five (5) CTEs and CBOs supported Completed cluster development with European Foundation | Community Tourism - Minimum 10 engaged and supported - Minimum Thirty (30) sole traders or entrepreneur assisted - Minimum Eight (8) CBOs assisted | 79 communities engaged through meetings, consultations and site visits for community tourism 14 communities engaged for business development 20 community sole traders assisted through the Morant Bay Tourism Cluster 1 tourism cluster developed in St. Thomas with | \$20,000 (Community Tourism) \$15,000 (Business Development) | \$35,000 | |

| PROGRAMME | | | | | | | |
|---|---|---|---|--|--------------------------|---------------------------|-----------------------|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | Community Tourism (Tier 1-3) | <p>for Cluster Excellence through Compete Caribbean</p> <p>56 community consultations through meetings and site visits</p> | - Fifty (50) persons trained in tourism business development | <p>membership of 20 from 15 community businesses.</p> <p>40 individuals trained in tourism business development.</p> | | | |
| <p>Product Enhancement</p> <p>- Product Improvement</p> | <p>Urban Planning and Heritage Development</p> <p>- Identify, collate and develop Thirty (30) heritage assets within urban planning framework</p> | <p>Frome Storyboard Project</p> <p>- Four (4) signs installed.</p> <p>Heritage Site ruins Enhancement Program</p> <p>- Eighteen (18) signs identified and cleared across the island.</p> <p>Partnered with Organization of American States to create a Draft National Registry for Heritage Sites</p> <p>Monitored operations and research relating to heritage review of St. Thomas Development Plan.</p> <p>Falmouth Storyboard</p> <p>- Storyboard script research completed for Falmouth.</p> | <p>Rehabilitation and upgrading of 10 heritage assets in each financial year</p> <p>Maintenance and signage provided to 36 identified sites</p> | <p>Two (2) partnership MOUs signed with Jamaica National Heritage Trust (JNHT) and African Caribbean Institute of Jamaica (ACIJ) to conduct rehabilitation and upgrading work.</p> <p>Completed 3-D mapping and Archaeological Impact Assessment of the Fort Charlotte.</p> <p>Supported 2 major community events. Rehabilitation works done on 16 heritage sites.</p> <p>Storyboards installed to date:</p> <ul style="list-style-type: none"> - One (1) in Milk River - Eight (8) in Black River <p>Process began to build and install 440 signs</p> | 20,000 | 20,000 | |

| PROGRAMME | | | | | | | |
|--|--|--|---|--|--------------------------|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | | | and labels at Hope Gardens and Places of Interest. Design and preliminary work have been completed for the Zong monument and the Zong Experience. | | | |
| Product Enhancement - Tourism Inclusiveness | Tourism Summer Internship Programme - Number of participants placed across the island | 800 participants were placed between July 8, 2018-August 16, 2018 | To place 960 participants and finalize payment for same. To engage 100 new partners /stakeholders. | 982 Participants placed and payments finalized 129 new partners came on board | 31,000 | 28,248 | TEF provided 25 Million |
| Product Enhancement - Tourism Inclusiveness | "Treat Our Visitors Right" campaign - Two Road Shows Held. - Jingle Advert aired | Jingle Advert was filmed to be aired on national television stations. | | | 2,000 | 1,000 | Programme was on hold During the April – September 2019 period. |
| Destination Assurance | Visitor Information - Visitor experience enhanced by providing accurate and precise information on Jamaica, its people, culture, heritage and attractions to approximately 1,708,089 cruise ship passengers and crew. | A total of 527 vessels - 1,800,734 Passengers - 630,141 Crew Members - 800,615 enquiries | | To date, a total of 221 vessels arrived. - 437,142 Passengers - 147,468 Crew Members - 172,115 Enquiries | | | |
| Destination Assurance | Duty Concession - Fees collected ad submitted to the Accounting Department. | A total of \$747,000 fees collected for concession for a total of 538 vehicles from JTB licenced Car Rental Operators. | A total of \$967,500 Fees to be collected from Concession. | To date, a total of \$342,000 fees collected for concession for a total of 266 vehicles from licensed Car Rental Operators. | | | The Licence processing Unit does no longer collected fees directly from the operators as of December 2018 as a |

| PROGRAMME | | | | | | | |
|-----------------------|--|---|---|---|--------------------------|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | - Audits requested of car rental companies once every three (3) months after Concession is granted which is executed by the Product Quality Department. | | | | | | Cashier was hired by the company who is in the Accounts Department. |
| Destination Assurance | Mentally Ill/ homeless initiative - Aesthetic improvement of areas in town - Reduction in security risk to visitors participating in Walking Tours and otherwise | | Joint project between TPDCo and Municipal Corporation to build centre to house the mentally ill/homeless. | Facility being constructed by the Municipal Corporation through funding from Ministry of Local Government. Building is to be opened at the end of November 2019. | | | |
| Destination Assurance | Improved traffic flow and reduction in harassment. | | Dispatch system to be implemented in the vicinity of the Ocho Rios Pier. | | | | Dispatch system in Ocho Rios on hold due to intervention from the Port Authority of Jamaica. |
| Destination Assurance | River Rafting Authority (RRA) - Entities assessed for compliance of all Operators on the seven (7) gazetted rivers. - Commission of capacity study. | | 13 river rafting entities to be assessed for licensing. | 12 entities assessed in June 2019. | 5,000 | 2,400 | To begin Carrying Capacity Study for the White River. |
| Destination Assurance | Quality Assurance Assessment - The number of entities assessed. The number of TPDCo/Travel Foundation compliance workshops | A total of One Thousand One Hundred and Ninety-Three (1,193) assessments were conducted | One Thousand 1,890 entities to be assessed | To date, Six Hundred and Thirty Five (635) entities were assessed (1,255 entities outstanding) Collaboration with NEPA to assessed | 8,450 | 4,000 | Four additional PQ Officers required in order to achieve the target of 1,890 assessments. |

| PROGRAMME | | | | | | | |
|------------------------------|---|---|--|---|--------------------------|---------------------------|---|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | | To sensitize tourism stakeholders in six (6) destinations, Negril, South Coast & St. Thomas/Portland; Kingston; Ocho Rios/St. Mary & St. James/ Trelawny | eight (8) entities in Treasure Beach for NEPA Licence – July 2019 Three workshops conducted (Negril - November 1, 2019; South Coast - November 5, 2019 & Portland/St. Thomas - November 7, 2019) | | | Three TPDCo/Travel Foundation workshops to be held in Montego Bay, Ocho Rios and Kingston before March 31, 2020. |
| Destination Assurance | Youth Empowerment Summer Programme | - Approximately 120 youths from two communities engaged for the duration of 6 weeks. | | Approximately Twenty Six (26) youths certified by CISCO | 3,000 | 2,000 | Challenge in acquiring resources. |
| Destination Assurance | District Constable (DC) Programme - District Constables deployed within the resort areas. - Notable reduction in cases of harassment in resort areas. | | Two Hundred (200) District Constables deployed across the resort area. | 169 District Constables deployed. DCs in Negril were provided with ATVs to patrol the beaches in efforts to decrease harassments. | | | Recruitment process delayed due to change in JCF command. To strengthen reporting structure with JCF by December 2019 in order to capture data under the DC Programme. |
| Destination Assurance | Licences processed for new and existing operators according to the requirements of the Jamaica Tourist Board (JTB) | 6416 JTB licences processed, broken down as follows: Attraction – 28 Bike Rental – 0 Car Rental – 46 | 6,025 JTB licences to be processed - April 2019 to March 2020: Attraction- 40 Bike Rental-7 | To date, 2044 Licences processed, broken down as follows: Attraction – 16 Bike Rental – 4 Car Rental – 20 | 4,300 | .510 | An income of \$29,309,500 |

| PROGRAMME | | | | | | | |
|---|--|--|---|--|--------------------------|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | Domestic Tour – 144 Contract Carriage – 4524 Domestic Tour Cont. Carr. - 654 Water Sports -90 Craft – 910 Travel Halt – 0 Hotels – 10 Non-Hotels – 7 Place of Interest – 0 Home Stay –2 | Car Rentals 58 Craft Vendors- 1,100 Contract Carriage- 3,990 Domestic Tour Cont. Carr. - 510 Domestic Tour Operator- 150 Homestay- 9 Hotels- 12 Non-Hotels - 40 Place of Interest – 4 Travel Halt- 5 Water Sports - 100 | Domestic Tour – 74 Contract Carriage – 1030 Domestic Tour Cont. Carr. - 131 Water Sports -64 Craft – 695 Travel Halt – 0 Hotels – 3 Non-Hotels – 3 Place of Interest – 0 Home Stay –4 | | | |
| Product Enhancement - Public Awareness | Write and publish the Adventures of Sprucey & Limey - # of episodes written & published | 24 episodes written and published in hard copy and in Gleaner Children's Own | Write and publish 2 nd edition and animate 2 episodes | 17 episodes completed as part of next booklet which is to be printed. Episodes published in newspaper | 1,170 | 120 | Publication in newspaper secured at no cost. 2 nd print of 1 st edition at print. Animation in the process |
| | TPDCo Tourism Quiz - Quiz staged | Inaugural quiz staged and aired on TVJ. 16 schools participated | Target same number of schools but 2 nd round matches to also be aired | Quiz expanded to include 32 schools aired on TVJ to just under a half million viewers and with great reviews Quiz | 7,000 | 8,621 | Sponsorship support was sought from sister agencies to supplement budget |
| | Youth Expo and Career Fair - Expo staged | Negril Resort expo staged | Targeting 2 Expos in Kingston & South Coast | Kingston Fair schedule for November outside of the reporting period | 5,000 | 771 | 2 nd Expo pushed forward to November 14, 2019 at cost of \$1.1M |
| | Tourism sensitization and integration for the residents of Port Royal. | | To have the residents culturally sensitized and integrated into the tourism industry in anticipation of cruise ship arrivals to Port Royal. | | | | |

| PROGRAMME | | | | | | | |
|-------------------|------------------------|------------------------------|----------------------------|--------------------------------------|--------------------------|---------------------------|-----------------------|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr – Sept 2019) | 2019/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | | | | | | |

8.3.2. Programmes and Sub-Programmes For The Medium Term

| | |
|--|---|
| <p>Programme Objective:</p> <p>1) To increase the level of visitor satisfaction</p> <p>(2) To increase Jamaica's international ranking as a tourism destination</p> <p>(3) To increase the economic contribution of the tourism sector for Jamaicans</p> <p>4) To develop local tourism by making leisure and recreational activities accessible and attractive to Jamaicans.</p> | <p>Tourism Development</p> <p>Tourism Development Programme seeks to expand the variety and improve the quality of tourism products and experiences that sustainably exploit the natural and cultural heritage of Jamaica. The products and experiences that are offered to visitors should be developed within a value-chain that maximizes the social, economic and environmental benefits that accrue to Jamaica and Jamaica's people. Tourism Development also needs to develop and implement strategies that stimulate and facilitate balanced and broad-based tourism development to include the type accommodation, the variety of attractions, amenities, and activities, and the workforce and infrastructure needed to support the sector.</p> <p>Tourism Development will be achieved through two (2) sub-programmes Product Enhancement and Destination Assurance.</p> <p>Programme Coordinator: Executive Director, Tourism Product Development Company</p> <p style="text-align: center;">Executive Director, Tourism Enhancement Fund</p> |
| <p>Supporting Ministry Programme/Sub-programme</p> | |

| RESULTS MATRIX | | | | | | | | | |
|--|--|--|--|--|---|---|---|---|------------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Tourism Development | | Outcome: Product Enhancement - Enhanced visitor experience through unique and diverse products and quality services offered. | | | \$1.030B | 1,030,069 | 1,030,722 | 1,032,607 | |
| | | Outcome: Destination Assurance - An environment created where visitors are safe, secure and enjoy a seamless experience. | | | \$36.8M | 45,700 | 51,800 | 58,000 | |
| Staff Costs | | | | | \$531M | 540,305 | 547,032 | 556,683 | |
| Cash Grants | | | | | | | | | |
| Administrative Costs | | | | | \$494M | 495,000 | 498,000 | 499,968 | |
| SUB-PROGRAMME | | | | | | | | | |
| Product Enhancement - Team Jamaica Training | Motivated, professional, knowledgeable and skilled tourism workforce. | 20 ATPs operational 53 Trainers operational. 3,500 certified in Team Jamaica. | 20 ATPs operational 56 Trainers operational 2,163 certified in Team Jamaica | 20 ATPs operational 56 Trainers operational 3,163 certified in Team Jamaica | \$16M Skills Programs, TEAM Jamaica training, Train the Trainer and new ATPs. | \$17.1M Skills Programs, TEAM Jamaica training, Train the | \$17M Skills Programs, TEAM Jamaica training, Train the | \$17.5M Skills Programs, TEAM Jamaica training, Train the Trainer and new ATPs. | Tourism Training |

| RESULTS MATRIX | | | | | | | | | |
|---|---------------------|--|--|--|--|--|---|--|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| - Skills Development (Tourism Training) | | 48 Skills Training programmes delivered. | 34 Skills programmes delivered | 49 Skills programmes delivered. | | Trainer and new ATPs. | Trainer and new ATPs. | | |
| - Community Tourism Training | | Conduct one (1) Community Tourism toolkit training with CTEs. 50 trained in Business Development. | 25 businesses trained using Community Tourism toolkit 50 trained in Business Development. | 25 Business trained in Community Tourism toolkit 50 trained in Business Development. | \$1.6M Toolkit and Business Dev. Training | \$1.6M Toolkit and Business Dev. Training | \$1.9M Toolkit and Business Dev. Training | \$1.9M Toolkit and Business Dev. Training | Product Development and Community Tourism Department |
| - Skills Development Training (Craft Skills) | | Train three hundred (300) persons in New Skills using nine (9) different media. | 170 persons trained from April to October 2019. | Three hundred (300) persons trained in New Skills using nine (9) different media. | \$16M New persons trained in New Skills using 9 different media. | \$17M New persons trained in New Skills using 9 different media. | \$17M New persons trained in New Skills using 9 different media. | \$18M New persons trained in New Skills using 9 different media. | Craft Development |
| | | Host one (1) Craft Fair in December each year. Create and print two thousand (2,000) brochures for marketing of Craft Markets in Ocho Rios, St. Ann. | Planning for execution of Craft Fair in December 2019. Brochure drafted by Craft market and being vetted by TPDCo before sending to print 2,000 copies. | \$1.4M Host 1 craft fair | \$1.4M Host 1 craft fair | \$1.7M Host 1 craft fair | \$2M Host 1 craft fair | \$2M Host 1 craft fair \$60,000 | |

| RESULTS MATRIX | | | | | | | | | |
|---|--|---|------------------------------|---|--|--|---------|---------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| - Divestment and Subleasing of Attractions | Increase efficiency and viability of properties and attractions under the responsibility of TPD Co. | To divest three (3) properties | | One (1) property divested. | | - | - | - | Product Development and Community Tourism Department |
| - Upgrading of Attractions and Heritage Sites | A pristine and functional product enhanced through continuous upgrading and maintenance of the natural and built environment | Install 26 storyboards at heritage sites and 12 directional signs. | 25 storyboards installed. | 33 storyboards and 12 directional signs to be installed. | \$4M Creation of storyboards and signage | - | - | - | |
| -Elegant Corridor Upgrade | Resort areas that are aesthetically pleasing, sustainable and environmentally sound. | Improved visibility of lanes and soft shoulders and prevention of vehicles crossing the median. | | | \$71M Install barriers and road markers | | | | Projects |
| -Content Community Centre Phase 2 | | Increase usage by community members | | | \$10M Update of community centre | | | | |
| -Information Kiosks Upgrade | | Visitors able to identify information kiosks through signage and uniformity. | | | \$10M Renovation works and installation of signage | | | | |

| RESULTS MATRIX | | | | | | | | | |
|--|---------------------|---|---------------------------|---------------------------------|--|--|----------|----------|------------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| -Resort Town Upgrade Program | | Quickly respond to ad hoc needs within resort towns | | | \$114M | | | | |
| -Project Implementation 2021-2024 | | Implement agreed projects | | | | \$505.8M | \$505.6M | \$505.5M | |
| -Upgrade of Heritage Sites and Attractions | | Tours expanded and improved | | | \$69M Improvement at King's House, Seville Great House and Trench Town Performance Space | | | | |
| -Upgrading of vending areas | | Vending facilities meet regulatory health requirements and attracts visitors | | | \$100M Upgrading of Middle Quarters and Castleton Vending areas | | | | |
| -Beautification of Resort Towns Entrance Way | | Beautification and maintenance of entrance ways. | | | \$129M Beautification of Bogue and Godfrey Dyer Roads and Airport Round a bout and installation of Negril Sign | | | | |
| - Parish Markers | | 14 Parish borders clearly demarcated. | 5 borders are advanced | 7 borders completed | | | | | |

| RESULTS MATRIX | | | | | | | | | | |
|--|--|---|--|---|----------------------------------|--|-------------------|-------------------|------------------------------------|---|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | | |
| - Spruce Up Pon Di Corner programme | | Implement 63 community-based projects | To date, 46 projects are at various stages of implementation. | 63 projects implemented | \$400M | \$400 | \$400M | \$400M | | |
| Tourism Service Excellence Awards (TSEA) | Tourism Inclusiveness An industry that positively affects the quality of life for all Jamaicans and recognizes service excellence. | To invite nominations for the organization and individual categories from the six (6) resort areas. | Program starts December 2019. | Execute the awards ceremony by March 2020. | \$31M | \$32M | \$32M | \$32M | Executive Office | |
| Tourism Summer Internship Programme (TSIP) | | 960 placements provided across the island between July 8 – August 16, 2019. To engage 100 new partners/ stakeholders. | 982 placements during the period 129 new partners engaged | \$29M | 982 placements during the period | \$32M | \$32M | \$32M | \$32M | Executive Office |
| Community Engagement Program | | 3,150 community members trained in social skills from sixty-three (63) constituencies. | Program just starting | 550 participants trained | \$2.2M | \$2.4M | \$2.4M | \$2.6M | Executive Office | |
| | | | | | 1375 participants | 1375 participants | 1600 participants | 1600 participants | | |
| Spruce Pon Di Corner (Community Development) | | 12 Community-based organization/events supported. | 10 Community-based organization/events supported. | 20 Community-based organizations/ events supported. | | | | | | Product Development and Community Tourism |

| RESULTS MATRIX | | | | | | | | | |
|-----------------------------------|--|---|--|---|---|---|---|---|------------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | | 1. Four (4) TPDCo Intra-Agency Tourism Cluster Development sensitization sessions. 2. Development of three (3) Business Development brochures. 3. Development of 300 heritage brochures. 4. Conduct two (2) JNSBL and TPDCo loan drives for CTE's. | One (1) session conducted. Two (2) loan drives conducted. | Four (4) sessions conducted. Three (3) Business Development brochures designed and printed. Heritage brochures developed. | Host loan drive \$.1M | Host loan drive \$.1M | | Host loan drive \$.2M | |
| Treat Our Visitors Right Campaign | Public Awareness Stakeholder groups who are more aware of the importance of the tourism industry, the role they play and display positive attitudes and behaviour as a result of the | Output Treat Our Visitors Right Campaign | \$.4M Public Education, Training and Consultation sessions held | \$1.4M Public Education, Training and Consultation sessions held | \$2M Public Education, Training and Consultation sessions held | \$2M Public Education, Training and Consultation sessions held | \$2M Public Education, Training and Consultation sessions held | \$2M Public Education, Training and Consultation sessions held | Visitor Safety and Experience |
| HIV and AIDS Policy for Tourism | | 48 HIV/AIDS Awareness Sessions delivered. | 40 sessions delivered | 70 sessions delivered. | \$1M Sensitization sessions | \$1.2M Sensitization sessions | \$1.2M Sensitization sessions | \$1.5M Sensitization sessions | Tourism Training |

| RESULTS MATRIX | | | | | | | | | |
|--------------------------------------|-------------------------------------|--|---|--|---|--|---------------------------------------|---------------------------------------|------------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Youth Expo and Career Fair | exposure to tourism messages. | Two Youth Expo & Career Fairs held. - 400 high school students exposed to tourism messages. | 2019 iteration of quiz competition held and, Kingston Youth Expo and Career Fair held | | \$17.5M Expo, quiz and comics | \$17M Expo, quiz and comics | \$17M Expo, quiz and comics | \$17M Expo, quiz and comics | Community Awareness |
| Sprucey and Limey Comic Series | | 2 animations completed & placed on you tube channel, 1500 comics printed and distributed to target group | Sprucey and Limey 2 nd edition ready for printing. Published in the Fall editions of the Gleaners Children's Own & animation of first 2 episodes is being done | South Coast Youth Expo held & 2 nd edition of Sprucey & Limey as well as reprint of 1 st edition published and distributed to target group. Animation of same completed and placed on you Tube channel | | | | | |
| TPDCo Tourism Quiz Competition | | 32 schools engaged across 6 resorts for participation in quiz. Resource materials delivered and production elements initiated. | | Preparations in high gear for the 2020 staging of the Tourism quiz. Negotiations to air more matches complete and schools confirmed for participation. | | | | | |

| RESULTS MATRIX | | | | | | | | | |
|--|---|---|---|---------------------------------|--|--|--|--|------------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Destination Assurance - Anti Harassment Programme - Social Intervention Programme | Destination Assurance An environment created where visitors are safe, secure and enjoy a seamless experience. | Effective measures in place to reduce visitor harassment | | | \$6.5M Anti-harassment strategies | \$6.5M Anti-harassment strategies | \$7M Anti-harassment strategies | \$7.5M Anti-harassment strategies | Visitor Safety and Experience |
| | | Social Intervention Programme | \$4.8M | \$6M | \$3.4M Tourism awareness sessions | \$7M Tourism awareness sessions | \$8M Tourism awareness sessions | \$10M Tourism awareness sessions | |
| - Licensing of Tourism Entities | | 6,025 JTB licences to be processed for period April 2019 to March 2020: Attraction- 40 Bike Rental-7 Car Rentals 58 Craft Vendors- 1,100 Contract Carriage- 3,990 Domestic Tour Cont. Carr.- 510 Domestic Tour Operator- 150 Homestay- 9 Hotels- 12 Non Hotels- 40 Place of Interest – 4 Travel Halt- 5 Water Sports - 100 | As of October 30, 2019 2259 licences processed Attraction – 17 Bike Rental – 4 Car Rental – 39 Domestic Tour – 79 Contract Carriage – 1096 Domestic Tour Cont. Car. 139 Water Sports -71 Craft – 802 Travel Halt – 0 Hotels – 4 Non-Hotels – 4 Place of Interest – 0 Home Stay –4 | | \$6.9M 6,418 JTB licences to be processed: Attraction- 36 Bike Rental-8 Car Rentals 61 Craft Vendors- 1,119 Contract Carriage- 4,250 Domestic Tour Cont Carr- 624 Domestic Tour Operator- 165 Homestay- 13 Hotels- 12 Non Hotels- 17 Place of Interest – 1 Travel Halt- 2 | \$7.2M 6,438 JTB licences to be processed: Attraction- 36 Bike Rental-8 Car Rentals 63 Craft Vendors- 1,119 Contract Carriage- 4,250 Domestic Tour Cont Carr- 624 Domestic Tour Operator- 165 Homestay- 13 Hotels- 12 Non Hotels- 17 Place of Interest – 1 Travel Halt- 2 | \$7.6M 6,472 JTB licences to be processed: Attraction- 33 Bike Rental- 9 Car Rentals 65 Craft Vendors- 1,134 Contract Carriage- 4,250 Domestic Tour Cont Carr- 624 Domestic Tour Operator- 189 Homestay-22 Hotels- 24 Non Hotels- 30 Place of Interest – 1 Travel Halt- 2 | \$8M 6,570 JTB licences to be processed: Attraction- 42 Bike Rental-10 Car Rentals 66 Craft Vendors- 1,194 Contract Carriage- 4,250 Domestic Tour Cont Carr- 624 Domestic Tour Operator- 189 Homestay-22 Hotels- 24 Non Hotels- 30 Place of Interest – 1 Travel Halt- 2 | Licence Processing Unit |

| RESULTS MATRIX | | | | | | | | | |
|-------------------------------|---------------------|--|--|--|--|--|--|--|------------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | | | | | Water Sports – 110 Sensitization and facilitation sessions | Operator- 167 Homestay- 18 Hotels- 15 Non Hotels- 22 Place of Interest – 1 Travel Halt- 2 Water Sports - 114 Sensitization and facilitation sessions | Operator- 175 Homestay- 21 Hotels- 20 Non Hotels- 25 Place of Interest – 1 Travel Halt- 2 Water Sports - 114 Sensitization and facilitation sessions | Water Sports - 116 Sensitization and facilitation sessions | |
| Quality Assurance Assessments | | QAA Target of 1890 entities. | Actual to date: 874 QAA's conducted. | | \$7M | \$8M | \$10M | \$11M | Product Quality |
| Warm Welcome Programme | | To sensitize 100 sector persons in the warm welcome campaign in Ocho Rios. | Actual: 50 Sector persons as at November 19, 2019. | To sensitize additional 50 sector persons in Warm welcome campaign by March 31, 2020 in Ocho Rios. | \$.3M | \$.5M | \$.6M | \$.8M | |
| Visitor Information Programme | | 402,000 Cruise ship passengers utilizing the Kiosk. | To date, 270,000 achieved. | 132,000.00 to be achieved by March 31, 2020. | | | | | |

| RESULTS MATRIX | | | | | | | | | |
|---|---|--|---|--|-----------|--|---------|---------|------------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Travel Foundation Workshops | | To execute six (6) compliance workshops in the six destination areas. | Three (3) achieved in Negril St. Thomas/ Portland and South Coast. | Three to be achieved Montego Bay Kingston & Ocho Rios. | \$.7M | \$.8M | \$ 1M | \$ 1.2M | |
| River Rafting Authority Monitoring and Licensing | | To licence all commercial activities on the seven (7) gazetted rivers with river rafting licence namely: Black River, White River, Milk River, Cabarita River, Rio Grande, Martha Brea and Great River. | Current status: all the thirteen listed entities are currently licensed by the RRA. | All thirteen entities would be licenced by the end of the fiscal year. | \$5M | \$6M | \$7M | \$7M | |
| Destination Areas Assurance Programme | To increase the level of visitor satisfaction | (1) Acquisition of 12 Skips to be placed at illegal dumpsites in Portland and St. Thomas. (2) Facilitate training of 50 lifeguards in Portland & St. Thomas with Royal Life Saving Society. (3) Facilitate construction of a public sanitary facility in Portland and Yallas, St. Thomas. (4) Labour Day projects | As at October 2019, 7 Skips installed in St. Thomas 15 Lifeguards trained in Portland by RLSS. Pending construction of facility in St. Thomas with support from Municipal Corporation Five (5) projects conducted: - 3 St. Thomas | Thirty (3) lifeguards pending training in St. Thomas. Labour Day six (6) projects | \$10M | \$10M | \$11M | \$12M | Destination Assurance |

| RESULTS MATRIX | | | | | | | | | |
|-----------------------------|---------------------|---|---|---------------------------------|-----------|--|---------|---------|------------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | | | - 2 Portland | | | | | | |
| | | (5) Dispatch Systems implemented in Destination Areas (6) Stakeholder collaborations to enhance destination areas. | Dispatch System implemented along Jimmy Cliff Boulevard | | | | | | |
| | | Efficiency | The organization utilizes tactics that allows it to achieve its objectives in the fastest time possible and at least cost. Some examples are, use of technology, collaborating with other agencies, establishing satellite offices in order to be closer to community its serves, use of company vehicle for group travel and ensure it has no idle resources. | | | | | | |
| | | Effectiveness | The organization ensures that it identifies and implement projects/programs that satisfy the needs of the industry. By this it is guaranteed that each intervention will have an end user. | | | | | | |

8.3.3. Medium-Term Financial Resource Plan

| Prog. # | Programme | Sub- Prog. # | Sub-Programme | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------|------------------------------|-----------------|--------------------------|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | | Actual Outturn | Approved | Revised | Estimates | Forecast | Forecast | Forecast |
| | | | | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) |
| 001 | Tourism Development | 01 | Product Enhancement | | | | 1,030,000 | 1,030,069 | 1,030,722 | 1,032,607 |
| | | 02 | Destination Assurance | | | | 36,800 | 45,700 | 51,800 | 58,000 |
| | | | Sub-Total | | | | 1,067,650 | 1,075,760 | 1,082,550 | 1,090,760 |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | Programme Summary | | Total Funding | | | | | | | |
| | | | GOJ | | | | 1,067,650 | 1,075,760 | 1,082,550 | 1,090,760 |

8.3.4. Human Resources Capacity Plan

| Units/Divisions or Projects | Staff Complement | Planned 2020/21 | Planned 2021/22 | Planned 2022/23 | Planned 2023/24 | Financial Implication | Source of funding |
|---|------------------|-----------------|-----------------|-----------------|-----------------|-----------------------|-------------------|
| Executive Office | 7 | 7 | 7 | 7 | 7 | *** | GOJ |
| Product Development & Community Tourism | 33 | 33 | 34 | 34 | 34 | 2,751,109 | GOJ |
| Projects Department | 21 | 21 | 24 | 24 | 24 | 6,617,953 | GOJ |
| Product Quality & Tourism Training | 54 | 54 | 56 | 56 | 56 | 5,502,218 | GOJ |
| Community Awareness /Corporate Communication Department | 4 | 4 | 5 | 5 | 5 | 2,751,109 | GOJ |
| Corporate Services Procurement | 14 | 14 | 16 | 16 | 16 | 1,303,715 | GOJ |
| Human Resources Department | 16 | 16 | 16 | 16 | 16 | *** | GOJ |
| Finance/Accounts Department | 11 | 11 | 11 | 11 | 11 | *** | GOJ |
| Management Information System | 6 | 6 | 11 | 11 | 11 | 15,643,269 | GOJ |
| Audit and Risk Management | 4 | 4 | 5 | 5 | 5 | *** | GOJ |
| Procurement | 4 | 4 | 4 | 4 | 4 | *** | GOJ |
| Destination Assurance (Regional Operations) | 12 | 12 | 12 | 12 | 12 | *** | GOJ |
| Licensing | 11 | 11 | 11 | 11 | 11 | *** | GOJ |
| Visitor Safety and Experience | 9 | 9 | 9 | 9 | 9 | *** | GOJ |
| Craft Unit | 5 | 5 | 5 | 5 | 5 | *** | GOJ |
| TOTAL | 210 | 210 | 226 | 226 | 226 | 34,569,373 | |

8.4. AGENCY - TOURISM ENHANCEMENT FUND (TEF)



The Tourism Enhancement Fund's primary role is to provide the resources required to complete the objectives of the Tourism Master Plan. This process involves the collecting and accounting of Tourism Enhancement Fees of US\$20 per passengers from Airlines and US\$2 per passenger from Cruise ships that enter Jamaica. These funds are transferred to the Consolidated Fund. The TEF's funds are then returned to the Ministry of Tourism and its agencies via warrants to finance the programs and projects in keeping with the objectives of the Tourism Master Plan.

Secondly, TEF strategize, create, develop and execute targeted projects that support key activities aimed at realizing growth targets. As such, the TEF leads the charge in Tourism Innovation, Human Capital Development and the development of Linkages between the industry and the local supply chain. This is done to create an inclusive and sustainable sector that provides economic growth, jobs and protection of the environment.

Finally, the TEF strengthens the capacity in developing data and information to guide decision-making within the ministry and the wider tourism industry.

Vision

For Jamaica to be the most sought-after tourist destination because of its natural beauty, warm and friendly people, well designed and attractive resort towns, rich culture, diverse attractions and commitment to the management and protection of the environment.'

Mission Statement

'To facilitate the implementation of the Tourism Master Plan through prompt collection of fees, prudent management of funds, research and innovation and deployment of resources, in sustainable development toward the strengthening of Jamaica's tourism industry.'

Mandate

- To provide financial services and budget support to the Tourism sector, Project review, approval and management services, research and innovation, linkages and human capital development.
- To effect efficient execution of short- and medium-term programs to enhance the sector.
- To improve growth targets in the Tourism sector which will directly impinge on the national growth targets through linkages and community tourism programs that will create employment and wealth in the heart of Jamaican communities.
- To continue to invest in projects that are directly geared towards improving the environment promoting environmental sustainability specifically in resort areas.
- To contribute to the maintenance and development of our heritage sites. Partnership with the JNHT assures that restoration of developmental work on heritage sites conform to their regulations.
- To promote Human Capital development through continued support of programs at the secondary and tertiary levels and certification programme administered by the Jamaica Centre for Tourism Innovation.
- Adherence to all codes, standards and regulations will be complied with, including the GOJ procurement guidelines. The TEF conducts its affairs with the highest professional and ethical standards.

Strategic Objectives

The TEF will adjust to its new mandate by improving its budgeting, project management and execution through its implementation agencies. In addition, the TEF will undergo a restructuring to position itself as the innovation hub of the Ministry with additional responsibilities of Research and Innovation, Development of the Human capital and the Tourism Linkages Network. The restructuring will take the staff complement from 32 to 44.

The TEF has proposed Major programmes and projects that aligns this specific goal as well as those that have been continuing. The desired output for the programmes and projects are clearly outlined and follows the “SMART” criteria.

The high-level programmes have been developed to meet the requirements of:

1. Research and Innovation
2. Tourism based projects Concepts, infrastructure development
3. Linkages
4. Tourism Product Assurance

Total budgetary expenditures are J\$4.04 billion for 2018/19, J\$3.57 billion for 2019/20, J\$3.67 billion for 2020/21, J\$3.77 for 2021/22.

Strategic Outcomes

- i. That the funds expended by TEF on projects and programmes benefit Jamaicans, visitors and partners.
- ii. That TEF develops and implements programmes focussed on ensuring that Jamaican employees are prepared to meet and exceed internationally benchmarked standards, and those interested in entrepreneurship are offered opportunities to join the tourism value chain.
- iii. That TEF develops the data and analysis necessary to make the best decisions about what is required to deliver the best visitor experience.

Services

The Services provided by the TEF are financial services and budget support to the Tourism sector, Project review, approval and management services, research and innovation, linkages and human capital development.

Achievement of our growth targets in the Tourism sector will directly impinge on the national growth targets. The TEF anticipates that Jamaica will benefit economically from the increased arrivals and retention/spend, and socially from the linkages and human capital development programs that will create employment, improve skill level and wealth for Jamaicans.

The TEF's Mandate also includes maintenance and development of our heritage sites. Partnership with the JNHT assures that restoration of developmental work on heritage sites conform to their regulations.

While developing the Human Capital, the TEF will continue to support programs at the secondary and tertiary levels and will collaborate with universities to develop the Graduate Certificate in Tourism alongside the University of the West Indies.

All codes, standards and regulations will be complied with, including the GOJ procurement guidelines. The TEF conducts its affairs with the highest professional and ethical standards.

Marketing Strategy

The growth of the Industry is evidenced by increased tourist arrivals to Jamaica. The agency with responsibility for marketing Jamaica (using TEF funds) is the JTB. The Projects that are administered by the TEF are required to include the TEF logo on their signage, advertisements, and announcements. That way, more citizens can be aware of the TEF "Tourism dollars working for you"

8.4.1 Agency's Current Performance

| PROGRAMME | | | | | | | |
|--|--|--|---|---|---------------------------|---------------------------|---|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| Product Development – Human Capital Development | The number of persons certified | 1,660 persons certified | To complete the certification of 200 additional persons | 1. 650 Customer Service Gold 2. 500 Bartenders 3. 200 Certified Hospitality Supervisors 4. 45 Culinarians 5. 375 HTMP Candidates 6. Graduation Ceremony | 149,029 | 59,550 | |
| Product Development – Tourism Investment | Opening of the Artisan Village at Falmouth | - Collaborating with PAJ on delivery of Artisan Village at Falmouth - Completion of Business case for Artisan Village at Falmouth - Completion of list of individuals to take shops at the Artisan Village at Falmouth | - To get delivery of the Artisan Village at Falmouth - To complete the Theming - To complete the preparatory work needed by the artisans - To open the Artisan Village at Falmouth | 1. Completed list of individuals willing to take shops at Falmouth 2. Completed the preliminary work need to procure the Architect to theme the Artisan Village at Falmouth 3. Preliminary plan for development of Awards Ceremony to recognise excellence in craft | 135,500 | 6,040 | <i>Project delayed because of construction delays. New schedule will still see completion of construction by the end the financial year</i> |
| Business Development – Backyard Farming Programme | 50 persons to be trained. | 20 persons were trained in this first phase of the programme to supply the demands of the tourism sector. | To train an additional 30 farmers | The completion of the project saw the listed competencies set out for accomplishment within the twelve weeks covered and the participants are now equipped to further utilize the skills learnt to become a major player within the | 1,700 | 1,500 | |

| PROGRAMME | | | | | | | |
|--|---|--|--|--|---------------------------|---------------------------|-----------------------|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | | | field of agriculture crop production. | | | |
| Business Development – Carnival in Jamaica 2019 | Further develop the Carnival in Jamaica brand. | Stopover arrivals in April 2019 were 232,834 an increase of 13.7% | Enhance the programme in order to facilitate a further Increase in stop over arrivals | The TLN has supported the growth and expansion of Jamaica's carnival product through partnerships with the Jamaica Constabulary Force (JCF), and the Kingston and St. Andrew Municipal Corporation. | 3,500 | 3,065 | |
| Business Development – Entrepreneurial Coaching | 50 farmers to be trained across two parishes | 50 farmers were trained. 25 in Clarendon and 25 in St. Catherine | Train develop an additional 20 farmers in Westmoreland | The project was developed to train fifty (50) farmers, in two (2) separate training sessions, with an intention to build capacity to improve their productivity and resilience, strengthen their linkages with the tourism sector, and enhance food safety and security and their agri-business acumen | 4,000 | 4,000 | |
| Business Development – DJ Academy Cohort (2) 2019 | 50 DJ's to be trained. With 15 participating entities including attractions | 40 DJs trained 10 participating entities including attractions. | Increase the number of participating entities which will result in approximately 60 DJs to be trained. | The aim of the project is to improve the entertainment offering to guests and patrons within these environments based on observed and reported opportunities for enhancement of DJ performances | 4,500 | 4,500 | |
| Business Development – Christmas in July Event | Over 120 suppliers on display on Trade day | 120 suppliers on display in addition to exhibitors on in the artisan village | After distribution of the CIJ Catalogue the increase of sale to over 50 million for exhibitors | The Tourism Linkages Network of the Tourism Enhancement Fund is leading a collaborative initiative in partnership with | 7,000 | 6,935 | |

| PROGRAMME | | | | | | | |
|---|---|---|---|---|---------------------------|---------------------------|-----------------------|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | | | | the Jamaica Business Development Corporation (JBDC), Jamaica Manufacturers' and Exporters Association (JMEA), Jamaica Promotions Corporation (JAMPRO) and the Jamaica Hotel and Tourist Association (JHTA) to provide an opportunity for local producers of corporate gift and souvenir items to promote their products to alternate market segments. | | | |
| Business Development – Agri- Linkages Exchange (ALEX) | Further development of the website in order to manage number of farmers sign up | Sensitizations sessions held with farmers and hoteliers in Westmoreland, Trelwany, St James and Hanover | Sensitizations sessions to be held with farmers and hoteliers in St. Ann, St. Mary, St. Thomas, Portland and Kingston and St Andrew | Over 400 farmers have benefitted from ALEX which facilitated contracts valued at JMD\$237,970,346.60 between September 2018 and April 2019 | 9,500 | 9,300 | |
| Tourism Business Development – Tourism Demand Study | Over 80 properties and attractions participating in the study | 60 properties and attractions participated in the study | Tourism demand study completed | The 2019 Tourism demand study found that the demand for goods and services in the tourism sector was being satisfied mainly by local producers, but that importation also constituted a reasonable proportion of expenditure on certain items. | 8,000 | 1,600 | |

| PROGRAMME | | | | | | | |
|---|--|---|---|--|---------------------------|---------------------------|---|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| Business Development – Jamaica Mountain Blue Coffee Festival | 40 Farmers attended the Trade development workshop. 46 Exhibitors on display on Festival day | There was an attendance of over 1000 patrons throughout the day as all 1500 tickets were sold out a day before the event. | 80 Farmers to attend the Trade development workshop. 50 Exhibitors on display on Festival day | The JBMCF began on Friday March 1, 2019 with the Trade Development Workshops which were done for coffee farmers in collaboration with RADA and JACRA at UTECH. The Festival Marketplace occurred at the New Castle Parade Grounds. The days' events included a showcase of coffee, coffee infused products, Barista competition and culinary demos and crafts by local artisans. There were 46 exhibitors at the event | 8,450 | 8,363 | |
| Hampden Wharf | The completion and opening of the Hampden Wharf Artisan facility | The contract was signed and construction commenced. | To Complete project by the second quarter | Works 90% completed. | 245,652 | 244,168 | <i>Project delays due to the revision of designs throughout the project and contractor related challenges</i> |
| Squatter Regularization | The regularization of 535 households in the Grange Pen community. | The designs and procurement were completed and the contract signed | To complete 50% of construction | Works 4% completed | 400,000 | 188,000 | <i>Project delays due to the finalization of designs</i> |
| Road to attractions/ Enhancement of major roadways | Rehabilitation works to roadways along or leading to Attractions Island wide | Rehabilitation of roads selected completed | To rehabilitate roads in Resort Towns and those leading to tourist attraction | 13 roads have been completed & additional 2 are practically complete | 420,700 | 174,050 | <i>None to report</i> |

| PROGRAMME | | | | | | | |
|--------------------------------------|---|---|--|--|---------------------------|---------------------------|-------------------------------|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| Streetscapes in Resort Towns | Improvement of roadways and sidewalks, drainage systems and façade improvement in resort areas | The completion of de-bushing, drain cleaning, gully maintenance, road markings, maintenance of verges of resort areas | Complete project fourth quarter 2019/20 | Works are 60% completed. Maintenance activities ongoing island wide | 500,000 | 91,750 | None to report |
| Sommerton Road Rehabilitation | Improvement in the driving experience along the Sommerton Road, St James | Completion of Bill of Quantities and the commencement of procurement of contractors. | Complete project in the second quarter | Project completed. | 61,000 | 60,267 | None to report |
| TEF Beaches Programme | The design and construction start of four (4) beaches by TEF | Construction start up of the Salem Beach, St Ann. | Commence construction in fourth quarter 2019/20 at: 1. Alligator Pond Beach 2. Rio Nuevo Beach 3. Winnifred Beach 4. Success Beach | Procurement for design consultants commenced. | 194,000 | 2,152 | Project delays in procurement |
| Emerging Resort Area support | To support the development of resort towns through the creation and or improvement of attractions | Selected projects were completed. | To complete selected projects by the end 2019/2020 | 80% of projects completed Scoping to guide designs for construction completed. Procurement of Designs in progress | 159,000 | 148,178 | None to report |
| Spruce Up Jamaica | The resort areas island wide are kept clean and well maintained | Beautification projects island wide completed. | To effect clean-up / beautification projects island wide | 11 Projects have been completed and another 9 projects are varying degrees of completion. | 150,000 | 148,488 | |

| PROGRAMME | | | | | | | |
|---|--|--|---|---|---------------------------|---------------------------|-----------------------|
| Name of Programme Initiative | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| Eco Tourism Development to Sustain Protected Areas | The maintenance and development of eco-tourism products | | To support environmental stewardship initiatives | Expenditure targets achieved. | 20,000 | 19,959 | |
| Community Tourism Activities | Engagement of the local stakeholders through community tourism | Improvement to current community infrastructure and community tourism activities | To support projects for inclusiveness and improved community tourism activities | 8 Projects have been completed to date. | 61,723 | 18,620 | |
| NGO Partnerships | | | To support activities carried out by NGO's that impact tourism | 9 projects have been completed | 135,000 | 64,442 | |

8.4.2. Programmes and Sub-Programmes For The Medium Term

PROGRAMME NAME: TOURISM DEVELOPMENT

| | |
|--|--|
| <p>Programme Objective:</p> <p>To develop local tourism by making leisure and recreational activities accessible and attractive to Jamaicans.</p> <p>SUB- PROGRAMME OBJECTIVES</p> <p>(1) To upgrade the tourism value chain to become more competitive and socio-economically inclusive.</p> <p>(2) To build the capacity of local tourism entrepreneurs to become more innovative.</p> <p>(3) To expand linkages by integrating the tourism value chain into the wider Jamaican economy.</p> | <p>Description & Context of the PROGRAMME:</p> <p>Tourism Development Programme seeks to expand the variety and improve the quality of the tourism experience through the sustainable use of natural and cultural heritage assets. Tourism offerings will be developed in an upgraded value-chain that maximizes the social, economic and environmental benefits that accrue to Jamaica and its people.</p> <p>SUB- PROGRAMME: The Business Development sub-programme seeks to create and implement initiatives and projects that make the tourism sector more competitive and socio-economically inclusive. Business Development must support ongoing restructuring of the value-chain that will continuously transform and upgrade the production of goods and services, improve employment relations and practices, strengthen the pattern of insertion into the international economy and facilitate local entrepreneurship and innovation. Business Development must continuously transition the tourism value-chain toward activities and segments with the strongest potential for growth, socio-economic inclusiveness, environmental protection, and technological-knowledge intensity.</p> <p>Programme Coordinators - Executive Director Tourism Product Development Company and Executive Director Tourism Enhancement Fund</p> |
| <p>Supporting programme</p> | <p>Ministry</p> <p>Programme/Sub-</p> |

| RESULTS MATRIX | | | | | | | | | |
|---|--|--|--|---|--|---|---|---|------------------------------|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Product Enhancement Maintenance /Rehabilitation of Tourism Areas Roads to Attractions | Enhanced visitor experience through the provision of world class infrastructure | Successful completion of 15 major roads to attractions | Selection and completion of 13 roads | Successful completion of 15 Roads | Successful completion of 15 \$350,000 | Successful completion of 15 \$359,524 | Successful completion of 15 \$369,048 | Successful completion of 15 \$378,572 | TEF/ Projects |
| Product Enhancement t Maintenance /Rehabilitation of Tourism Areas Streetscapes in Resort Towns | Streetscapes in Resort Towns Enhanced visitor experience through the provision of world class infrastructure | Cleaning of verges of major roadways in resort areas across the island Intended Satisfaction rate of 90% from Visitors (measurement tool to be developed) | N/A | Cleaning of verges of major roadways in resort areas across the island \$500M | Cleaning of verges of major roadways in resort areas across the island \$650M | Cleaning of verges of major roadways in resort areas across the island \$660,687 | Cleaning of verges of major roadways in resort areas across the island \$685,375 | Cleaning of verges of major roadways in resort areas across the island \$703,062 | TEF/ Projects |
| Product Enhancement Capital Projects Development of Transformational Projects | Enhanced visitor experience through the provision of world class infrastructure | Construction of / Completion of 1 Transformational Project | Construction of Artisan Village at Hampden Wharf at 95% Procurement of Design of LED Lighting to Ocho Rios on going | Completion of Construction of the Artisan Village at Hamden Wharf \$334M Designers Engaged for the LED | N/A Designs for LED Lighting Completed | Phase I completed, | Phase II completed, | Phase III completed, | TEF/ Projects |

| RESULTS MATRIX | | | | | | | | | |
|--|---|--|---|---|---|--|--|--|------------------------------|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | | | | lighting to Ocho Rios (4 Phases) \$20M | Phase I started \$290,000 | phase II begins \$297,891 | phase III begins \$305,783 | phase IV begins \$313,674 | |
| Product Enhancement <i>Capital Projects</i> TEF Beaches | Enhanced visitor experience through the provision of world class infrastructure | Construction of 3 Beaches | 1 Beach Opened Procurement for 4 beaches ongoing | Designs completed for four beaches \$250M | Construction completed for four beaches Designs for 3 beaches \$274M | Construction completed for three beaches Designs for 3 beaches \$281,456 | Construction completed for three beaches Designs for 3 beaches \$288,912 | Construction completed for three beaches Designs for 3 beaches \$296,368 | TEF/ Projects |
| Product Enhancement <i>Capital Projects</i> Squatter Regularisation in Resort Towns | Enhanced visitor experience through the provision of world class infrastructure | Development/ completion of 1 housing regularisation project for the benefit of tourism workers | Construction of Grange Pen Squatter Regularisation commenced 10% complete | 30% on Grange Pen Squatter Regularisation Planning underway for Negril Squatter Regularisation \$300M | 80% on Grange Pen Squatter Regularisation Negril Squatter Regularisation Construction Begins \$451M | 100% on Grange Pen Squatter Regularisation Negril Squatter Regularisation Construction 50% \$463,810 | N/A Negril Squatter Regularisation Construction 80% Planning for Ocho Rios squatter regularisation \$476,096 | Negril Squatter Regularisation Construction 100% Construction for Ocho Rios squatter regularisation begins \$488,383 | TEF/ Projects |

| RESULTS MATRIX | | | | | | | | | |
|---|--|---|--|--|---|---|---|---|------------------------------|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Product Enhancement Capital Projects Emerging Resort Area Support and Development | Enhanced visitor experience through the provision of world class infrastructure | Development of 1 Emerging Resort Area or Attraction | Completing procurement for Development of administration building at Devon House | Construction at Devon House 50% complete Planning / design of 1 project in Emerging Resort Area Complete \$50M | Construction at Devon House 100% complete Construction of 1 Project in Emerging Resort Area Complete Planning / design of 1 project in Emerging Resort Area Complete \$50M | Construction of 1 Project in Emerging Resort Area Complete Planning / design of 1 project in Emerging Resort Area Complete | Construction of 1 Project in Emerging Resort Area Complete Planning / design of 1 project in Emerging Resort Area Complete | Construction of 1 Project in Emerging Resort Area Complete Planning / design of 1 project in Emerging Resort Area Complete | TEF/ Projects |
| | | | | | | \$51,361 | \$52,721 | \$54,082 | |
| Product Enhancement Tourism Investment Spruce up Jamaica Programme | Enhanced visitor experience through the upkeep of the systems within physical and social environment | Satisfaction rate of 90% from Visitor surveys with cleanliness and environment (measurement | N/A | Completed 10 projects around the island | Satisfaction rate of 90% from Visitor surveys with cleanliness and environment | Satisfaction rate of 90% from Visitor surveys with cleanliness and environment | Satisfaction rate of 90% from Visitor surveys with cleanliness and environment | Satisfaction rate of 90% from Visitor surveys with cleanliness and environment | TEF/ Projects |

| RESULTS MATRIX | | | | | | | | | |
|---|---|--|--|---|--|---|---|--|------------------------------|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | | tool to be developed) | | \$140M | \$154,680 | \$158,889 | \$163,098 | \$167,307 | |
| Product Enhancement Tourism Investment Eco Tourism Development to Sustain Protected Areas | To Support Environmental projects in and around the country promoting sustainable development | 90% reef coverage of the resort areas (measurement surveys to be established) 100% increase in fish population in resort areas (baseline surveys to be established) | N/A | Completed 10 projects around the island \$10M | 50% reef coverage of the resort areas 100% increase in fish population in resort areas \$12M | 70% reef coverage of the resort areas 100% increase in fish population in resort areas \$12,327 | 90% reef coverage of the resort areas 100% increase in fish population in resort areas \$12,653 | 100% reef coverage of the resort areas 100% increase in fish population in resort areas \$12,980 | TEF/ Projects |
| Product Enhancement Tourism Investment Community Tourism Activities | To support communities through development activities | 1 community development project executed per year | 1 community development project executed | 1 community development project executed \$81M | 1 community development project executed \$32,500 | 1 community development project executed \$33,384 | 1 community development project executed \$34,269 | 1 community development project executed \$35,153 | TEF/ Projects |
| Product Enhancement Tourism Human Capital Development | To Support Human Capital Developments by support of competitions, development | 3 Human Capital Enhancement Projects Executed | 3 projects executed | 3 projects executed \$42M | 3 projects executed \$13M | 3 projects executed \$13,354 | 3 projects executed \$13,707 | 3 projects executed \$14,061 | TEF/ Projects |

| RESULTS MATRIX | | | | | | | | | |
|---|---|--|--|---|--|---|--|--|---|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Tourism Human Capital Enhancement | conferences or the like | | | | | | | | |
| BUSINESS DEVELOPMENT/ Tourism Worker Development | Increase the percentage of trained and internationally certified workers in the tourism sector | % increase in number of certified international certification Successful candidates | 1300 persons already graduated | 1500 graduates by end of f/y 2019 | 3,200 graduates \$193 M | 4,500 graduates \$290 M | 5,000 graduates \$300M | 5,500 graduates \$350M | TEF/ Jamaica Centre of Tourism Innovation |
| BUSINESS DEVELOPMENT/ Craft Development Institute | To facilitate the development of opportunities for creatives to join the tourism value chain To develop opportunities for Artisans to improve their skills and enhance local designs | To open 5 Artisan Villages | - | Open the first Artisan Village in Falmouth | Support for operations at Artisan Village at Hampden Wharf Commence development of the Artisan Village in Ocho Rios \$ 700 M | - Support for the Artisan Villages - Start the development of the Third Artisan Village \$775 | - Support for the Artisan Villages - Continue the development of the Third Artisan Village \$850 | - Support for the Artisan Villages -Open the Third Artisan Village \$850 | TEF/ Jamaica Centre of Tourism Innovation/Craft Development Institute |
| POLICY PLANNING AND DEVELOPMENT/ Tourism Research and Analysis | To provide accurate measurements on the impact of TEF projects and TEF-sponsored projects | 9 Baseline studies to be established A minimum of 10 reports to be generated per year | - | At least 1 baseline study to be completed | 2 Baseline Studies completed per annum \$14,000M | 2 Baseline Studies completed per annum \$14,000 | 2 Baseline Studies completed per annum \$20,000 | 2 Baseline Studies completed per annum \$30,000 | TEF/Research and Risk Management Department |
| PRODUCT D Resort Area Wi-Fi Connectivity | To enhance the visitor experience by providing | To create Wi-Fi access points and administer visitor | Partnership with USF (universal Service Fund) secured. | Contract a consultant for the costing, planning and | Pilot in 1 resort area | Complete 2 resort areas per annum | Complete 2 resort areas per annum | Complete 2 resort areas per annum | TEF/Research and Risk Management Department |

| RESULTS MATRIX | | | | | | | | | |
|--|---|---|---|--|--|--|--|--|---|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | connectivity through free wi-fi. To measure visitor satisfaction using surveys at various locations throughout the island | satisfaction surveys | TOR for consultant drafted | implementation of the first resort area | \$15,000M | \$30,000 | \$30,000 | \$30,000 | |
| BUSINESS DEVELOPMENT Literacy App Pilot Project | To reduce illiteracy among tourism workers, thereby helping them to access training and certification programmes and to progress in their area of expertise | At least 60% of identified illiterate workers will complete the literacy curriculum | The concept paper for the Literacy App has been completed. Engage Consultants to develop the modules/curriculum | The Procurement of the Consultants | Development and testing of the first iteration(s) of the prototype \$5,000 | Launch of the Literacy App \$5,000 | Evaluation and Iteration of the Literacy App \$5,000 | Evaluation and Iteration of the Literacy App \$5,000 | TEF/Research and Risk Management Department |
| Business Development – Christmas In July | Increase Access to locally manufactured goods | Increased corporate orders for gifting of locally manufactured goods | Over \$50 Million in sales for local manufacturers | Increase in sales of approximately \$0 million | 1 Christmas in July Trade show held. Increased sales for approx. \$120M \$6,900 | 1 Christmas in July Trade show held. Increased sales for approx. \$130M 7,500 | 1 Christmas in July Trade show held. Increased sales for approx. \$120M 8,000 | 1 Christmas in July Trade show held. Increased sales for approx. \$120M 8,800 | TEF/Tourism Linkages Network |
| Product Development - | To increase consumption of Jamaica Blue Mountain coffee | Increased attendance at coffee festival | 1,282 Patrons in attendance and 16 exhibitors | Increased number of exhibitors and patrons | Planned handover to Private sector | | | | TEF/Tourism Linkages Network |

| RESULTS MATRIX | | | | | | | | | |
|--|--|--|--|---|---|---|--|--|------------------------------|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Gastronomy Network Jamaica Blue Mountain Coffee Festival | while facilitating expansion of the industry | Increased number of producers of locally manufactured coffee infused products | | Coffee Festival held with a 5% increase in the number of exhibitors and patrons Private sector handover by year 2021 | | | | | |
| Product Enhancement - Sport & Entertainment Network Enhancing Seasonal Events: Carnival in Jamaica | To enhance the local carnival experience while combatting seasonality | Increased visitor arrivals during the carnival period Increased participation of local suppliers of goods and services to the carnival sector | Appx. 10,000 revellers participating in the road parade Appx 80 carnival themed events hosted | A 5% increase in number of participating revellers and events | Carnival in Jamaica held with a 10% increase in the number of participating revellers and events \$8,500 | Carnival in Jamaica held with a 15% increase in the number of participating revellers and events \$9,775 | Carnival in Jamaica held with a 20% increase in the number of participating revellers and events \$11,730 | Carnival in Jamaica held with a 25% increase in the number of participating revellers and events \$14,662.5 | TEF/Tourism Linkages Network |
| Product Enhancement - Shopping Network Style Jamaica Shopping Showcase | Development of authentic and unique shopping experiences that add value to Jamaica's touristic offer | The number of local designers participating, and the amount of business generated | 30 local designers have participated | A 5% increase in the amount of business generated by participating designers and artisans from tourism | Style Jamaica held with a 10% increase in the amount of business generated \$8,000 | Style Jamaica held with a 15% increase in the amount of business generated \$9,200 | Style Jamaica held with a 20% increase in the amount of business generated \$11,040 | Style Jamaica held with a 25% increase in the amount of business generated \$13,800 | TEF/Tourism Linkages Network |
| Product Enhancement - Health and Wellness Network | Increased use of indigenous raw materials in the manufacturing of skincare | Number of workshop participants Number of products brought | 100 local entrepreneurs have benefited from workshops | A 5% increase in natural skincare products introduced into the market | 2 workshops held \$7,000 | 3 workshops held \$8,500 | 3 workshops held \$10,000 | 3 workshops held \$11,500 | TEF/Tourism Linkages Network |

| RESULTS MATRIX | | | | | | | | | |
|--|---|---|---|--|---|--|--|--|------------------------------|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Natural Skincare Product Development Workshop Programme | products in Jamaica which can also be supplied to the tourism industry | to market through the programme | | | | | | | |
| Product Enhancement - Health and Wellness Network Health and Wellness Tourism Conference | To create an effective platform for knowledge exchange, multi-sectoral integration and presentation of research and data insights on the global wellness tourism industry | Number of attendees, partners and participating presenters | 600 attendees over 2 days 10 participating companies/exhibitors 3 international presenters 32 local presenters | Production of post conference publication including presentations and profiles, etc. | Health and Wellness Tourism Conference held with a 5% increase in the number of attendees, participating companies and international presenters \$14,000 | Health and Wellness Tourism Conference held with a 10% increase in the number of attendees, participating companies and international presenters \$15,400 | Health and Wellness Tourism Conference held with a 15% increase in the number of attendees, participating companies and international presenters \$16,940 | Health and Wellness Tourism Conference held with a 20% increase in the number of attendees, participating companies and international presenters \$21,175 | TEF/Tourism Linkages Network |
| Product Enhancement - Sport & Entertainment Network Content Capture Initiative | To produce visually stunning Sizzle Reels that will support a variety of creative, marketing, communications and outreach efforts of the TEF | Number and type of events captured across the island Number of distribution channels | 15 events captured ranging from sports, entertainment, culture, gastronomy and wellness | Incorporation of sizzle reels into marketing campaigns for the destination | 5% increase in number of events captured \$20,000 | 10% increase in number of events captured \$22,000 | 15% increase in number of events captured \$25,300 | 20% increase in number of events captured \$30,360 | TEF/Tourism Linkages Network |
| Business Development - | To build the emotional intelligence and | Number of DJs trained and number of | 66 DJs trained 20 participating entities | A 5% increase in the number of DJs trained | DJ ACADEMY Jamaica | DJ ACADEMY Jamaica | DJ ACADEMY Jamaica | DJ ACADEMY Jamaica | TEF/Tourism Linkages Network |

| RESULTS MATRIX | | | | | | | | | |
|---|--|---|--|---|--|---|---|---|------------------------------|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Sport & Entertainment Network DJ ACADEMY Jamaica | soft skills of DJs employed to the tourism industry while positioning Jamaica as a destination for entertainment | participating locations | | and participating entities | executed with a 5% increase in the number of participating DJs and entities \$4,500 | executed with a 10% increase in the number of participating DJs and entities \$5,500 | executed with a 15% increase in the number of participating DJs and entities \$5,500 | executed with a 20% increase in the number of participating DJs and entities \$6,000 | |
| Gastronomy Network Taste Jamaica Mobile app and website | To map culinary assets available across the island | Number of culinary listings Number of users and subscribers | 1117 subscribers | An increase in number of users and subscribers | a 5% increase in the number of users and subscribers \$8,500 | a 10% increase in the number of users and subscribers \$9,350 | a 15% increase in the number of users and subscribers \$10,752.5 | a 20% increase in the number of users and subscribers \$12,903 | TEF/Tourism Linkages Network |
| Product Enhancement - Sport & Entertainment Network Top Events Jamaica Marketing Programme | To utilize a variety of innovative, marketing communications efforts to generate awareness, and drive attendance to events listed on the Top Events Jamaica platform | Number of monthly and weekly events listed Number of users and subscribers to platform | 180 events listed across 6 categories 291 web and mobile app subscribers | A 5% increase in users and subscribers as well as event listings | a 5% increase in the number of users and subscribers \$20,000 | a 10% increase in the number of users and subscribers \$22,000 | a 15% increase in the number of users and subscribers \$24,000 | a 20% increase in the number of users and subscribers \$26,000 | TEF/Tourism Linkages Network |
| Product Enhancement - Health and Wellness Network | Fill the knowledge gaps around the use and existence of herbaceuticals, | Completion of research projects on herbaceuticals, phytomedicines and coffee | Research reports completed for: - The Public Perception, Awareness and Knowledge of | Increased capacity of local entrepreneurs to leverage opportunities | 2 capacity building workshops held \$5,000 | 2 capacity building workshops held \$7,000 | Updating of research | 2 workshops held \$8,500 | TEF/Tourism Linkages Network |

| RESULTS MATRIX | | | | | | | | | |
|---|--|---|---|--|--|---|---|---|------------------------------|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Research and Development | phytomedicines and coffee while examining global trends and potential applications in the tourism industry | | Herbaceuticals in Jamaica - Reinvigorating Jamaica's Coffee Industry through Tourism Product Innovation - The Potential value of phytomedicines with special reference to Jamaica | identified in reports | | | | | |
| Product Enhancement - Knowledge Network SMART Destination: Visionaries Summit | To create and strengthen linkages between local technology entrepreneurs and the tourism industry | Number of local tech entrepreneurs in attendance | Hosting of technology summit | 5% Increase in capacity of local tech entrepreneurs to leverage opportunities in tourism | Technology forum held \$5,000 | Technology forum held \$6,500 | Technology forum held \$8,000 | Technology forum held \$9,500 | TEF/Tourism Linkages Network |
| Product Enhancement - Shopping Network Visualised database of shopping assets | The geographic mapping of shopping assets located islandwide to create baseline for shopping website | Design and development of a visualised online database (website) of shopping assets | 365 assets currently mapped and listed on website www.shoppinginja.com | A 5% increase in the number of listings and users | 5% increase in number of users and listings \$1,000 | 10% increase in number of users and listings \$1,100 | 15% increase in number of users and listings \$1,265 | 20% increase in number of users and listings \$1,518 | TEF/Tourism Linkages Network |
| Product Enhancement - | The geographic mapping of shopping assets located | Design and development of a visualised online database | 1561 assets currently mapped and listed on website www.wellnessinja.com | A 5% increase in the number of listings and users | 5% increase in number of | 10% increase in number of | 15% increase in number of | 20% increase in number of | TEF/Tourism Linkages Network |

| RESULTS MATRIX | | | | | | | | | |
|---|--|---|----------|---------------------------|-----------------------------------|--|-----------------------------------|-----------------------------------|------------------------------|
| Sub programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Health and Wellness Network Visualised database of health and wellness assets | islandwide to create baseline for shopping website | (website) of health and wellness assets | | | users and listings \$1,000 | users and listings \$1,100 | users and listings \$1,265 | users and listings \$1,518 | |
| | | Efficiency: | | | | | | | |
| | | Effectiveness: | | | | | | | |
| Staff Costs | | | | \$264,765 | \$303,064 | \$311,311 | \$319,558 | \$327,805 | |
| Cash Grants | | | | | | | | | |
| Administrative Costs | | | | \$187,768 | \$186,997 | \$192,085 | \$197,174 | \$202,262 | |

8.4.3 MEDIUM-TERM FINANCIAL RESOURCE PLAN

| Prog. # | Programme | Sub-Prog. # | Sub-Programme | DESCRIPTION | 2018/2019 | 2019/2020 | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 |
|---------|---------------------|----------------------|---------------|--|----------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | | | Actual Outturn | Approved | Revised | Estimates | Forecast | Forecast | Forecast |
| | | | | | J\$ 000 | J\$ 000 | J\$ 000 | J\$ 000 | J\$ 000 | J\$ 000 | J\$ 000 |
| 652 | Tourism Development | Product Enhancement | 20 | Direction and Management | 339,244 | 542,609 | N/A | 544,316 | 559,127 | 573,939 | 588,751 |
| 652 | Tourism Development | Product Enhancement | 20 | Human Capital Development | 189,926 | 251,629 | N/A | 226,769 | 232,940 | 239,110 | 245,281 |
| 652 | Tourism Development | Product Enhancement | 20 | Maintenance/ Rehabilitation of Tourism Areas | 3,006,458 | 2,004,341 | N/A | 2,252,414 | 2,313,705 | 2,374,995 | 2,436,286 |
| 652 | Tourism Development | Product Enhancement | 20 | Tourism Investment | 268,024 | 552,273 | N/A | 377,880 | 388,163 | 398,445 | 408,728 |
| | | | | Subtotal Tourism Product Development | 3,803,653 | 3,350,852 | | 3,401,379 | 3,493,934 | 3,586,490 | 3,679,046 |
| 652 | Tourism Development | Business Development | 21 | Tourism Linkages Network | 126,164 | 169,600 | N/A | 205,999 | 211,605 | 217,210 | 222,816 |
| 652 | Tourism Development | Business Development | 21 | Local Supply Chain Integration | 52,782 | 54,500 | N/A | 67,575 | 69,413 | 71,252 | 73,091 |
| | | | | Subtotal Tourism Business Development | 178,946 | 224,100 | | 273,574 | 281,018 | 288,462 | 295,906 |
| | | | | Total Funding | 3,982,599 | 3,574,952 | - | 3,674,952 | 3,774,952 | 3,874,952 | 3,974,952 |

8.4.4 HUMAN RESOURCES CAPACITY PLAN

| Units/Divisions or Projects | Staff Complement | Planned 2020/21 | Planned 2021/22 | Planned 2022/23 | Planned 2023/24 | Financial Implication | Source of funding |
|--------------------------------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------------|--------------------------------------|
| Executive Office | 6 | 9 | 9 | 9 | 9 | \$11.9 M | MoF&PS Consolidated Funds |
| Human Resources & Administration | 7 | 9 | 9 | 9 | 9 | \$6.5M | MoF&PS Consolidated Funds |
| Finance & Accounts | 6 | 7 | 7 | 7 | 7 | \$7.8M | MoF&PS Consolidated Funds |
| Projects | 5 | 6 | 7 | 7 | 7 | \$4.18M | MoF&PS Consolidated Funds |
| Tourism Linkages Network | 5 | 6 | 6 | 6 | 6 | \$4.8M | MoF&PS Consolidated Funds |
| Jamaica Centre of Tourism Innovation | 4 | 6 | 6 | 6 | 6 | \$9.6M | MoF&PS Consolidated Funds |
| Research & Risk Management | 2 | 2 | 2 | 2 | 2 | \$0 | MoF&PS Consolidated Funds |
| TOTAL | 35 | 45 | 46 | 46 | 46 | \$44.78M | MoF&PS Consolidated Funds |

8.5 AGENCY: DEVON HOUSE DEVELOPMENT LIMITED (DHDL)



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.

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.

Strategic Outcomes

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

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

8.5.1 PROGRAMMES AND SUB-PROGRAMMES FOR THE MEDIUM TERM

| Programme/ Sub- Programme Initiative | Intended Results (Output) | Performance Indicators | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) and Costs (\$'000) | | |
|---|---|---|----------|---------------------------------|---|---|-------------------------|-------------------------|
| | | | | | 2020/21 | 2021/22 | 2021/23 | 2023/24 |
| | Increase Local Royalty Revenues from other associated Brands | Increase Annual Revenue Stream by \$4.66M | | | Target: \$4.66M | Target: 10% Increase | Target: 10% Increase | Target 10% Increase |
| Construction of Administrative Building | Improvement of Common Area Facilities & Devon House Mansion (Subject to Funding from External Source) | Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property | | | Cost: \$62M TEF to complete. 85% meeting targets | 90% meeting targets | 95% meeting targets | 100% meeting targets |
| Painting Interior of mansion | | Improvement of the physical environment by conducting 3 different surveys amongst Staff, and Visitors to the property | | | Costs: \$2M. 85% meeting targets | Costs: \$2.5M. 90% in meeting targets | 95% meeting targets | 100% meeting targets |
| Installation of Solar for Well Usage | | Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property | | | Costs: \$3.5M TEF to complete. 85% in meeting targets | 90% in meeting targets | 95% meeting targets | 100% meeting targets |
| Purchase of 5 Door Panel Van | | Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property | | | Cost: \$7M Funding to be sought from the TEF. Target 95% in meeting targets | Target 98% in meeting targets | 100% in meeting targets | |
| Courtyard Rehabilitation | | Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property | | | Cost:\$15.4M TEF to complete. 90% in meeting targets | 93% in meeting targets | 96% in meeting targets | 100% in meeting targets |
| Car Park Rehabilitation incl. generator | | Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property | | | Cost: \$12M TEF to complete. 90% in meeting targets | 93% in meeting targets | 96% in meeting targets | 100% in meeting targets |
| Convert Kiosk on South Lawn to Bathrooms | | Improvement of the physical environment by conducting 3 different surveys amongst Staff, and Visitors to the property | | | Cost:\$3M TEF to complete. 95% in meeting targets | 100% in meeting targets | | |
| Electrical rewiring of the grounds which are hazardous to public safety and reduce electrical bills | | Improvement of the physical environment by conducting 3 different surveys amongst Staff, and Visitors to the property | | | Costs: \$20M TEF to complete. 90% in meeting targets | 95% in meeting targets | 100% in meeting targets | |

| Programme/ Sub- Programme Initiative | Intended Results (Output) | Performance Indicators | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) and Costs (\$'000) | | |
|---|--|--|----------|---------------------------------|--|--|-----------------------------|-------------------------------|
| | | | | | 2020/21 | 2021/22 | 2021/23 | 2023/24 |
| Noise Pollution Cancellation | | Reduced Noise Pollution to our neighbours thereby reducing complaints (telephone, emails and letters) by trees planted along northeast to southeast of property | | | Cost \$2.5M TEF to fund project. 90% in meeting targets | 97% in meeting targets | 100% in meeting targets | |
| Termite treatment of Mansion and rest of property | | Reduced destruction and repair costs for property | | | Cost \$7.0M TEF to fund project. 90% in meeting targets | 95% in meeting targets | 98% in meeting targets | 100% in meeting targets |
| Automation of the Irrigation system | | Reduction in manual labour costs and increased efficiency | | | Cost \$7.0M TEF to fund project. 90% in meeting targets | 95% in meeting targets | 100% in meeting targets | |
| Rehabilitation of the sewage plant from residential to commercial and joining to NWC main | | Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property | | | Costs: \$20M TEF to complete. 90% in meeting targets | 95% in meeting targets | 100% in meeting targets | |
| Installation of Mansion Intrusion System | Improvement of Common Area Facilities & Mansion (Subject to Funding from Internal Source) | Improvement of the physical environment by conducting 3 different surveys amongst Staff, and Visitors to the property | | | Costs \$420K 100% in meeting target | | | |
| Landscaping of Grounds | | Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property | | | Cost \$1.5M. 95% in meeting targets | Cost \$1.575M. 100% in meeting targets | Cost \$1.654M | Cost \$1.736M |
| Product Development | Increase Tenant Rentals | Increase Shop Rentals Revenue | | | Target \$65.04M | Target:10% Increase | Target:10% Increase | Target:10 % Increase |
| | Increased Tours | Increase Tour Packages Revenue | | | Net Target: \$9.24M | Target: 5% Increase | Target: 5% Increase | Target: 5% Increase |
| | Increase Event Hosting Revenues | Increase Outdoors Events' Revenue | | | Net Target: \$12.511M | Target: 8% Increase | Target: 8% Increase | Target: 8% Increase |
| | | Increase Indoor Events' Revenue | | | Net Target: \$2.40M | Target: 10% Increase | Target: 10% Increase | Target: 5% Increase |
| | Increase sales of DH Products | Selling of Devon House Coffee Book Increase annual revenue | | | Target: \$69,300 | Target : 7% Increase | Target : 7% Increase | Target : 7% Increase |
| | | Sales of Devon House Ice Cream Internationally | | | Increased Revenues | | Target Revenue \$600,000 | Target Revenue \$7.2M |
| Commission on Sales of DH Logo Shop Souvenirs | | | | Increased Revenues | Target \$180,000 | Target : 6% Increase | Target : 6% Increase | |

| Programme/ Sub- Programme Initiative | Intended Results (Output) | Performance Indicators | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) and Costs (\$'000) | | |
|---|------------------------------------|---|----------|---------------------------------|----------------------|---|-------------------------|----------------------|
| | | | | | 2020/21 | 2021/22 | 2021/23 | 2023/24 |
| | | Commission on sales of Devon House Signature Drink "Devon Duppy" | | | Target: \$1.2M | Target: \$1.2M | Target \$2.4M | Target \$2.4M |
| | Reduce Operational Costs | Implementation of Solar Energy Systems | | | Target 15% Reduction | Target: 10% Reduction | Target: 5% Reduction | |
| Tourism Worker Development Programme | | 10 days per year training per employee | | | 4 Days Training | 6 Days Training | 8 Days Training | 10 Days Training |
| Public Awareness Programme | | Team Jamaica Training | | | 20% Staff Trained | 40% of Staff Trained | 60% of Staff Trained | 80% of Staff Trained |
| | Customer Charter Service Standards | Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property | | | 80% meeting targets | 90% in meeting targets | 100% in meeting targets | |

8.5.2. MEDIUM TERM EXPENDITURE SUMMARY

| Item | Yr1 | Yr2 | Yr3 | Yr4 | NOTES |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| | Projections 2020/21 | Projections 2021/22 | Projections 2022/23 | Projections 2023/24 | |
| | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | |
| Recurrent | 14,000 | 12,000 | 10,000 | 9,000 | Funding |
| Capital A | 63,500 | 15,000 | 10,000 | 10,000 | Projects |
| Capital B | 5,000 | 5,000 | 5,000 | 5,000 | Sponsorships from TEF |
| Appropriations in Aid | 0 | 0 | 0 | 0 | |
| Total Funding Requirement | 82,500 | 32,000 | 25,000 | 24,000 | |

8.5.3. Human Resources Capacity Plan

| Units/Divisions or Projects | Staff Complement | Planned 2020/2021 | Planned 2021/2022 | Planned 2022/2023 | Planned 2023/2024 |
|------------------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Executive Office | 2 | 2 | 2 | 2 | 2 |
| Finance and Accounts Division | 4 | 4 | 4 | 4 | 4 |
| Property Management Department | 25 | 25 | 25 | 25 | 25 |
| Marketing & Events Department | 5 | 5 | 5 | 5 | 5 |
| Human Resources | 1 | 1 | 1 | 1 | 1 |
| Information Technology | 0 | 0 | 1 | 1 | 1 |
| TOTAL | 37 | 37 | 38 | 38 | 38 |

8.6. AGENCY - MONTEGO BAY CONVENTION CENTRE (MBCC)



The Montego Bay Convention Center, located in Jamaica, opened in July 2011 as the largest convention Centre on an English-speaking island in the Caribbean. The Centre has been managed by ASM Global over the past 8 years. The Montego Bay based team includes dedicated professionals with deep hospitality experience and ties to the community representing almost 100 years of industry experience.

Supporting the field team is ASM Global' s corporate office of full-time professionals, providing daily management oversight, devising marketing strategies, cash management tools, developing operational systems and developing communications materials. ASM Global has the added resource of our regional executives in the field, and the support, guidance, communication and direction that they provide. These executives include regional vice presidents and managers, regional sales and marketing directors, regional finance directors, regional operations experts and human resource professionals. They are the talent pool from which ASM Global will call upon for our long-term support team for the MBCC.

The 139,000-square foot facility is situated on a prime piece of real estate in Montego Bay that offers scenic ocean views and indoor/outdoor flexible seating. The 18,471 square feet ballroom accommodates up to 1200 banquet attendees and the 57,525-exhibit hall is the largest on any English-speaking island in the Caribbean. The Centre attracts international attendees from the region, U.S., Canada and the UK.

To fulfil the mandate of MBCC, the management will undertake three main programs which will seek to build and maintain brand awareness, develop specialised talent and meet and exceed customer expectation through our enhanced customer service programs. These programmes will tie in to the Ministry of Tourism's plans and priorities namely new product, new market, new partnerships, new investment, and human capital. The Centre's ongoing strategic approach aims to position the Centre as the premier convention centre in the Caribbean.

Vision

To be recognized as the premier convention Centre in the Caribbean

Mission Statement

Create a five-star experience in a world-class facility building economic growth and prosperity.

Mandate

To position Jamaica as a premier MICE destination

Strategic Objectives

1. Brand awareness and consistent messaging
2. Increase access to EP rooms
3. Event/product diversification

Strategic Outcomes

iv. Strategic Outcome #1
To expand EP accommodations

- v. Strategic Outcome #2
Continue to provide analytics to facilitate the construction of HQ EP hotel
- vi. Strategic Outcome #3
Large events with a focus on gastronomy and new technology

8.6.1. CURRENT PERFORMANCE

| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
|--|-------------------------------------|---|---|--|---------------------------|---------------------------|--|
| Building Brand Awareness & Consistent Messaging | # of rotating ads | 8 completed for the year | 3 per quarter | 30 completed to date | 8.5 Mil | 6.3 Mil | Reduce hard collateral and increase online advertising |
| | Increase # of tradeshow/sales calls | Completed 13 tradeshow & 8 sales calls | 16 tradeshow & 11 sales calls | 8 tradeshow & 7 sales calls | \$7.5 Mil | \$5 Mil | |
| Customer Service Improvement | # of Multi-year contracts | 2 contracts | 3 – 5 contracts | 3 contracted | - | - | |
| | Improve air condition operations | <ul style="list-style-type: none"> • 50% of air duct repaired. • 70% of drives and controls repaired/replaced | NIL | NIL | | | Rescheduled to 2020/21 due to budgetary constraints |
| Training | # of employees trained | | <ul style="list-style-type: none"> • All (100%) of new contracted hires for events more than 500pax trained over a 3 days period. • All permanent staff • Sales & Events employees (Knekt) | <ul style="list-style-type: none"> • Approx. 400 persons trained in a minimum of 2 days in culinary competencies and service etiquette • 50 permanent employees received soft skills training, 21 certified first aid, 19 occupational safety and 4 job hazard & job safety analysis • 1 employee completed Knekt Event Mgmt Training | \$3 Mil | \$445 K | Redesign of training programmes due to cash flow |

8.6.2. PROGRAMMES FOR THE MEDIUM TERM

Results Matrix

| Programme / Sub-Programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
|--|---|--|--------------------------------|---|----------------|--|----------------|----------------|--------------------------------|
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Product Development | Increased revenue | # Events (international) | 13 events | 15 events | 18 | 18 | 20 | 20 | MBCC Sales |
| | | % increase in revenue YOY | -30% | -12% | 51% | 10% | 10% | 10% | MBCC Sales & Food and Beverage |
| | Increase presence in the local and international markets | # Tradeshow/ Sales Calls | 11 Trade Shows 11 Sales Cal | 16 TS 14 SC | 20 TS 18 SC | 20 TS 18 SC | 21 TS 20 SC | 21 TS 20 SC | MBCC Sales |
| | | # of rotating ads | 30 | 40 | 15 | 15 | 15 | 15 | MBCC Sales |
| Human Capital Development | Qualified, motivated and trained employees delivering excellent service | # of Trained and certify 6 F & B employees | 2 | 6 | 8 | 10 | 12 | 14 | |
| | | # of Trained Sales & Events employees | 1 | 2 | 4 | 4 | 4 | 4 | |
| | | # of permanent employees trained in soft skills | 50 | 50 | 55 | 55 | 55 | 55 | |
| Customer Service improvement | Increased customer satisfaction | # of repeat clients/events | 16 | 25 | 28 | 31 | 35 | 35 | |
| PROJECTS | | | | | | | | | |
| Infrastructure Upgrade | Increased customer satisfaction | 1. 60% increase in bandwidth delivery 2. Full property bandwidth coverage | 30% Complete | 50% Increase in communication and connectivity | | 100% Completed \$4,000,000 | | | |

| Programme / Sub-Programme / Initiative | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
|--|--|------------------------------------|--|---|-----------|--|--------------|--------------|------------------------------|
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | Enhancement of the Visitors Experience | % Improved physical infrastructure | 5% complete – Areas are being assessed | Improved water run off Surfaces Painted and New grills installed | | \$18,000,000 | \$15,000,000 | \$19,000,000 | \$11,000,000 |
| | | | | | | | | | |

8.6.3 MEDIUM-TERM FINANCIAL RESOURCE PLAN

| Programme | | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-----------------------------------|-----------------------------------|-------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | Actual Outturn | Approved | Revised | Estimates | Forecast | Forecast | Forecast |
| | | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) | (J\$ 000) |
| Product Development | | | 326, 699 | 326, 699 | 311, 312 | 346, 169 | 373, 083 | 396, 633 |
| New Partnership & New Investments | | | 262, 300 | 262, 300 | 249, 209 | 277, 229 | 298, 749 | 317, 519 |
| Human Capital Development | | | 5000 | 5000 | 5500 | 6000 | 6500 | 7000 |
| Sub-Total | | | 593, 998 | 593, 998 | 566, 021 | 629, 398 | 678, 332 | 721, 151 |
| Programme Summary | Total Funding (OWN Source) | 274, 529 | 363, 842 | 363, 842 | 353, 865 | 389, 252 | 428, 176 | 470, 995 |
| | Total Funding (MOT) | 297, 273 | 230, 156 | 230, 156 | 230, 156 | 240, 156 | 250, 156 | 250, 156 |
| | TOTAL FUNDING | 571, 802 | 593, 998 | 593, 998 | 566, 021 | 629, 398 | 678, 332 | 721, 151 |

8.6.4 HUMAN RESOURCES CAPACITY PLAN

| Units/Divisions or Projects | Staff Complement | Planned 2020/21 | Planned 2021/22 | Planned 2022/23 | Planned 2023/24 | Financial Implication | Source of funding |
|-----------------------------|------------------|-----------------|-----------------|-----------------|-----------------|--|-------------------|
| Sales, Events & Planning | 9 | 10 | 10 | 10 | 10 | An average of 5% increase in staff costs | Own Source |
| Finance | 5 | 5 | 5 | 6 | 6 | | Own Source |
| Food & Beverage | 6 | 6 | 6 | 10 | 10 | | Own Source |
| Executive Office | 5 | 5 | 5 | 5 | 5 | | Own Source |
| Operations | 27 | 29 | 29 | 29 | 29 | | Own Source |
| TOTAL | | | | | | | |

8.7. AGENCY - BATH FOUNTAIN HOTEL AND SPA



The operation is comprised of two entities, viz. Bath Corporation (Parent Company) and Bath Fountain Hotel & Spa. Bath Corporation was incorporated in the 16th century under “The Bath of St. Thomas the Apostle Act”, It exercises a duality of functions with a real property holding consisting of approximately 1,030 acres, most of which are tenanted for residential and agricultural purposes and some occupied by squatters. In addition thereto, Bath Corporation operates the Bath Fountain Hotel & Spa.

Bath Fountain Hotel & Spa has had a rich history over the years and has been an integral part of the social fabric of the rural depressed community of Bath; where it plays an important role as one of the major provider of employment in the community.

The facility is operated as a small albeit quaint sixteen [16] room ‘boutique’ hotel that caters to local and foreign visitors by offering its guests facilities such as a restaurant seating 45 patrons, “health & wellness” spa services, non-motorized gymnasium, beauty salon, 5 Jacuzzis and 8 Roman Baths.

Both entities are government owned and administered by the Ministry of Tourism.

Mission Statement

BFH&S in conjunction with the community will realise its vision by:

1. Improving and diversifying it’s product to meet international “Health & Wellness” spa standards;
2. Focusing on the delivery of high standard of guest services and ultimate guest satisfaction;
3. Maintaining established and accepted business practices and transparency;
4. Increasing foreign patronage and local employment opportunities;
5. Utilizing resources efficiently and effectively;
6. Attaining sustained viability through further planning and development.

Vision Statement

To transform BFH&S into a high quality “Health & Wellness” facility of international repute that has strong community linkages and a well-trained staff that uses limited resources rationally to enable the property to attain sustainable viability through increased local and foreign patronage and, by extension, reducing poverty within the community.

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)

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.

8.7.1. PROGRAMMES AND SUB-PROGRAMMES

| RESULTS MATRIX | | | | | | | | | | |
|--|--|--|----------|--|---|---|---|---|---------|-------------------------|
| Programme/ Sub programme Initiatives | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | | Agency/ Dept/ Div |
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Product Development | Generate revenue by offering additional guest services in Bath and Spa | % increase in Revenue over the medium term | - | Provide guests with modern services Facilities | Installation of: • Sauna • Steam Room • Hydrotherapy | | | | | |
| | Generate revenue by offering wider Food & Beverage services. | <ul style="list-style-type: none"> • Increased customer satisfaction • Increased revenue | - | | Bar constructed | | | | | |
| | Upgraded Facility | <ul style="list-style-type: none"> • Reduction in guest complaints and premature departures | - | Relevant repairs completed | Present storage capacity Augmented | | | | | |
| Tourism Worker Skills Training | Increased staff motivation and performance | Positive guest response and increased patronage. | | | Skills and attitudinal training for all staff | Skills and attitudinal training for all staff | Skills and attitudinal training for all staff | Skills and attitudinal training for all staff | | |

10.8. 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.

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 Statement

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

Strategic Objectives 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 nor mud.

Strategic Outcomes

- i. Re-positioning in the marketplace
- ii. Scale up marketing and promotional activities
- iii. Enhance human resource capabilities and organizational effective

8.8.1. AGENCY'S CURRENT PERFORMANCE

| PROGRAMME | | | | | | | |
|----------------------------|--|---|---|--|---|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| Product Development | % Increase over same period in the pervious year | | 10% increase in revenue over previous year | Revenue increased by 14% . Major contributors - F&B Sales 34% - Pool Sales 91% - Spa Service 98.93% - Conference Room 531% - Ready TV Credit 254% | \$31.2 M (plus subvention \$14.1M) total \$45.3M | \$24.1M | Avg. Room occp. 22.24% |
| | \$\$\$ Increase in revenue | | Increase annual revenue by \$500,000 | Revenue increased by \$4.3 M (less subvention \$918,059) actual \$3.2M | | | |
| | % Increase in credit sales | Ready TV installed April 2018 .(April to Sept sales \$8,550 for same period FY19/20) | Increase annual revenue by \$216,000 | \$30,300 (254%) - Ready TV credit sales | | | |
| | Monthly pool rentals | 3 rentals totalling \$385,000 (April to Sept) | Increase annual revenue by \$900,000 | 4 rentals totalling - \$162,000 | | | |
| | 3 large wedding receptions per year | Generated \$11, 400 in revenue from usage of conference room facility (April – Sept) FY 19/20 | Generate \$500,000 in revenue by facilitating weddings for 20-100 persons on site and by pool | Total revenue generated \$72,000 Hosted Three (3) Lunch Groups of 35 pax | | | Conference room is small inadequate for large groups. In need of repairs – to be more marketable |

| PROGRAMME | | | | | | | |
|--|--|---|---|---|---------------------------|---------------------------|--|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| Tourism Inclusiveness Programme | # of tours per day | | Train Tour Guides and facilitate daily tours | Training to be undertaken in FY 2020/21 | | | Heritage trails to be established in conjunction with other stakeholders |
| Tourism Development Worker | All employees certified in Level 1 – Level 3 in their respective area of work by March 2022 | Completed Level 1 & 2 Housekeeping training & certification of all Housekeeping staff | All staff trained to Level 1 and certified by HEART Trust /NTA | 35 students completed Housekeeping training level 2 (5 staff members) 39 students completed HEART/ NTA F&B - Level 2 Training (included 7 staff members) | | | <i>Joint venture with HEART/NTA & Milk River Community</i> <i>Training room (MRHS) was provided free of cost in exchange for the training of staff members</i> |
| MAJOR PROJECTS | | | | | | | |
| Product Development - Upgrade facilities | Plumbing, electrical repairs, roof patching and renovation completed according to scope and budget | | Refurbishing of 12 bedrooms and 11 bathrooms and construction of 3 additional bathrooms | To commenced in FyY20/21 | | | TPDCo conducted site visit 2 nd week in Nov. Awaiting cost estimates from TPDCo. Estimates to be prepared by end of 3 rd Qtr – FY 19/20 Implementation by 1 st Qtr – FY20/21 |
| | Upgrade Furniture to include new/antique ones | | Replace all Formica furniture | | | | <i>To be undertaken in FY20/21</i> |

| PROGRAMME | | | | | | | |
|---------------------|---|---|---|---|---------------------------|---------------------------|---|
| Name of Programme | Performance Indicators | Major Achievements 2018/2019 | End-of-year Target 2019/20 | Major Achievements (Apr 2019 – Sept 2019) | 20 19/20 Budget (J\$'000) | YTD Expenditure (J\$'000) | Explanation/ Comments |
| | Change all out 15 analog TVs to Digital LCD | 8 out of 15 Analog TVs changed out to LCD | Change all analog TVs to LCD | \$120,000 (4 - 24" TV @ \$30,000 each) | | | 4 TVs to be purchased in 4 th Qtr. |
| - Parameter Fencing | Parameter fencing implemented | | Implement secure parameter fencing of the facility | Several site visits conducted by TPDCo. Estimates being finalized for a portion of the property to be fenced by end of 3 rd Qtr | | | Previous estimates done for the entire MRHS property far exceeded the budget. |
| - Software Upgrade | Reservation System implemented | To be actioned | Procure and install system to include online Reservation and Front Desk interface | | | | Sourcing/Assessment of software was undertaken in 2018/19. Based on requirements software is to be custom built |

8.1.2 Medium Term Programme and Sub-Programme

| RESULTS MATRIX | | | | | | | | | |
|---|--|---|----------|---------------------------------|------------|--|------------|---------|---------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| Tourism Development/Product Development | JTB Licensed | Facility licensed by the JTB by FY 2020/21 | | | 100,000 | | | | MRHS |
| | Upgrade Facilities Renovation of Kitchens, Bathrooms (6) and Bedrooms (6) FY 2020/21 Bathrooms (6) and Bedrooms (6) FY 2021/22 | Refurbishing of 12 bedrooms and bathrooms and construction of 3 additional bathrooms (by 20/22) Upgrade kitchen & kitchen equipment (FY20/21) | | | 15,620,000 | 11,100,000 | | | TPDCo. |
| | Exterior Walls painted by FY 2021 | Painting of Exterior Walls | | | 1,266,525 | | | | |
| | Outdoor Design completed and approved by FY 2021 | Outdoor Design Concept | | | 3,637,500 | | | | TPDCo |
| | Outdoor (Construction) Upgrade recreational/ beautification - Water/Pool slides - Landscape - BBQ Pit - Juice Bar - Water Park by FY 2023 | Upgrade of outdoor recreational area & landscape /beautification completed by 2020/23 | | | | 9,000,000 | 20,000,000 | | TPDCo. |

| RESULTS MATRIX | | | | | | | | | |
|---|--|---|----------|---------------------------------|--------------|--|-----------|---------|---------------------------------|
| Programme/ Sub programme | Intended Results | Performance Indicator | Baseline | 2019/20 Projected Outturn | Estimates | Projection (Forecast) & Costs (\$'000) | | | Functional Agency/ Dept/ Div |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | Parking Lots renovated by FY 2021 | Renovate Parking Lot 1& 2 | | | 2,486,250.00 | | | | MRHS/ TPDCo. |
| | Software Upgrade - Procurement consultant & design system by FY 2022/23 | Reservation System implemented By FY 2022/23 | | | | 3,000,000 | 2,000,000 | | MRHS |
| Tourism Development/Tourism Worker Development | F&B (5) Staff Housekeeping Staff (7) - Level 3 trained and certified by HEART/NTA FY 2020/21 | Outcome: All employees trained in Level 1-3 in their respective area by March 2022 | | | | | | | MRHS |

8.1.3 MEDIUM-TERM FINANCIAL RESOURCE PLAN

| Prog. # | Programme | Sub-Prog. # | Sub-Programme | 2018/19 | 2019/20 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--------------------------|---------------------|----------------------|------------------------------|-----------------------------|-----------------------|----------------------|------------------------|-----------------------|-----------------------|-----------------------|
| | | | | Actual Outturn (J\$ 000) | Approved (J\$ 000) | Revised (J\$ 000) | Estimates (J\$ 000) | Forecast (J\$ 000) | Forecast (J\$ 000) | Forecast (J\$ 000) |
| 001 | Tourism Development | 01 | Product Development | 60 | | 57 | 170 | 305 | 348 | 370 |
| | | 02 | Tourism Business Development | | | | | | | |
| Sub-Total | | | | 60 | | 57 | 170 | 305 | 348 | 370 |
| 002 | | 01 | | 20 | | 25 | 42 | 55 | 65 | 70 |
| | | 02 | | | | | | | | |
| Sub-Total | | | | 20 | | 25 | 42 | 55 | 65 | 70 |
| Programme Summary | | Total Funding | | 80 | | | | | | |

8.1.4. HUMAN RESOURCES CAPACITY PLAN

| Units/Divisions or Projects | Staff Complement | Planned 2020/21 | Planned 2021/22 | Planned 2022/23 | Planned 2023/24 | Financial Implication | Source of funding |
|-------------------------------|------------------|-----------------|-----------------|-----------------|-----------------|---|--------------------------|
| HRM&A | 49 28(Actual) | 32 | 35 | 40 | 40 | Increase in wage bill will require an increase in GOJ support | Revenue /GOJ Sub Venture |
| Finance and Accounts Division | 1 (Actual) | 2 | 2 | 2 | 2 | Increase in wage bill will require an increase in GOJ support | Revenue /GOJ Sub Venture |
| TOTAL | 29 | 34 | 37 | 42 | 42 | | |

APPENDIX A – RESULTS FRAMEWORK

PROGRAMME: PROMOTION OF TOURISM

PROGRAMME OBJECTIVE: (1) To increase visitor arrivals, (2) To increase tourism earnings

SUB-PROGRAMMES: (1) Tourism Marketing, (2) Tourism Support Services

| INPUTS | COMMON ACTIVITIES | | COMMON OUTPUTS | OUTCOMES | | | INDICATORS |
|--|--|---|--|--|--|--|------------|
| | Mobilised | Key tasks | Products/Services | Immediate | Intermediate | Long-term | Long-term |
| <ul style="list-style-type: none"> ○ Capital Resources ○ Human Resources (Technical & Admin.) ○ Policies, Regulations Acts, Plans ○ Technology (Digital/ internet platforms) ○ Stakeholders (Media Houses, marketers, Tour Operators) | <ul style="list-style-type: none"> ○ Conduct Market Research ○ Produce Marketing materials (brochures, bill boards, newspaper ads etc.) ○ Create promotional jingles ○ Produce television and radio ads ○ Plan and host marketing events locally and internationally ○ Create and manage social media advertising ○ Explore/develop partnerships with local and international marketing companies ○ Explore/ develop access routes into Jamaica for visitors | <ul style="list-style-type: none"> ○ Local and International Partnerships Formed ○ Printed Marketing materials ○ Radio and Television ads ○ Continuous promotion on social media platforms ○ Marketing events hosted ○ Road shows and sensitization sessions ○ Air and sea access to destination Jamaica secured | <ul style="list-style-type: none"> ○ Increased awareness of Destination Jamaica in targeted markets ○ Increased number of persons who are positively disposed to visiting Jamaica ○ Increased Bi-lateral and multi-lateral tourism coordination and cooperation with local and international partners for sharing information, sharing/reducing risks, conducting research and increasing awareness of destination Jamaica ○ Increased air and sea access to Destination Jamaica | <ul style="list-style-type: none"> ○ Increased Visitor arrivals ○ Increase Tourism's contribution to GDP ○ Increase employment Rate within the tourism sector | <ul style="list-style-type: none"> ○ Jamaica positioned as the world's premier warm weather destination | <p>Long-term</p> <ul style="list-style-type: none"> ○ Jamaica ranking in WTTC rating improved <p>Intermediate</p> <ul style="list-style-type: none"> ○ % increase in visitor arrivals ○ % increase in GDP ○ % increase employment in the Tourism Sector <p>Immediate</p> <ul style="list-style-type: none"> ○ % increase in awareness of destination Jamaica among potential visitors ○ % increase among potential visitors who are willing to visit Jamaica <p>Output</p> <ul style="list-style-type: none"> ○ # of Radio, TV and Print ads ○ # of persons visiting Website and Social Media ○ # of Marketing Events ○ # of road shows ○ # of Local and international partnerships | |

SUB- PROGRAMME: TOURISM MARKETING

SUB-PROGRAMME OBJECTIVE: (1) To increase market awareness of Jamaica's tourism experience built on our unique natural and cultural assets.
 (2) To increase the percentage of potential visitors who are desirous of vacationing in Jamaica

| INPUTS | COMMON ACTIVITIES | COMMON OUTPUTS | OUTCOMES | | | INDICATORS |
|--|--|---|---|--|--|--|
| | | | Immediate | Intermediate | Long-term | |
| <p>Mobilised</p> <ul style="list-style-type: none"> ○ Capital Resources ○ Human Resources (Technical and Administrative) ○ Policies, Regulations Acts, Plans ○ Technology (Digital/ internet platforms) ○ Stakeholders (Media Houses, marketers, Tour Operators) | <p>Key tasks</p> <ul style="list-style-type: none"> ○ Conduct Market Research ○ Produce Marketing materials (brochures, bill boards, newspaper ads etc.) ○ Create promotional jingles ○ Produce television and radio ads ○ Plan and host marketing events locally and internationally ○ Create and manage social media advertising ○ Explore partnerships with international marketing companies | <p>Products/Services</p> <ul style="list-style-type: none"> ○ Printed Marketing materials ○ Radio and Television ads ○ Continuous promotion on social media platforms ○ Marketing events hosted ○ Road shows and sensitization sessions ○ Increased Bi-lateral and multi-lateral tourism coordination and cooperation with local and international partners for sharing information, sharing/reducing risks, conducting research and increasing awareness of destination Jamaica | <p>Immediate</p> <ul style="list-style-type: none"> ○ Increased awareness of Destination Jamaica in targeted markets ○ Increased number of persons who are positively disposed to visiting Jamaica ○ Increased efficiency in converting marketing expenditure to tourism arrivals | <p>Intermediate</p> <ul style="list-style-type: none"> ○ Increased stopover and Cruise arrivals ○ Increased arrivals from source markets ○ Increased foreign exchange earnings | <p>Long-term</p> <ul style="list-style-type: none"> ○ Jamaica positioned as the world's premier warm weather destination | <p>Long-term</p> <ul style="list-style-type: none"> ○ Jamaica ranking in WTTC rating improved <p>Intermediate</p> <ul style="list-style-type: none"> ○ % increase in visitor arrivals ○ % increase in foreign exchange earnings ○ % increase of visitors from non-traditional source markets <p>Immediate</p> <ul style="list-style-type: none"> ○ % increase in potential visitors who are aware of Destination Jamaica ○ % increase in potential visitors who are positively disposed to visit Jamaica ○ Reduction in ratio of marketing expenditure to tourist arrivals <p>Output</p> <ul style="list-style-type: none"> ○ # of international partnerships formed ○ # of marketing events hosted ○ # of roadshows attended ○ # of persons visiting JTB's website |

SUB-PROGRAMME: TOURISM SUPPORT SERVICES

SUB-PROGRAMME OBJECTIVE: (1) To increase through tourism diplomacy, the number of airline gateways, seats and cruise ship berths serving Jamaica.
 (2) To increase through tourism diplomacy the number of visitors from traditional, new and emerging markets

| INPUTS | COMMON ACTIVITIES | COMMON OUTPUTS | OUTCOMES | | | INDICATORS |
|---|---|--|--|--|--|--|
| | | | Immediate | Intermediate | Long-term | |
| <p>Mobilised</p> <ul style="list-style-type: none"> ○ Capital Resources ○ Human Resources (Technical and Admin) ○ Policies, Regulations Acts, Plans ○ Technology (Port side survey platforms/ Port-side wi-fi) ○ Stakeholders (Media Houses, marketers, Tour Operators) | <p>Key tasks</p> <ul style="list-style-type: none"> ○ Identify Airline and Cruise carriers for additional seats and Berths drafted with new airlines ○ Develop onshore experiences for Cruise Passengers ○ Develop surveys and systems to capture satisfaction levels of passengers who disembark ○ Identify ground and tour transportation, local attractions, craft vendors and artisans to develop partnerships | <p>Products/Services</p> <ul style="list-style-type: none"> ○ Onshore experience / entertainment provided at cruise ship ports ○ New contracts with airlines and cruise carriers for seats and berths ○ Install terminals to capture data on satisfaction levels of visitors who disembark ○ Provide port side wi-fi access | <p>Immediate</p> <ul style="list-style-type: none"> ○ Increased air and sea access to Destination Jamaica ○ Increased coordination and cooperation with ground and tour transportation, local attractions, craft vendors and artisans to improve onshore experience ○ Increased coordination and cooperation with air carriers and cruise lines ○ Increase the % of passengers that disembark cruise ships at Jamaican ports of call ● Increase the # of ships that home port in Jamaica ● Increase in the # of gateways to Jamaica available to international carriers | <p>Intermediate</p> <ul style="list-style-type: none"> ○ Increased Stopover and Cruise arrivals ○ Increased conversion of cruise passengers to stopover visitors ○ Increased expenditure by cruise ship passengers | <p>Long-term</p> <ul style="list-style-type: none"> ○ Jamaica positioned as the world's premier warm weather destination | <p>Long-term</p> <ul style="list-style-type: none"> ○ Jamaica ranking in WTTC rating improved <p>Intermediate</p> <ul style="list-style-type: none"> ○ % increase in visitor arrivals ○ % increase in cruise visitors who return as stopover visitors ○ % increase in expenditure from cruise passengers <p>Immediate</p> <ul style="list-style-type: none"> ○ Increase in the # of Gateways serving Jamaica ○ Increase in the # of Cruise lines serving Jamaica <p>Output</p> <ul style="list-style-type: none"> ○ # of new contracts with Airlines and Cruise Carriers for Seats and Berths ○ % of disembark passengers that take satisfaction surveys ○ # of Ports with Wi-Fi access ○ % of Port Calls for which Port side entertainment is offered |

PROGRAMME: TOURISM DEVELOPMENT

PROGRAMME OBJECTIVE: (1) To increase the level of visitor satisfaction, (2) To increase Jamaica's international ranking as a tourism destination, (3) To increase the economic contribution of the tourism sector for Jamaicans, (4) To develop local tourism by making leisure and recreational activities accessible and attractive to Jamaicans.

SUB-PROGRAMMES: (1) Product Enhancement (2) Business Development (3) Destination Assurance

| INPUTS | COMMON ACTIVITIES | | COMMON OUTPUTS | | OUTCOMES | | | INDICATORS |
|--|--|--|---|---|--|--|--|------------|
| | Mobilised | Key tasks | Products/Services | Immediate | Intermediate | Long-term | | |
| <ul style="list-style-type: none"> ○ Capital Resources ○ Human Resources (Technical & Admin.) ○ Policies, Regulations Acts, Plans ○ Technology ○ Stakeholders (MDAs, NGOs, General Public, etc.) ○ | <ul style="list-style-type: none"> ○ Conduct Research ○ Conduct training sessions, workshops and sensitization sessions ○ Rehabilitate Public Beaches ○ Infrastructural Development ○ Upgrade Resort Areas ○ Attraction Development ○ Rehabilitate Heritage Sites ○ Strengthen linkages with other sectors ○ Explore/develop partnerships with local and international stakeholders/partners ○ Community development | <ul style="list-style-type: none"> ○ Trained, certified and qualified workers in the tourism industry ○ Upgraded public beaches and recreational facilities ○ Artisan Villages, Craft Development Institute ○ Clean/pristine and attractive Resort Towns and gate ways ○ Upgraded attractions and heritage sites ○ Trade shows and events ○ Upgraded value chain ○ Community projects implemented ○ Partnerships formed ○ Licensed tourism enterprises | <ul style="list-style-type: none"> ○ Increased # of Train, certified and qualified workers in the sector ○ Increased availability of public beaches and recreational facilities for Jamaicans and tourists ○ Improved perception of the aesthetics of resort towns and resort gateways ○ Improved linkages between local elements of the Tourism value chain ○ Increased number of attractions, heritage sites and community tourism enterprises | <ul style="list-style-type: none"> ○ Increased levels of visitor satisfaction ○ Jamaica's international ranking as a tourism destination increased ○ Increased economic contribution of the tourism sector for Jamaicans ○ Leisure and recreational activities accessible and attractive to all Jamaicans ○ Increased consumption of local goods and services in the Tourism sector ○ Increased number of tourist engaging in cultural, heritage, and community tourism | <ul style="list-style-type: none"> ○ Tourism positioned as Jamaica's leading industry | <p>Long-term</p> <ul style="list-style-type: none"> ○ Tourism's share of GDP ○ Tourism's share of employment ○ Tourism's value added to GDP ○ <p>Intermediate</p> <ul style="list-style-type: none"> Leakages from the Tourism sector # of local and visitors who utilizes recreational facilities, and visit attractions and heritage sites % of visitors who are satisfied with their stay in Jamaica <p>Immediate</p> <ul style="list-style-type: none"> ○ % of workforce that is trained and certified ○ % of locals and visitors who are satisfied with aesthetic appeal of resort towns and resort gateways <p>Output</p> <ul style="list-style-type: none"> ○ # of licensed tourism enterprises ○ # of operational attractions and heritage sites ○ # of public private partnerships formed | | |

SUB-PROGRAMME: TOURISM ENHANCEMENT

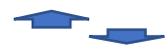
SUB-PROGRAMME OBJECTIVE: (1) To make investments in world-class tourism products, (2) To increase the volume of local products and services supplied to the tourism sector. (3) To increase the number of distribution channels available to local producers. (4) To create awareness of the unique value proposition of Jamaican goods and services.

| INPUTS | COMMON ACTIVITIES | COMMON OUTPUTS | OUTCOMES | | | INDICATORS |
|--|--|---|---|---|--|---|
| | | | Immediate | Intermediate | Long-term | |
| Mobilised <ul style="list-style-type: none"> ○ Capital Resources ○ Human Resources (Technical and Admin) ○ Policies, Regulations Acts, Plans ○ Technology ○ Stakeholders (MDAs, NGOs, general public, local and international partners) | Key tasks <ul style="list-style-type: none"> ○ Conduct Research ○ Identify, approve and implement projects ○ Approve funding and provide oversight for projects ○ Rehabilitate Public Beaches ○ Infrastructural Development ○ Upgrade Resort Areas ○ Develop/rehabilitate attractions and heritage sites ○ Develop Community tourism projects ○ Develop partnerships with local international stakeholders/partners ○ Recruit, train and provide work experience for students/ interns | Products/Services <ul style="list-style-type: none"> ○ Programme/Project evaluations ○ Socio-economic projects implemented ○ Capital projects funded and implemented in resort areas ○ Upgraded public beaches and recreational facilities ○ Artisan Villages built, Craft Development Institute established ○ Elegant corridors and destination gateways upgraded/ established ○ Sustainable attractions and heritage sites established / upgraded ○ Community projects implemented ○ Trained and certified summer interns / students | Immediate <ul style="list-style-type: none"> ○ Increased knowledge of the economic impact of TEF-sponsored projects ○ Increased accessibility of public beaches and recreational facilities for Jamaicans and tourists ○ Improved satisfaction of the aesthetics of resort towns and resort gateways ○ Increased number of licensed attractions, heritage sites and community tourism enterprises | Intermediate <ul style="list-style-type: none"> ○ Increased economic contribution of the tourism sector for Jamaicans ○ Leisure and recreational activities accessible and attractive to all Jamaicans ○ Increased levels of visitor satisfaction ○ Increased number of tourist engaging in cultural, heritage, and community tourism | Long-term <ul style="list-style-type: none"> ○ Jamaica's international ranking as a tourism destination increased | Long-term <ul style="list-style-type: none"> ○ Jamaica ranking in WTTC rating improved Intermediate <ul style="list-style-type: none"> ○ % of GP contributed by the tourist sector ○ % of visitors that are satisfied with their visit to Jamaica ○ % of tourist that participates in at least 1 cultural/nature or community activity during their stay. Immediate <ul style="list-style-type: none"> ● % of attractions / heritage sites/CTEs that are licensed ● % of visitors that are satisfied with the aesthetics of the destination areas Output <ul style="list-style-type: none"> ○ # of programmes/projects evaluated ○ # of rural/community tourism projects implemented ○ # of attractions / heritage sites established /upgraded ○ # of artisan villages built ○ |

SUB-PROGRAMME: BUSINESS DEVELOPMENT

SUB-PROGRAMME OBJECTIVE: (1) To upgrade the tourism value chain to become more competitive and socio-economically inclusive. (2) To build the capacity of local tourism entrepreneurs to become more innovative. (3) To expand linkages by integrating the tourism value chain into the wider Jamaican economy. (4) To increase the percentage of trained and internationally certified workers in the tourism sector. (5) To facilitate the development of opportunities for creatives to join the tourism value chain (6) To develop opportunities for Artisans to improve their skills and enhance local designs

| INPUTS | COMMON ACTIVITIES | COMMON OUTPUTS | OUTCOMES | | | INDICATORS |
|---|---|---|--|---|---|--|
| | | | Immediate | Intermediate | Long-term | |
| Mobilised <ul style="list-style-type: none"> Capital Resources Human Resources (Technical and Admin) Policies, Regulations Acts, Plans Technology Stakeholders (Local manufactures, farmers, hoteliers etc.) | Key tasks <ul style="list-style-type: none"> Plan and conduct training sessions Plan and host tourism related events to strengthen linkages with other sectors Explore/develop partnerships with local and international stakeholders/partners Conduct research in support of SMTEs | Products/Services <ul style="list-style-type: none"> Tourism workers, DJs, bartenders, and entertainers trained and certified to international standards Farmers and manufacturers sensitized about Tourism Linkages Network Local and international partnerships formed. MOUs Signed Festivals & networking events held: Blue Mountain Coffee Festival, Christmas in July Trade show, Speed Networking event etc. Loans, incentives & training regimes offered to Small and Medium Sized Tourism Enterprises Research reports: Market research, identification of bottlenecks and disincentives in government and market failure, evaluation of SMTE performance | Immediate <ul style="list-style-type: none"> Increased # of persons seeking training and certification Increased # of entrepreneurs seeking to network through the Tourism Linkages Network Increased # of loans, incentives & training accessed by Small and Medium Sized Tourism Enterprises Increased knowledge about the structure, functioning and opportunities available in the tourism economy | Intermediate <ul style="list-style-type: none"> Increased # of trained, certified and qualified workers in the sector Reduced % of foreign workers in tourism sector Improved linkages between local elements of the tourism value chain | Long-term <ul style="list-style-type: none"> Increased share of tourism value chain produced by local enterprises Increased share of high-value goods and services within value chain tourism produced by local enterprises | Long-term <ul style="list-style-type: none"> Reduction in the gap between tourism earnings and real value-added in tourism satellite accounts Intermediate <ul style="list-style-type: none"> % of tourism workforce that is trained and certified # of new entrepreneurs networking through the Tourism Linkages Network % of tourism workers who see tourism as preferred employment sector Immediate <ul style="list-style-type: none"> # of persons seeking training and certification # of entrepreneurs seeking to network through TLN Output <ul style="list-style-type: none"> # of persons trained # of networking events held # of partnerships created/MOUs signed # of research reports produced |



SUB-PROGRAMME: DESTINATION ASSURANCE

SUB-PROGRAMME OBJECTIVE: (1) To exceed the target for visitors satisfaction with the quality of goods and services offered within the destination. (2) To increase the percentage of repeat visitors to Jamaica. (3) To increase the percentage of trained and certified workers in the tourism sector. (4) To support the management of the destination in an environmentally sustainable manner.

| INPUTS | COMMON ACTIVITIES | COMMON OUTPUTS | OUTCOMES | | | INDICATORS |
|---|---|--|---|--|--|--|
| | | | Immediate | Intermediate | Long-term | |
| Mobilised <ul style="list-style-type: none"> Capital Resources Human Resources (Technical and Admin) Policies, Regulations Acts, Plans Technology (Port side survey platforms/ Port-side wi-fi) Stakeholders (Media Houses, marketers, Tour Operators) | Key tasks <ul style="list-style-type: none"> Plan and conduct training sessions Plan and host tourism related events to increase awareness and support for destination assurance Explore/partnerships with local and international stakeholders/partners Conduct research into environmental carrying capacity of destination, | Products/Services <ul style="list-style-type: none"> Training in quality management, disaster risk reduction/business continuity/environmental management, community tourism, information assurance, and risk management Standards/templates/toolkits produced for local tourism sector Local and international partnerships formed. MOUs Signed Loans, incentives & training regimes offered to Tourism Enterprises to upgrade quality, risk, and environmental management systems Research reports: tourism carrying capacity, environmental impact assessments, disaster risk assessments, business process and quality management audits | Immediate <ul style="list-style-type: none"> % of tourism enterprises that are aware of ISO standards that relate to tourism Increased % of tourism enterprises that are licenced Increased % of tourism enterprises who report an appreciation of the unimportance of having a disaster risk management , business continuity management or environmental management system in place | Intermediate <ul style="list-style-type: none"> Reduced % of tourists who are victims of crime/harassment Increased % of tourism enterprises that are ISO certified Increased % of tourism enterprises that have an up-to-date business continuity/disaster risk management plan Increased % of tourism enterprises that practice the 3Rs, engage in energy conservation and have an environmental management system in place | Long-term <ul style="list-style-type: none"> Increased % of tourists who visit Jamaica multiple times Increased % of visitors who report satisfaction with their vacation | Long-term <ul style="list-style-type: none"> % of tourists who are repeat visitors % of visitors that re satisfied with their visit Intermediate <ul style="list-style-type: none"> % of tourists who are victims of crime/harassment % of tourism enterprises that are ISO satisfied % of tourism enterprises that have up to date DRM/BCM plans Immediate <ul style="list-style-type: none"> % of tourism enterprises licenced % of tourism enterprises that are aware of ISO standards Output <ul style="list-style-type: none"> # of reports produced # of partnerships formed # of toolkits/standards produced # of training sessions held # of persons trained |

APPENDIX B – MOT'S BALANCE SCORECARD

| OBJECTIVES | | MEASURES (Performance Indicators) | TARGETS | INITIATIVES | OWNER | BUDGET |
|--------------------------------------|--|---|---|--|---------------|--------|
| STAKEHOLDER PERSPECTIVE | | | | | | |
| Enabling Business Environment | To increase Jamaica's room stock | # of new rooms | 5,000 rooms per year up to 2024. | <ul style="list-style-type: none"> Shovel Ready Programme Fiscal Incentive | JTB | |
| | To train and certify local tourism workers | # of persons receiving certification | 5,000 local tourism workers per annum up to 2024. | | TEF JCTI | |
| | To increase the total number of seats through airlift support | # of available airlift seats | At least 200,000 per year until at least 2024. | Airlift Support Programme | JAMVAC | |
| | To increase the number of cruise ship berths locally and internationally | # of cruise ship berths local and internationally | # of locally and internationally based cruise ships to per year until at least 2024. | Cruise Marketing Programme | JAMVAC | |
| | To build and operate Artisan Villages in Resort Areas | # of Artisan Villages in operation | Five (5) Artisan Villages in resort areas across Jamaica by 2024. | Craft Development Project | TEF TPDCo | |
| | To increase the number of new international and local partnerships that support the growth of the industry | # of new partnerships that support growth in the industry | 1 new partnership per year that supports growth in the industry up to 2024. | Multi-Destination Marketing Agreement | JTB | |
| Improved Welfare for Tourism Workers | To enroll tourism workers into the Tourism Workers' Pension Scheme | # of contributors enrolled | 5,000 contributors into scheme by 2024. | Tourism Workers Pension Scheme | SPED LEGAL | |
| A Sustainably Managed Sector | To support community development through the <i>Spruce-up Jamaica</i> project | # of Spruce up Jamaica Projects completed | Implementation of <i>Spruce Up</i> Projects each year in all 63 constituencies up to 2024. | Spruce Up Jamaica | TPDCO | |
| | To get schools participating in recycling and anti-litter efforts | # of new schools enrolled in the recycling and anti-litter programme # of schools that remain in the | Ten (10) new schools annually in the recycling and anti-litter programme up to 2024. Maintain existing schools in | Spruce Up Jamaica | TPMD TPDCO | |

| OBJECTIVES | | MEASURES (Performance Indicators) | TARGETS | INITIATIVES | OWNER | BUDGET |
|--|--|--|---|--|---------------------|---------------------------------|
| | | recycling and anti-litter programme | the programme. | | | |
| | To develop new and upgrade existing public beaches. | # of public beaches upgraded | Ten (10) public beaches across Jamaica by 2024. | Beaches project | TEF TPDCO | |
| | To ensure that all major tourism projects are planned and implemented in accordance with the Ministry's sustainable policies and practices | % of major projects (J\$50M and over) or licensed tourism entities that are aware of the requirements of the sustainable tourism framework and how to incorporate it into their policies and practices | All major tourism projects, all medium and large accommodation and all attractions aware of the requirements of the framework by 2024. | Develop the Sustainable framework with associated indicators | TPMD | |
| Safe and Secure Resort Areas | To support the recruiting, training and deployment of District Constables. | # of District Constables deployed | Deployment of 200 District Constables each year up to 2024. | Visitor Safety & Security Project | TPDCO | |
| | To strengthen Disaster Management and Business Continuity Management capacity in tourism sector | # of Disaster Management and Business Continuity Management workshops/ sensitization sessions conducted # of persons participating in training % of tourism entities with an up-to-date Business Continuity Plan | Disaster Management and Business Continuity Management Workshop conducted in each resort area annually to up 2024. 80% of hotels and major attractions with an up-to-date Business Continuity Plan | Disaster Risk Reduction and Climate Change Adaption Project | TPMD | |
| Improved Public perception of the Tourism sector | To support major cultural, social and environmental projects as part of the Ministry's social responsibility | # of projects completed | At least 1 project completed per year | Alpha Boys Home redevelopment | TEF & TPDCO | J\$110M for Alpha Redevelopment |
| | To plan and implement a | % of Jamaicans who have a positive | 60% of Jamaicans have a positive | Public Awareness Campaign | Corporate Communica | \$30M |

| OBJECTIVES | | MEASURES (Performance Indicators) | TARGETS | INITIATIVES | OWNER | BUDGET |
|--|---|--|--|--|-----------------------------|--------|
| | Public Awareness campaign through multiple media channels | perception of Tourisms contribution to the wider economic and social development | perception of the Tourism Sector by 2022 | | tions | |
| FINANCIAL & FIDUCIARY PERSPECTIVE | | | | | | |
| Financial Accountability and Management | To embed the GOJ's Medium-Term Results-based Budgeting initiative within the MT. | Results-based Budgets prepared from 2019 onwards | Results based budgeting fully implemented within the Ministry of Tourism by 2022. | Managing for Results project | Corporate Services Division | |
| | To align the MT's policies and practices with GOJ's upcoming Public Procurement Act. | All procurement transactions conform to the requirement of the Public Procurement Act. | New Public Procurement requirement fully implemented within the Ministry by 2024. | Training of staff/internal awareness within the Ministry | Corporate Services Division | |
| Fiscal Management | To divest Bath Fountain Hotel and Spa and Milk River Mineral Bath | Both entities divested to private sector | Both entities divested by 2024. | Privatization of BFHS & MRMB Project | SPED / TPMD/ LEGAL | |
| INTERNAL PERSPECTIVE | | | | | | |
| Effective Policy, Programme and Project Management | To select an Investment Manager and Fund Administrator | Operating and governance mechanisms established by the Investment Manager and Fund Administrator | Operating and governance mechanisms established to oversee Tourism Workers' Pension Scheme by 2022 | Tourism Workers Pension Scheme | LEGAL / SPED | |
| | To pass into law such legislation and regulations for the Tourism Workers' Pension Scheme | Updated laws and regulations enacted | Laws and regulations enacted to establish the Tourism Workers' Pension Scheme by 2022. | Tourism Workers Pension Scheme | LEGAL / SPED | |
| | To develop new or existing resort areas through comprehensive planning | Destination Development and Management Plans prepared | One Destination Development & Management Plan prepared each year for Negril, Portland, St. Elizabeth and Kingston and Port Royal up to 2024. | Destination Development & Management Project | SPED | |
| | To move the | Approval of Policy by | All policies | Policy | TPMD | |

| OBJECTIVES | | MEASURES (Performance Indicators) | TARGETS | INITIATIVES | OWNER | BUDGET |
|--|---|--|--|--|--------------------------------|--------|
| | Destination Assurance Framework, the Water Sports Policy, and the Tourism Networks Policy and Strategy, through the entire policy cycle | Cabinet by 2020 | approved by Cabinet by 2020 | Management | | |
| | To develop a framework with indicators to guide the sustainable development and management of the tourism sector. | White Paper for the Sustainable tourism framework completed Sensitization of the industry to be completed | White Paper for the Sustainable tourism framework completed by 2021 Sensitization of the industry to be completed by 2022 | The Sustainable Tourism Framework | TPMD | |
| Improved Public Service Delivery | To improve customer service delivery within the Ministry of Tourism | Customer Service Policy and Framework implemented | Customer Service Policy and Framework implemented within the Ministry of Tourism by 2022. | Customer Service Improvement Project | Corporate Services | |
| Operational Excellence | To implement a comprehensive M&E system | Comprehensive M&E system implemented | M&E system implemented to systematically assess all policies, programmes and projects by 2022. | MoT Internal M&E Project | SPED/TPMD | |
| LEARNING & GROWTH PERSPECTIVE | | | | | | |
| People Capacity | To enhance human capacity through formal training | % of staff formally certified for substantive post | 80% Staff trained and certified for their substantive posts by 2022 | Human Capacity Project | Corporate Services/ SPED/ TPMD | |
| | | % of staff that have been cross-trained | 40% of Ministry staff cross-trained by 2022. | Human Capacity Project | | |
| Technology, Innovation & Partnerships | To develop Jamaica as a globally recognized leader in | Global Centre for Tourism Resilience operating and fully staffed | Global Centre for Tourism Resilience fully staffed and operating by 2021. | Global Centre for Tourism Resilience Project | Office of the HM./ TPMD/ SPED | |

| OBJECTIVES | | MEASURES (Performance Indicators) | TARGETS | INITIATIVES | OWNER | BUDGET |
|-------------------|---|---|--|------------------------------|----------------------------|--------|
| | research and consulting in the area of tourism resilience | | | | | |
| | To increase the number of new international and local partnerships | # of new partnerships developed per year | At least one (1) new partnerships per year to 2022 | International Partnerships | Office of the HM./ TPMD | |
| Change Management | To embed a culture of continuous learning, information sharing, and open communication within the Ministry and its agencies | A culture formulation of continuous learning, information sharing, and open communication developed | A culture of continuous learning, information sharing, and open communication developed within the Ministry and its agencies by 2022 | Change Management | Corporate Services | |
| Change Management | To implement MyHR+. | Implementation of MyHR+. | MyHR+. Implemented within the Ministry of Tourism by 2022 | HR modernization | Corporate Services | |
| | Implement within the MT the GoJ's new Records and Information Management (RIM) plan | RIM Plan implemented | RIM Plan implemented by 2022 | RIM System | Corporate Services | |
| | To carry out a review of the Ministry's structure to determine its suitability for carrying out its function | Structure of the organization reviewed | Review of MT structure conducted by 2020 | Organizational Restructuring | SPED / HR | |

APPENDIX C – MONITORING PLAN

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|------------------------------------|---|---|--|--|---|---------------------|--|--|--|--|---|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| Executive Direction and Management | Tourism Worker Pension Scheme | # of tourism workers signing up for the Pension scheme | Legislation Passed Board of Trustee appointed Procurement of a Fund Administrator and Investment Manager | Establish the Tourism Workers Pension Scheme, conduct sensitization sessions, enrol tourism workers and register employers | Enrolling tourism workers and registering employers Continuing public education | Quarterly | Enrolling tourism workers and registering employers Continuing public education | Quarterly | Enrolling tourism workers and registering employers Continuing public education | Quarterly | Quarterly Review sessions |
| | Tourism Strategy and Action Plan | Tourism Strategy and Action Plan document completed according to schedule | Stakeholder engagement underway Landscape Assessment underway | Conduct Stakeholders engagements, Landscape assessments, procure consultant and prepare Plan | Commence the preparation of the Tourism Strategy and Action Plan Tourism Strategy and Action Plan document completed | Monthly | Public education and sensitization Implementation of programmes and projects identified | Quarterly | Public education and sensitization Implementation of programmes and projects identified | Quarterly | Monthly meetings Quarterly review sessions |
| | Destination Development and Management Plan | 1 Destination Development and Management Plan completed each financial | 1 Tourism Destination Development and Management Plan completed for | Conduct stakeholder engagements, desk research, procure consultant and prepare the plan | Destination Development and Management Plan for Negril Completed | Monthly | Monthly | Destination Development & Management Plans for Lucea | Monthly | Destination Development and Management Plans for St. Mary and Portland | Monthly |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|---|--------------------------------------|--|---|---|--|---------------------|---|---------------------|--|---------------------|---|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| | | year | the Parish of St. Thomas 12 Stakeholders engagement completed for Negril | | | | and Kingston and Port Royal | | | | |
| | Tourism Data Collection and Analysis | # of Studies completed within the financial year | Monthly and quarterly performance reports | Conduct stakeholders engagement, desk research and | Tourism Economic Impact Assessment | Quarterly | Tourism Investment and Financing | Quarterly | Community and rural tourism study | Quarterly | Quarterly Review session |
| | | | | | | | | | | | |
| Enhanced Tourism Product with Internationally Competitive Standards | Standards and Compliance | Registered Travel Agencies Gazetted Annually | 51 registered and compliant Travel Agencies Gazetted and published in print media | Registered Travel Agencies Gazetted in January Monitoring industry to ensure compliance. | Registered Travel Agencies Gazetted in January each year All non-compliant Agencies identified written to by MOT/TPDC o | Quarterly | Registered Travel Agencies Gazetted in January and published in print media All non-compliant Agencies identified written to by MOT/TPDC o | Quarterly | Registered Travel Agencies Gazetted in January All non-compliant Agencies identified written to by MOT/TPDC o | | <ul style="list-style-type: none"> - Monthly reports - Quarterly reports - Senior Manager's meeting - |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|-----------------------------------|--|--|---|--|--|---------------------|---|---------------------|--|---------------------|---|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| Increased Tourism Economic Impact | Tourism Economic Development | Percentage ground transportation discretionary waivers and concessions processed and recommended | | Process and approve concession applications | 100% Ground transportation waivers processed where there is full compliance with requirements | Quarterly | 100% Ground transportation waivers processed where there is full compliance with requirements | Quarterly | 100% Ground transportation waivers processed where there is full compliance with requirements | Quarterly | - Monthly reports - Quarterly reports Site visits |
| | | Reason for acquisition of ground transportation concessions i.e. new/replacement documented | 2019/2020 Baseline information utilised | Data extracted from application form regarding reason for concession | Maintain balance between ratio of replacement to new vehicles at 1.5:1 | Quarterly | Maintain balance between ratio of replacement to new vehicles at 1:1 | | Maintain balance between ratio of replacement to new vehicles at 1:0.5 | Quarterly | - Monthly reports - Quarterly reports |
| | Tourism Inclusiveness - Linkages Between Tourism and other Sectors | Community Tourism Monitoring Plan in place | Implementation activities | MOT Implementation Actions completed in agreed timeframe Provide Oversight to the Policy Coordinating Committee | Implementation actions on schedule Policy Monitoring Committee meeting every two months | Quarterly | Implementation actions on schedule Policy Monitoring Committee meeting every two | Quarterly | Implementation actions on schedule Policy Monitoring Committee meeting every two months | Quarterly | Monthly/Quarterly reports Policy Monitoring Committee meeting every two months |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|--------------------|------------------------|--|---|---|---|---------------------|---|---------------------|---|---------------------|--|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| | | JSIF/REDI Tourism Technical meetings held | Development of community tourism toolkit and preliminary training conducted | Continued collaboration with JSIF | Partnerships undertaken on key initiatives Technical documents reviewed, advice and support provided | Quarterly | months Partnerships undertaken on key initiatives Technical documents reviewed, advice and support provided | Quarterly | Partnerships undertaken on key initiatives Technical documents reviewed, advice and support provided | Quarterly | |
| | Policy Development | Progress towards the development of the Destination Assurance Strategy | Policy development process in preliminary stages | Competition of Draft Policy Submission to cabinet as Green Paper | Policy tabled as white paper in 20/21 Implementation actions on schedule Monthly meetings held to | Quarterly | Implementation actions on schedule Monthly meetings held to monitor policy implementation | Quarterly | Implementation actions on schedule Monthly meetings held to monitor policy implementation | Quarterly | Monthly reports Quarterly reports |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|---|---|--|---------------------------------|---|---|---|---|--|---|--|----------------------|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| | | | | | monitor policy implementation | | | | | | |
| | Tourism Worker Skills Training Programme | Number of and percentage of Work Permits recommended disaggregated according to categories | | Accept, screen, review and process applications and provide recommendations to the Ministry of Labour | 2% less work permits recommended than previous year in areas where the Jamaican work force is adequately trained and suitably qualified | Quarterly | 5% less work permits recommended than previous year in areas where the Jamaican work force is adequately trained and suitably qualified | Quarterly | 8% less work permits recommended than previous year in areas where the Jamaican work force is adequately trained and suitably qualified | Quarterly | Quarterly reports |
| # of HIV Policy initiatives implemented | | Discussions underway with TPDCo to formulate policy | Continued engagement with TPDCo | Policy developed and implemented by TPDCo | quarterly | Implementation actions on schedule Monthly meetings held to monitor policy | quarterly | Implementation actions on schedule Monthly meetings held to monitor policy implementation | quarterly | Monthly reports Quarterly reports | |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|---|---|--|--|---|--|---------------------|---|---------------------|--|---------------------|----------------------|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| | | | | | | | implemen- tation | | tion | | |
| | | Progress made towards initiating language training for the tourism sector | Preliminary proposal developed Engagement with Ministry of Education | Commence consultations with key stakeholders to understand current strategies and plans | Developme- nt of course structure | quarterly | Implemen- tation of courses | Quarterly | Implementa- tion of courses | Quarterly | Quarterly reports |
| Enhanced Tourism Product with Internationally Competitive Standards | Standards and Compliance Programme | Progress made towards the amendment of the Travel Agency Act | Cabinet submission prepared and consultation held with the Ministry of Finance and Attorney General's Office | Further consultation to be scheduled and submission to made to Cabinet | Cabinet submission tabled in Parliament for the amendment of the Act | Quarterly | Drafting instructions issued for amendme- nt | Quarterly | Amended legislation tabled in Parliament | Quarterly | Quarterly reports |
| | | Progress made towards assessing and gazetting all registered Travel Agencies | 1 Travel Agencies gazetted | Gazetting of Travel Agencies | Gazetting of Travel Agencies | Quarterly | Gazetting of Travel Agencies | Quarterly | Gazetting of Travel Agencies | Quarterly | Quarterly reports |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|-------------------------------------|--|---|--|---|--|---------------------|---|---------------------|---|---------------------|----------------------|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| | | Amended Tourist Board Water Sport Regulation Progress made towards the finalization of the Water Sports Policy | 100% completion of proposed amendments to Water Sports regulation 1 st Draft of Water Sports Policy prepared | Stakeholder consultation to inform finalization of changes to water sports regulations | Policy document tabled as a Green Paper Consultations on Green Paper | Quarterly | Policy revised and submitted as a White Paper | Quarterly | Policy implementation | Quarterly | Quarterly reports |
| A Safe & Sustainably Managed Sector | Multi- Hazard Contingency Planning Programme for the Tourism Sector | # of Radio Communication Training Workshop held Radio and satellite phones purchased | 1 radio communication training workshop held 6 Radio; 4 base radio and 2 satellite phones purchased | Facilitate scheduling of next stage training | 2 Radio Communication Training Workshops held | Quarterly | 2 Radio Communication Training Workshops held | Quarterly | 2 Radio Communication Training Workshops held | Quarterly | Quarterly reports |
| | | # of Capacity Building training programmes and sensitization sessions completed annually | 1 multi-hazard brief circulated | Plan and implement sensitization sessions at Resort Board and JHTA meetings | Minimum of 4 Multi-hazard briefs Minimum of 4 Presentations at | Quarterly | Minimum of 4 Multi-hazard briefs Minimum of 4 Presentations at | Quarterly | Minimum of 4 Multi-hazard briefs Minimum of 4 Presentations at | Quarterly | Quarterly reports |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|--------------------|------------------------|---|---|---|--|---------------------|--|---------------------|--|---------------------|----------------------|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| | | | | | Resort Board and JHTA Area Chapter Meetings | | Resort Board and JHTA Area Chapter Meetings | | Resort Board and JHTA Area Chapter Meetings | | |
| | | # of workshops held in multi-hazard capacity building programme | 1 capacity building session in emergency operation centre management ; 1 EOC orientation seminar held | Plan and implement workshops | 1 capacity building session in emergency operation centre management ; 2 EOC orientation seminars held | Quarterly | 5 Business Continuity Planning workshops ; 2 Initial Damage Assessment workshop held | Quarterly | 5 Business Continuity Planning workshops ; 2 Initial Damage Assessment workshop held | Quarterly | Quarterly reports |
| | | # of Simulations coordinated with ODPEM | 1 functional simulation in Ocho Rios/St. Ann area conducted October 7, 2016 | Plan and facilitate staging of simulation | 1 Simulation in a select resort area (proposed for Montego Bay) | Quarterly | Simulation in a resort area | Quarterly | Simulation in a resort area | Quarterly | Quarterly report |
| | | # of Tourism Emergency Management Committee held (TEMC) | 1 meeting held | Plan upcoming meeting | 2 meetings held | Quarterly | 2 meetings held | Quarterly | 2 meetings held | Quarterly | Quarterly report |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|--------------------|--|---|---|---|--|---------------------|--|---------------------|---------------------------------------|---------------------|----------------------|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| | Climate Change Programme for the Tourism Sector | Component 3 of the Adaptation Fund Project are implemented by executing partners (NEPA and ODPEM) | Storm Surge Modelling consultancy completed Risk Atlas finalized Training sessions in DRM completed for Disaster Management, Specific Hazards, First Aid, Vulnerability Capacity Assessments, Damage Assessments NRM Consultant Hired; contract terminated | Programme completion report to be drafted | Programme completed- No future activities | | Programme ended- No future activities | | Programme ended- No future activities | | |
| | | Climate Change and Tourism Strategy and Sector Plan developed by | Initial dialogue undertaken with MEGJC that has | Draft conceptual framework developed in partnership with MEGJC | Conceptual framework developed and strategy and sector | Quarterly | Strategy and sector plan implemented | Quarterly | Continued implementation | Quarterly | Quarterly reports |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|--------------------|--------------------------------------|--|---|---|--|---------------------|---|---------------------|--|---------------------|----------------------|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| | | 17/18 | indicated plans to engage tourism sector as a priority | | plan developed | | | | | | |
| | Sustainable Tourism Programme | Percentage take up of Small Accommodation Energy Conservation Loan Programme Percentage take up of Community Tourism Loan | 0 applications received 6 applications received | Inform target audience of the availability and benefit of loan | 10 applications received and processed Full disbursement of loan | Quarterly | 10 applications received and processed Full disbursement of loan | Quarterly | 10 applications received and processed Full disbursement of loan | Quarterly | Quarterly reports |
| | TESI | Percentage change in # of environmental management systems and standards in tourism establishments | Informal stakeholder meetings held TOR for Project Manager drafted | Plan and implement project | 3 Workshops Tourism Sensitive Environmental Collateral material developed or revised for distribution | Quarterly | 3 Workshops Tourism Sensitive Environmental Collateral material developed or revised | Quarterly | 3 Workshops Tourism Sensitive Environmental Collateral material developed or revised for distribution | Quarterly | Quarterly report |

| Ministry Programme | Projects / Initiatives | Output Performance Indicator(s) | Baseline Data (2019/2020) | Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies) | Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project) | | | | | | Monitoring Method(s) |
|--------------------|------------------------|---------------------------------|---------------------------|---|--|---------------------|--|---------------------|--------------|---|----------------------|
| | | | | | Year (2020/2021) | | Year (2021/2022) | | Year (22/23) | | |
| | | | | | Target | Monitoring Timeline | Target | Monitoring Timeline | Target | Monitoring Timeline | |
| | | | | to sector Tourism based Environmental needs assessment complete to inform development of projects by April 2018 Projects developed and submitted to TEF for funding | | | for distribution to sector Project implementation commenced in Resort areas | | | to sector Project implementation commenced in Resort areas | |

APPENDIX D – RISK MANAGEMENT PLAN

| Programme/Sub-Programme Objectives | Risk Description | Opportunity/Threat | Risk Category | Likelihood (P) | Impact (I) | Risk Score | Response Category | Response | Risk Owner |
|--|--|--------------------|----------------------------|----------------|------------|------------|-----------------------|--|---|
| Programme 1.0: Tourism Development – Capital Projects Objective: To increase the economic contribution of the tourism sector for Jamaicans | If there is extreme weather, hurricanes etc. then Large Development Projects will be negatively impacted. | Threat | Short-term Strategic Risk | 3 | 4 | 12 | Sharing/ Reduction | Projects that are going to commence during defined hurricane periods or have significant portion of project executed during such time should be insured against any damage that may occur. Also, special care to be taken to secure loose materials during this season. | <i>Project Manager/ Project Officer</i> |
| | Flooding from Extreme weather can create Stored water, for sanitary use, especially after devastation of hurricane etc. | Opportunity | Short-term Strategic Risk | 3 | 3 | 9 | Acceptance | No special Preparation will be made to exploit possible water storage potentials (as this can have negative cost implications), however, if it happens, and water is stored, contractors will be issued instructions to use water for community benefits | <i>Project Manager</i> |
| Programme 1.0: Tourism Development – Maintenance and Rehabilitation Objective: To increase the economic contribution of the tourism sector for Jamaicans | While Partnering with other government agencies, these institutions may not see the TEF projects as a priority and as such, TEF deliverables are not recognised in a timely manner | Threat | Medium-term Strategic Risk | 3 | 3 | 9 | Reduction | <i>The projects department and by extension the TEF will maintain great working relationships with these institutions and also follow up diligently on progress of TEF projects, if no action is made by Follow up call, then written communication. Also a, a system of escalation should be put in place so challenges can be addressed in the shortest possible time.</i> | <i>Project Manager/ Project Officer</i> |

| Programme/Sub-Programme Objectives | Risk Description | Opportunity/Threat | Risk Category | Likelihood (P) | Impact (I) | Risk Score | Response Category | Response | Risk Owner |
|--|--|--------------------|----------------------------|----------------|------------|------------|-------------------|--|----------------------|
| Tourism Development Tourism Investment Eco Tourism Development to Sustain Protected Areas To increase the economic contribution of the tourism sector for Jamaicans | Poachers may enter the fish sanctuaries to hunt fish at times that wardens are not on patrol | Threat | Medium-term Strategic Risk | 3 | 3 | 9 | Reduction | Engage Community and other stakeholders to ensure buy in to the project at all levels, this will allow for monitoring by the community by sense of pride and ownership of the project. | Project Manager |
| Product Development Capital Projects Emerging Resort Area Support and Development | No Development plans exist for the Emerging resort area | Threat | Medium-term Strategic Risk | 3 | 4 | 12 | Reduction | TEF Projects Department to work with local and Government bodies to detail development plans for target areas for tourism. | Director of Projects |

RESEARCH AND RISK MANAGEMENT

| Programme/Sub-Programme Objectives | Risk Description | Opportunity/Threat | Risk Category | Likelihood (P) | Impact (I) | Risk Score | Response Category | Response | Risk Owner |
|---|--|--------------------|----------------------------------|----------------|------------|------------|-------------------|--|--|
| Programme: TOURISM DEVELOPMENT/ PRODUCT DEVELOPMENT/ Subprogramme: Resort Area Wi-Fi Connectivity Objective: To enhance the visitor experience by providing connectivity through free wi-fi. To measure visitor satisfaction using surveys at various locations throughout the island. | The provision of Public wi-fi is within the mandate of another Ministry and Agency thereby creating a relationship of dependency for technical expertise. The priority of the Ministry and Agency can therefore dictate the speed of execution. | Threat | Short-term strategic risk | 2 | 2 | 4 | Acceptance | Continue stakeholder engagement with the relevant agency (Universal Service Fund, USF) and monitor the priorities of the Ministry of Science, Energy and Technology. | Manager, Research and Risk Management. |
| | Currently, the Data Protection Bill is under review. This will have significant impact on data collection using the wi-fi methodology and may require adjustments to the operations of data collection and management once the Data Protection Act comes into force. | <i>Threat</i> | Short-term Strategic Risk | 3 | 5 | 15 | Reduction | An expert on data collection regulation will form part of the project management team for the planning and execution of the initiative. | Manager, Research and Risk Management |
| Programme: TOURISM DEVELOPMENT/ BUSINESS DEVELOPMENT Subprogramme: Literacy App | The solution may fail to address the needs of the target audience. | Threat | <i>Short-Term Strategic Risk</i> | 3 | 3 | 9 | Reduction | A pilot project using agile methodology will be employed to determine a proof of concept. | Manager, Research and Risk Management |

| Programme/Sub-Programme Objectives | Risk Description | Opportunity/Threat | Risk Category | Likelihood (P) | Impact (I) | Risk Score | Response Category | Response | Risk Owner |
|---|--|--------------------|----------------------------|----------------|------------|------------|-------------------|---|---|
| To reduce illiteracy among tourism workers, thereby helping them to access training and certification programmes and to progress in their area of expertise | <p>There is a critical need for innovative literacy programmes at many levels of society.</p> <p>Illiteracy is a growing concern for the tourism and hospitality industry; Illiteracy is known to prevent tourism workers from being promoted; Literacy is a focus of the Ministry of Economic Growth and Job Creation and its agency Heart Trust/NTA which now houses the Jamaica Foundation for Lifelong Learning; the department with expertise and programmes on literacy.</p> | Opportunity | Short-Term Strategic Risk | 4 | 5 | 20 | Reduction | The TEF will collaborate with the JFLL to utilize the expertise and best practices in the teaching of literacy modules. The TEF will collaborate where possible, with other organizations that have created a similar solution for knowledge sharing purposes. | <p>Manager, Research and Risk Management.</p> <p>Director, Jamaica Centre of Tourism Innovation</p> |
| <p>Programme: POLICY PLANNING AND DEVELOPMENT/</p> <p>Subprogramme: Tourism Research and Analysis</p> | <p>High rates of non-response.</p> <p>Jamaica people, particularly in the context of small businesses</p> | Threat | Medium-Term Strategic Risk | 4 | 5 | 20 | Reduction | Relationships of trust must be built with the target audience and with tourism stakeholders who interact directly with the target audience. Transparency measures must also be put in place to allow data subjects to be confident in the use and disposal of their data. | Manager, Research and Risk Management |

| Programme/Sub-Programme Objectives | Risk Description | Opportunity/Threat | Risk Category | Likelihood (P) | Impact (I) | Risk Score | Response Category | Response | Risk Owner |
|--|---|--------------------|----------------------------|----------------|------------|------------|-------------------|----------------------------------|----------------------|
| Programme 1.0: BUSINESS DEVELOPMENT: Tourism Worker Development Objective: To train 16,700 persons by 2024. | Cause: Hoteliers unwilling to pay Risk that hoteliers do not participate fully in paying for staff certification Risk that colleges students/graduates do not fully participate Risk that high schools do not participate fully in HTMP Impact: Unable to meet target | Threat | Both short and medium Risk | 3 | 4 | 12 | Sharing | High – Remedial action required | <i>Director JCTI</i> |
| Sub-programme 1.0: BUSINESS DEVELOPMENT: Tourism Worker Development Objective: 1: To develop Artisan Villages; 2: To support Artisans | Cause: Contractual arrangements that result in late delivery of Artisan Village Risk that marketing does not have the desired results Impact: Unable open Artisan Village | Threat | Operational Risk | 4 | 5 | 20 | Sharing | High – Immediate action required | <i>Director JCTI</i> |

| Programme/Sub-Programme Objectives | Risk Description | Opportunity/Threat | Risk Category | Likelihood (P) | Impact (I) | Risk Score | Response Category | Response | Risk Owner |
|--|--|--------------------|----------------------------|----------------|------------|------------|-------------------|---|---|
| Programme 1.0: Gastronomy Network Product Development Objective: To facilitate the development of Jamaica's gastronomy tourism product | If there is a decline in food safety standards this may cause a decline in positive perception of Jamaica's culinary/gastronomy product, which could result in negative media coverage and reduced revenue for SMTEs | Threat | Medium-term Strategic Risk | 3 | 4 | 12 | Reduction | Work with partners specifically the Ministry of Health and Wellness to encourage stakeholders rigorously adopt food safety standards in keeping with the Public Health Act Regulations ensuring that stakeholders secure requisite permits. | Analyst, Tourism Networks, TLN Division |
| Programme 2.0: Knowledge Network Product Development Objective: To position Jamaica as the knowledge centre of the tourism region while facilitating the free exchange of tourism related information through technology | If digital platforms are unstable this may cause a decline in user engagement and subscription which could result in project failure | Threat | Medium-term Strategic Risk | 3 | 4 | 12 | Reduction | Work with developers to ensure stability of application by minimising crashes, issues of browser incompatibility, and/or fatal production bugs that can affect user experience. | Analyst, Tourism Networks, TLN Division |
| Programme 3.0: Health & Wellness Network | If there is an increase in the demand for products made from indigenous raw materials this may cause a spike in the demand for raw materials which | Opportunity | Medium-term Strategic Risk | 3 | 5 | 15 | Reduction | Provide access to financial/funding opportunities for the scaling up of suppliers to meet demand. | Analyst, Tourism Networks Director, TLN Division |

| Programme/Sub-Programme Objectives | Risk Description | Opportunity/Threat | Risk Category | Likelihood (P) | Impact (I) | Risk Score | Response Category | Response | Risk Owner |
|---|---|--------------------|----------------------------|----------------|------------|------------|-------------------|--|---|
| Business Development Objective: To increase the production and use of locally manufactured products | could result in an inability to satisfy the market | | | | | | | | |
| Programme 4.0: Shopping Network Objective: To support the positioning of Jamaica as a destination for shopping | If price points are not attractive to tourists this may cause a reduction in the number of purchase made while on island which could result in decreased income generation opportunities for local businesses | Threat | Medium Term Strategic Risk | 3 | 5 | 15 | Reduction | Through partnerships with entities such as the JBDC and EXIM Bank, conduct business development workshops for suppliers. Key curriculum component will be pricing and pricing for tourism market | 1. Analyst, Tourism Networks 2. Director, Tourism Linkages Network |
| Programme 5.0: Sport & Entertainment Network Objective: To position Jamaica as a destination for sport and entertainment tourism | If event production quality is below international standards this may cause dissatisfaction in the marketplace which could result in negative media attention to Jamaica's tourism product | Threat | Medium Term Strategic Risk | 3 | 3 | 9 | Reduction | Conduct stakeholder engagement activities to sensitize event promoters, etc around their role in the tourism value chain | Analyst, Tourism Networks Director, Tourism Linkages Network |

| Programme/Sub-Programme Objectives | Risk Description | Opportunity/Threat | Risk Category | Likelihood (P) | Impact (I) | Risk Score | Response Category | Response | Risk Owner |
|--|--|--------------------|----------------------------|----------------|------------|------------|-------------------|--|---|
| <p>Programme 6.0: Agriculture Technical Working Group (ATWG)</p> <p>Objective: To sustain and create linkages between the tourism industry and the agricultural sector</p> | <p>Increased use of technology to source/procure produce may cause a disruption in the farmer's ability to supply which will result in loss of revenue for local farmers</p> | Threat | Medium Term Strategic Risk | 3 | 3 | 9 | Reduction | Partnerships with MDA such as RADA to train farmers on how to use the Agrilinkages Exchange platform Facilitation of Climate resilience training in farming | Analyst, Productive Networks Director, Tourism Linkages Network |
| <p>Programme 7.0: Manufacturing Technical Working Group</p> <p>Objective: To create and sustain linkages between tourism and productive sectors</p> | <p>Investment in research and development in manufacturing may cause a diversification of products in the marketplace which could result in a diverse and innovative pool of product options for tourism</p> | Opportunity | Medium Term Strategic Risk | 3 | 3 | 9 | Acceptance | Conduct stakeholder engagement activities to sensitize event promoters, etc around their role in the tourism value chain | Analyst, Tourism Networks Director, Tourism Linkages Network |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|---|---|--------|-------------|--|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| EXECUTIVE DIRECTION AND MANAGEMENT - Policy Planning and Development | Tourism Worker Pension Scheme | | | | | | | |
| | Tourism Strategy and Action Plan | | | | | | | |
| | Destination Development and Management Plan | | | | | | | |
| | Tourism Data Collection and Analysis | | | | | | | |
| TOURISM DEVELOPMENT - Destination Assurance | District Constable Programme | JCF failed to implement effective deployment strategy for district constables in the resort towns. | High | Medium | Increase the number of district constables in the programme. Ongoing discussion with the management team of the DC programme regarding deployment strategy | * | * | * |
| | Teen Challenge Jamaica Rehabilitation Programme | Teen Challenge Jamaica unsuccessful in the enrolment of persons into their one year residency programme | Medium | Low | Assist in the facilitating the interview process. | * | * | * |
| | Managed Space Concept (Falmouth & Ocho Rios) | Contract carriage operators | Medium | Low | Contract carriage operators prohibited from standing directly in front of pier gate. | * | | |
| | | Multiagency collaboration | High | Medium | Multiagency collaboration | * | | |
| | | HEART Trust | Medium | Low | Coordinate with the community awareness and training department to develop training programmes. | * | * | |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|--|---|--------|-------------|--|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| Tourism Inclusiveness Programme | Community Tourism policy and Strategy Implementation | Community is not cohesive | Medium | High | Consultation with the community to reinforce group dynamics and team building. Engage SDC to conduct team building exercises with group. | * | * | * |
| | | The wider community does not share the vision of the intended end product | High | Medium | Ensure that community members are engaged from project conceptualization and that their buy-in is achieved before moving forward | * | * | * |
| | | Perceived inequity by selective members of the community | High | Medium | Consultation with the community to reinforce group dynamics and team building. | * | * | * |
| | | Likelihood that development that takes place jeopardizes the quality of the environment | Low | High | Prepare an environmental impact statement. | * | * | * |
| | | Environmental factors prevents the development of the product | Low | High | Conduct a project feasibility study prior | * | * | * |
| | | Weather conditions impacting the scope, schedule, and budget of the project | Medium | High | Identify activities in advance that can be fast tracked or crashed | * | * | * |
| | | The unavailability of adequate technology to facilitate the growth of the enterprise. | Medium | Medium | Conduct an assessment and solicit equipment from Universal Access fund. | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|---------|--|--------|-------------|---|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | The community not being able to afford maintenance cost associated with various equipment | Medium | Medium | Develop a business plan to guide operations | * | * | * |
| | | Access to roads and utilities being inadequate to support proposed development. | High | High | Conduct the required assessment. Lobby MPs and utility companies to assist with resolution. | * | * | * |
| | | Criminal elements taking advantage of the poor road conditions | High | Low | Advocate for improved road conditions | * | * | * |
| | | Lack of adequate electricity in the area resulting in restricted operating hours | Low | Low | Carry out a needs assessment and make the appropriate requests | * | * | * |
| | | Inadequate water supply negatively affecting business operations | Medium | High | Suggest the installation of water harvesting facilities/tanks | * | * | * |
| | | Emergency response being slow or inadequate; and tourist property and person not being adequately protected while staying in the community | High | Low | Provide training in first aid and CPR. Establish neighbourhood watch. Train persons in security and safety. | * | * | * |
| | | Incidences of tourists/visitor | High | Medium | Dc's, Curtesy Corps, Community consultation | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|---------|---|--------|-------------|---|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | harassment being committed by touts | | | sessions | | | |
| | | Inadequate security personnel on site | High | Low | Ensure community buy in via consultation sessions | * | * | * |
| | | No safety management plan being in place | Low | Low | Ensure that the CTE is licensed | * | * | * |
| | | Defective and out dated safety equipment being utilized | Medium | Low | Ensure that the CTE is licensed | * | * | * |
| | | Staff of the community enterprises not being trained in basic first aid | Low | Low | Ensure that the CTE is licensed | * | * | * |
| | | Insufficient/defaced signs notifying visitors of dangers | Low | Low | Ensure that the CTE is licensed | * | * | * |
| | | Stakeholder Conflict risk – likelihood of stakeholder becoming disengaged. | High | High | Provide conflict resolution training. | * | * | * |
| | | Stakeholders not being properly identified and categorized | Low | Low | Prepare and implement a stakeholder management plan | * | * | * |
| | | Development being undertaken without adequate proof of legal guidelines being | Medium | High | Provide assistance in securing property lease, business registration etc. request a copy of all required documents. | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|---|--|--------|-------------|---|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | adhered to - land tenure ship, business registration, enterprise licencing | | | | | | |
| | | CTE's operating without the requisite public insurances | Medium | Low | Ensure that the CTE is licensed under the JTB Act | * | * | * |
| | | Change in government resulting in a change in direction | High | Medium | Articulate the importance of the project showing its alignment with the company's mandate | * | * | * |
| | | Project implementation becomes politicalized by the intrusion of MP's and Councillors who desire the utilization of specific workmen | High | High | Prepare and implement stakeholder management plan | * | * | * |
| | | CTE's operating without the requisite public insurances | Medium | Low | Ensure that the CTE is licensed under the JTB Act | * | * | * |
| | | Projects being costed inaccurately. | Low | Low | Utilize costs that are verified by a certified Quantity Surveyor. | * | * | * |
| Product Development Programme | <i>Spruce Up Pon Di Corner Programme</i> | MP's are tardy in selecting projects for implementation | Medium | High | Provide guidance and make suggestions of projects that could be implemented as required | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|---------|---|--------|-------------|--|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | Project politically selected not being aligned with our mandate | Low | Low | Ensure that the MP's fully understand the tenets of the programme. Vet each suggested project prior to implementation. | * | * | * |
| | | Development taking place without adequate proof of legal guidelines being adhered to. | Low | Low | Request a copy of required documents. | * | * | * |
| | | Projects being costed inaccurately. | Low | Low | Utilize costs that are verified by a certified Quantity Surveyor. | * | * | * |
| | | Scope creep resulting in an increase in project costs | Medium | Medium | Prepare and implement the stakeholders management plan | * | * | * |
| | | MP's/ Councillors dictating the hiring of unskilled labour resulting in poor quality and budget overruns | High | Medium | Prepare and implement the stakeholders management plan | * | * | * |
| | | Miscommunication within the project team creating a gap is developed between expectations, requirements and works done. | High | High | Continuous consultation and team meetings. | * | * | * |
| | | Delays to procurement processes impacting | Medium | Medium | Ensure that documents are prepared in time for procurement meetings. Get a | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|--|--|--------|-------------|--|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | implementation of projects under the programme. | | | copy of schedule for procurement meetings. | | | |
| Product Development Programme | Rehabilitate /restore historic sites, attractions and birth places of National Heroes and Prime Ministers | Disengaged stakeholders | High | Medium | Stakeholder consultation meeting. | * | * | * |
| | | Lack of community buy in as development is given priority over historic preservation | High | Medium | Conduct community consultation sessions and education programmes regarding the economics of restoration and preservation. Conduct charrette. | * | * | * |
| | | Absence of documents that proves property ownership | High | Low | Provide assistance in obtaining proof of ownership and securing land tenure where required. | * | * | * |
| Product Development Department | Resort Area Planning | Stakeholders not properly identified and categorized | High | Medium | Prepare and implement stakeholder management plan | * | * | * |
| | | Delays in approval | Medium | Medium | Get a schedule of approved committee meetings. Send in documents on a timely basis and follow up with required personnel. | * | * | * |
| | Faith Based Tourism | Marketing support inadequate. | High | High | Confer with tour companies to ascertain their interest in selling these and what their | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|--|--|--------|-------------|--|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | | | | customers require. Agree on a number of properties that will make the market spend worthwhile | | | |
| | | Churches inability to meet required standards. | High | High | Reduction: Assist churches in seeking funding to upgrade. | * | * | * |
| | | Conflict in scheduling tours and unplanned Church activities | Medium | Medium | Reduction: improve communication link with tour companies. | * | * | * |
| | | Foreign language training | High | High | Cost sharing with Church | * | * | * |
| Product Development Programme | <i>Sustaining the Environment & Tourism (SET)</i> | Low literacy level among the targeted groups | High | High | Reduction : Provide classes in basic literacy linking with SDC and Jamaica Foundation for Life Long Learning. | * | * | * |
| | | Inadequate funding | High | High | Reduction: Source sponsors to offset cost Obtain funding from TEF | * | * | * |
| | | Lack of interest from targeted group | Medium | Medium | Reduction: Offer opportunities for economic improvement of self and community. | * | * | * |
| | | Low on the priority list of the other agencies (e.g SDC) | Low | Low | Reduction; Sensitizing the Agencies about the importance to natural | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|-------------------------------------|--|--------|-------------|--|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | | | | development the success of the programme will have on socio-economic status of the communities. | | | |
| Product Development Programme | Privatization of Initiatives | Properties not at a standard to attract investors | High | High | Upgrade properties | * | * | * |
| | | Lack of interest from Investors | High | High | Offering incentives that will allow Investors to benefit from the agreement. Provide marketing tools such as attractive brochures. | * | * | * |
| | | Negative response from communities to the privatisation | Medium | Medium | Sensitization with emphasis on the both social and economic benefits for the community | * | * | * |
| Product Development Programme | Island wide Signage | Funding for the project not approved | Medium | Medium | Suggest implementing the project on a phase basis | * | * | * |
| | | Implementing agency being tardy in completing the project | Medium | Medium | Pair the payment schedule with the works schedule also include and enforce a clause in the contract that speaks specifically to on time implementation | * | * | * |
| | | Signs being installed incorrectly or with the wrong narration/design | High | Low | Ensure quality control measures are employed. | * | * | * |
| | | No concessionaire willing to take up the offer of partnership | Medium | Low | Ensure that the terms and conditions of the tenders are amicable | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|------------------|---|--------|-------------|---|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | Properties being affected by natural or man-made disasters | High | High | Ensure that insurance is in place at all times | * | * | * |
| Linkages Network Programme | Linkages Network | Inadequate opportunities for local suppliers to be exposed to and interface with buyers in the tourism sector | High | Medium | Reduction – Implement activities to increase business arrangements between tourism sector buyers and suppliers in agricultural, manufacturing and entertainment sectors i.e. Mini expositions, Speed networking event, JAPEX, Agro-Tourism Farmers' market, Arts in the Park, Targeted sector session | * | * | * |
| | | Local suppliers unable to supply the tourism sector | High | Medium | Acceptance – May occur as a result of natural and economic factors. Provide support to develop funding proposal to establish centralised cold/dry storage and distribution facility for agricultural produce | * | * | * |
| | | Inability of local suppliers to meet market requirements/standards | High | Medium | Sharing – Solicit financial support for supplier capacity building programmes through stakeholder organisations | * | * | * |
| | | Market information not readily available and accessible | High | Medium | Reduction – Conduct Tourism Demand Study and disseminate information to relevant stakeholders. Devise strategies to implement recommendations to minimize leakages | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|--|---|--------|-------------|--|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | Changes in the demand for goods and services not captured in the Tourism Demand Study | Medium | Low | Sharing- Work with stakeholders to ensure full data capture | * | * | * |
| | | Lack of or little opportunities for local entertainment professionals to be performed in the tourism sector | Medium | Medium | Reduction – Work with the Entertainment Division to increase the number of local entertainment professionals employed in the tourism sector | * | * | * |
| | | Lack of or low buy-in from the relevant stakeholders (public and private sectors, buyers suppliers) | Low | Medium | Reduction – - Convene Linkages Council meetings - Work closely with TWGs to implement recommendations to strengthen linkages between buyers and suppliers | * | * | * |
| | | Insufficient funding to continue the linkages programme | High | Low | Sharing – Solicit sustained financial support from TEF | * | * | * |
| | | Supporting legislative framework (policies/Acts) not in place | High | Medium | Reduction – Make recommendations and influence policy decisions at board/committee level – Tourism Linkages Council, Fiscal Incentives Sub-committee, Entertainment Advisory Board | * | * | * |
| Multi-Hazard Contingency Programme | Disaster Risk Management and Climate Change Adaptation Programme for the | Low attendance of the tourism sector persons to capacity building sessions | High | High | Sharing –Use other agencies to bring the message Acceptance –Invite higher number than required to actual achieve designed outcome | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|--|--|--|--------|-------------|--|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | Tourism Sector | | | | | | | |
| | | Multiple disasters in a short time frame- Hurricanes, Oils Spills, prolonged rainfall, with expectation for more based on MOT Office Data, gas leaks | High | Medium | Reduction –Strengthen communication lines between the various subsectors so that response is quick in the event that aid is needed. Increase the amount of multi-hazard information communicated to the sector. | * | * | * |
| | | Activities being delayed due to the demanding schedule of the ODPEM and the fact that it must respond to emergencies that arise. | High | High | Reduction –Inform the ODPEM of activities that requires their input as early as possible. Keep communication lines open to ensure that the date remains suitable for the respective officer(s) at the ODPEM. | * | * | * |
| Climate Change Programme for the Tourism Sector | | Low acceptance of the need to adapt to and mitigate against Climate Change | High | Medium | Sharing –Use other agencies to bring the message Reduction – ncrease sensitisation and awareness initiatives re Climate Change | * | * | * |
| | Small Accommodation Energy Conservation Loan Programme | Limited uptake of Energy Loans through TEF/JN | High | High | Reduction –Increase communication about the loan facility and benefits of the loan. | * | * | * |
| Sustainable Tourism Programme | Tourism Environmental (TESI) | Resort level projects not effectively implemented | High | Medium | Sharing –Engage agencies with relevant jurisdiction (environment, forestry, waste, other)to bring support Reduction –Increase sensitisation and awareness and stakeholder buy-in | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|--|--|--------|-------------|--|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | Low Property level interest in environmental stewardship initiatives | High | medium | Reduction –Increase communication strategies including collateral material development about benefits of environmental stewardship for sector. | * | * | * |
| | Sustainable Destinations Alliance Initiative | Ineffective functioning Destination Stewardship Council | High | Medium | Reduction – Engage Ministerial Support for the initiative. Contract Destination Stewardship Manager | * | * | * |
| | | Limited implementation of Destination Projects | High | Medium | Reduction – MoT strengthened leadership, oversight and coordination to support to implementation. Ongoing communication with local stakeholders | * | * | * |
| | Tourism and Environment Policy | Limited implementation and oversight through Monitoring committee | High | Medium | Reduction – X –Strengthened Monitoring of the outputs of the Committee and Secretariat. | * | * | * |
| | | Limited monitoring and enforcement by State Agencies to support compliance | High | High | Reduction – Explore mechanisms to augment monitoring and enforcement through partnerships and funding | * | * | * |
| Tourism Inclusiveness Programme | Community Tourism | Limited implementation of activities in policy | High | Medium | Sharing –Use other agencies to support implementation Reduction – Strong oversight by Community Tourism Oversight Committee Encourage TPDCo to Increase capacity to implement with | * | * | * |

| RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES | | | | | | | | |
|---|---------|----------------------|--------|-------------|-----------------------------|-----------|-----------|-----------|
| Programme / Sub-Programme | Project | Description of Risks | Impact | Probability | Mitigating Measure/Response | Year 1 | Year 2 | Year 3 |
| | | | | | | 2020/2021 | 2021/2022 | 2022/2023 |
| | | | | | funding support from TEF | | | |

Appendix E – Procurement Plan

| 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 & recommendation approval (insert dates) | Contract award (insert dates) | Delivery (insert dates) |
| YEAR 1 (2020/2021) | | | | | | | | | | |
| GOODS | | | | | | | | | | |
| Office Supplies | Q1-Q4 | Based on need and request | Stationery office Supplies Econo Office & supplies Ltd Stationery Centre | 6,142,976 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Subscription | Q1-Q4 | Based on need and request | Jamaica Gleaner Jamaica Observer | 600,000 | DC/Limited Tender | | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |

| 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 & recommendation approval (insert dates) | Contract award (insert dates) | Delivery (insert dates) |
| Computer Equipment | Q1-Q4 | Based on need and request | Bluechip Strategy Ltd Unicorp Ltd Solution | 16,981,368 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Furniture & Fixtures | Q1-Q4 | Based on need and request | Tender process will determine | 951,755 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| NON-CONSULTING SERVICES | | | | | | | | | | |
| Property rental, repair & maintenance | Q1-Q4 | Based on need and request | Jamaica Property | 29,501,467 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Courier services | Q1-Q4 | Based on need and request | Tara Couriers Services Ltd | 2,520,000 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Insurance | Q1-Q4 | Based on need and request | Tender process will determine | 1,320,000 | Limited Tender | | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |

| 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 & recommendation approval (insert dates) | Contract award (insert dates) | Delivery (insert dates) |
| Insurance-Health | Q1-Q4 | Based on need and request | Sagicor Jamaica Ltd | 11,267,341 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Vehicle Maintenance | Q1-Q4 | Based on need and request | Toyota Jamaica Ltd | 3,714,492 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Parking Rental | Q1-Q4 | Based on need and request | Jamaica Property Ltd | 7,137,001 | DC | | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Catering services | Q1-Q4 | Based on need and request | Marcia Leyow Marlene Foster Patsy Lyn K&S Caterers | 3,500,000 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| CONSULTING SERVICES | | | | | | | | | | |
| Consultant | Q1-Q4 | Based on need and request | Tender process will determine | 1,753,1751 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |

| 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 & recommendation approval (insert dates) | Contract award (insert dates) | Delivery (insert dates) |
| Legal Services | Q1-Q4 | Based on need and request | Tender process will determine | 7,816,950 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Audit Services | Q1-Q4 | Based on need and request | Tender process will determine | 3,725,650 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Staff Training | Q1-Q4 | Based on need and request | Based on need for training | 9,137,925 | Limited Tender/ DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Marketing & PR | Q1-Q4 | Based on need and request | Tender process will determine | 17,988,800 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| IT Services | Q1-Q4 | Based on need and request | Tender process will determine | 11,380,000.00 11,380,000.00 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |

| 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 & recommendation approval (insert dates) | Contract award (insert dates) | Delivery (insert dates) |
| YEAR 2 (2021/2022) | | | | | | | | | | |
| Goods | | | | | | | | | | |
| Office Supplies | Q1-Q4 | Based on need and request | Stationery office Supplies Econo Office & supplies Ltd Stationery Centre | 6,327,265 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Subscription | Q1-Q4 | Based on need and request | Jamaica Gleaner Jamaica Observer | 6,180,00 | DC/Limited Tender | | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Computer Equipment | Q1-Q4 | Based on need and request | Bluechip Strategy Ltd Unicorp Ltd Solution | 17,490,809.04 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Furniture & Fixtures | Q1-Q4 | Based on need and request | Tender process will determine | 9,803,07.65 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Non-consulting services | | | | | | | | | | |

| 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 & recommendation approval (insert dates) | Contract award (insert dates) | Delivery (insert dates) |
| Property rental, repair & maintenance | Q1-Q4 | Based on need and request | Jamaica Property | 30,386,511.01 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Courier services | Q1-Q4 | Based on need and request | Tara Couriers Services Ltd | 2,595,600 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Insurance | Q1-Q4 | Based on need and request | Tender process will determine | 1,359,600 | Limited Tender | | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Insurance-Health | Q1-Q4 | Based on need and request | Sagcor Jamaica Ltd | 11,605,361.23 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Vehicle Maintenance | Q1-Q4 | Based on need and request | Toyota Jamaica Ltd | 3,825,926.76 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Parking Rental | Q1-Q4 | Based on need and request | Jamaica Property Ltd | 7,351,111.03 | DC | | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Catering services | Q1-Q4 | Based on need and request | Marcia Leyow Marlene Foster Patsy Lyn K&S Caterers | 3,60,5000 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Consulting Services | | | | | | | | | | |

| 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 & recommendation approval (insert dates) | Contract award (insert dates) | Delivery (insert dates) |
| Consultant | Q1-Q4 | Based on need and request | Tender process will determine | 1,805,7703.53 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Legal Services | Q1-Q4 | Based on need and request | Tender process will determine | 8,051,458.5 | DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Audit Services | Q1-Q4 | Based on need and request | Tender process will determine | 3,837419.5 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Staff Training | Q1-Q4 | Based on need and request | Based on need for training | 9,412,062.75 | Limited Tender/ DC | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Marketing & PR | Q1-Q4 | Based on need and request | Tender process will determine | 18,528,464 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| IT Services | Q1-Q4 | Based on need and request | Tender process will determine | 11,721,400 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |

| 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 & recommendation approval (insert dates) | Contract award (insert dates) | Delivery (insert dates) |
| YEAR 3 (2022/2023) | | | | | | | | | | |
| Goods | | | | | | | | | | |
| Office Supplies | Q1-Q4 | Based on need and request | Stationery office Supplies Econo Office & supplies Ltd Stationery Centre | 6,517,082.95 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Subscription | Q1-Q4 | Based on need and request | Jamaica Gleaner Jamaica Observer | 6,365,40 | DC/Limited Tender | | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Computer Equipment | Q1-Q4 | Based on need and request | Bluechip Strategy Ltd Unicorp Ltd Solution | 18,015,533.31 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Furniture & Fixtures | Q1-Q4 | Based on need and request | Tender process will determine | 10,097,16.98 | Limited Tender | Q1-Q4 | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. | Tender process request will determine date. |
| Non-consulting services | | | | | | | | | | |

| | | | | | | | | | | |
|---------------------------------------|-------|---------------------------|---|---------------|----------------|-------|---|---|---|---|
| Property rental, repair & maintenance | Q1-Q4 | Based on need and request | Jamaica Property | 31,298,106.34 | DC | Q1-Q4 | Tender process request will determine date. |
| Courier services | Q1-Q4 | Based on need and request | Tara Couriers Services Ltd | 2,673,468 | DC | Q1-Q4 | Tender process request will |
| Insurance | Q1-Q4 | Based on need and request | Tender Process will determine | 1,400,388 | Limited Tender | | Tender process request will determine date. |
| Insurance-Health | Q1-Q4 | Based on need and request | Sagikor Jamaica Ltd | 13,005,749.23 | DC | Q1-Q4 | Tender process request will determine date. |
| Vehicle Maintenance | Q1-Q4 | Based on need and request | Toyota Jamaica Ltd | 3,940,704.56 | DC | Q1-Q4 | Tender process request will determine date. |
| Parking Rental | Q1-Q4 | Based on need and request | Jamaica Property Ltd | 7,571,644.36 | DC | | Tender process request will determine date. |
| Catering services | Q1-Q4 | Based on need and request | Marcia Leyow Marlene Foster Patsy Lyn K&S Caterers | 3,713,150 | Limited Tender | Q1-Q4 | Tender process request will determine date. |
| CONSULTING SERVICES | | | | | | | | | | |
| Consultant | Q1-Q4 | Based on need and request | Tender process will determine | 18,599,434.65 | Limited Tender | Q1-Q4 | Tender process request will determine date. |
| Legal Services | Q1-Q4 | Based on need and request | Tender process will determine | 8,293,002.25 | DC | Q1-Q4 | Tender process request will determine date. |
| Audit Services | Q1-Q4 | Based on need and request | Tender process will determine | 3,952,542.085 | Limited Tender | Q1-Q4 | Tender process request will determine date. |

| | | | | | | | | | | |
|----------------|-------|---------------------------|-------------------------------|---------------|--------------------|-------|---|---|---|---|
| Staff Training | Q1-Q4 | Based on need and request | Based on need for training | 9,694,424.63 | Limited Tender/ DC | Q1-Q4 | Tender process request will determine date. |
| Marketing & PR | Q1-Q4 | Based on need and request | Tender process will determine | 19,084,317.92 | Limited Tender | Q1-Q4 | Tender process request will determine date. |
| IT Services | Q1-Q4 | Based on need and request | Tender process will determine | 12,073,042 | Limited Tender | Q1-Q4 | Tender process request will determine date. |