

# **GOVERNMENT OF JAMAICA**



## **MINISTRY OF TOURISM**

### **STRATEGIC BUSINESS PLAN**

**2019– 2022**

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## HONOURABLE MINISTER'S MESSAGE



The Government of Jamaica has been targeting several strategic areas to accelerate economic growth and job creation. In order to do this, the public sector has been charged with undertaking projects and policies that result in major structural transformation of the economy.

I am happy to report that the Ministry of Tourism continues to play an integral role in the Government's growth agenda. In fact, tourism is our largest foreign exchange earner and one of the largest employers of labour.

Over the past five years, we have seen our tourism arrivals increase by 35 percent. We also continue to chart the growth path by focusing on our targets set in 2016 to: welcome 5 million tourists and earn US \$5 billion in five years. We also intend to increase total direct jobs to 125,000 and add 15,000 rooms. This is a strategy I call the 5 x 5 x 5 growth agenda.

My Ministry also remains committed to building a sustainable and competitive tourism sector that not only focuses on increasing visitor arrivals and extensive product development, but also on utilising ground-breaking technology to improve the lives of every Jamaican.

Gross foreign exchange earnings for the period January to December 2018 total US\$3.23 billion, an increase of 7.85 percent over 2017, with stopover arrival earnings of US\$3.038 billion up 7.4 percent and cruise passenger earnings of US\$176.3 million down 0.4 percent.


Data from the Jamaica Tourist Board also shows that from January to December 2018, we recorded tourist arrivals of 4.31 million, an increase of nearly 1 percent, over the corresponding period last year.

Undoubtedly, the tourism industry is one of the fastest growing in the world and locally it contributes to the development of the economy through: employment generation, infrastructure development and export revenue. I am very grateful to have been blessed to lead this Strategic Business Planning process with the help of the most talented and hardworking Ministry in the island. The team is truly committed to the development of the product, and ensuring that more Jamaicans stand to benefit from our lucrative industry.

This Business Plan provides a comprehensive roadmap to guide Jamaica's tourism sector to further success. It is a call to action that addresses challenges, strengthens strategic partnerships and builds on the momentum of previous years to capture the full economic value of the sector.

It outlines our vision as well as new policies and programmes that we will utilise to achieve the development goals of the sector and by extension the country.

This dynamic business planning process has already yielded positive results, and we intend to build on this success. It is against this background that the Ministry of Tourism will continue to play its role in ensuring that Jamaica becomes "the place of choice to live, work, raise families and do business."



Hon. Edmund Bartlett, CD, MP  
Minister of Tourism

## PERMANENT SECRETARY'S MESSAGE



Jamaica's tourism sector continues to expand at an unprecedented pace, and remains poised to outperform the benchmark annual target of five percent growth over five years that was set in 2016.

The tourism sector has maintained its position as one of the main contributors to job creation, investments and foreign revenues in the Jamaican economy. Expectedly, 2018 marked another exceptional year for tourism as the available data indicate that the total economic impact of the sector surpassed most other segments of the economy.

The record-breaking performance of the country's tourism sector over the last several quarters reflects the success of our intensified tourism growth strategy, which revolves around five pillars: tapping into new markets; developing new products; accelerating investments; building new partnerships; and developing human capital.

We continue to create policies and programmes which strategically position the tourism sector as the catalyst of job creation and economic expansion in order to meet our target of over 125,000 direct jobs and 15,000 new hotel rooms by 2021.

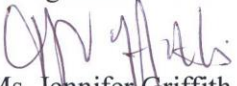
The Strategic Business Plan of the Ministry of Tourism for 2019 – 2022 identifies and describes the priority policies, programmes, projects and strategies that will be employed to ensure the continued viability and improved performance of the tourism sector.

In keeping with the structure of the plan, we have identified several priority programmes that we intend to implement during this upcoming period. The first is our Destination Assurance Policy, which aims to address the concerns that currently exist within the destination that directly affect its quality and assurance. These include Visitor Safety and Security concerns including harassment; Standards and Quality Control – in terms of infrastructure, amenities, food, and water; and Compliance issues in relation to accommodations, attractions, and other facilities.

We are currently developing plans for the newest tourism destination in Jamaica, the parish of St Thomas, under a project called the "St. Thomas Destination Development and Management Plan." Already we have completed a tourism development assessment and have contracted technical expertise including planners, designers and tourism destination management experts.

Additionally, we will be focusing on the development and implementation of our Tourism Strategy and Action Plan, Water Sports Policy, and the much-anticipated Tourism Worker Pension Scheme that will see that each eligible worker in the sector gets a pension of at least J\$200,000 per annum. We have done sensitization sessions island wide to get feedback from tourism workers and employers and to explain how the pension scheme will work. Amendments will also be made to the JTB Act, including Water Sport Regulation, and the Travel Agency Act.

I look forward to overseeing the implementation of these very important projects and policies which will, no doubt, positively impact the tourism sector. I am confident that our team at the Ministry of Tourism as well as our agencies, will no doubt, exceed all targets set in this very important Strategic Business Plan.

  
Ms. Jennifer Griffith, CD, JP  
Permanent Secretary

## **ACCOUNTABILITY STATEMENT**

This Strategic Business Plan for the next three years, commencing April 1, 2019 was prepared under my direction in accordance with the policy directives outlined by the Government of Jamaica, and the authority delegated to me under Section 16 of the Financial Administration and Audit (FAA) Act. The Plan outlines the Ministry's strategies that contribute to the achievement of the Government's agenda, and specifically, the planned policies, programmes and projects for which appropriate monitoring and evaluation mechanisms are being deployed to ensure their timely and cost-effective implementation.

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

Jennifer Griffith (Mrs.), JP  
Permanent Secretary  
Ministry of Tourism

# 1 EXECUTIVE SUMMARY

The Ministry of Tourism is mandated by the Government of Jamaica to provide governance and leadership for the development of the tourism industry and the promotion of Jamaica's tourism product. The Ministry works with a wide cross-section of public and private partners to identify, establish and implement policies and systems that add value to and leverage the rich and unique tourism assets of the country to create a compelling tourism experience for visitors.

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.

The Ministry's strategic framework includes 5 high-level strategic priorities: (1) Accessing new markets; (2) Developing new products; (3) Attracting new investment; (4) Building new partnerships; and (5) Developing human capital in the tourism sector. These strategic priorities drive what the Ministry has designated as its 5x5x5 growth strategy which 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.

Achieving this 5x5x5 growth strategy requires that the Ministry move the sector well beyond a factor-driven development strategy, such as one dependent on *Sand, Sea and Sun*, to also incorporate elements of an investment-driven strategy, an efficiency-driven strategy and an innovation-driven strategy. These higher-level strategic approaches can be seen in many of the key initiatives of the Ministry and its Agencies that will be implemented during the 2019-2011 medium-term socio-economic period, a sample of which is given below:

- Investment-driven Strategy
  - a. Development/Rehabilitation of Public Beaches
  - b. Attracting investments in additional room stock
  - c. Enhancement and maintenance of destination gateways and resort towns
  - d. Divestment of Milk River Mineral Bath and Bath Fountain Hotel and Spa
- Efficiency-driven Strategy
  - a. Provide training for thousands of workers within the tourism sector
  - b. Develop tourism quality standards and enforce compliance in these standards
- Innovation-driven Strategy
  - a. Implementation of the first Global Tourism Resilience and Crisis Management Centre
  - b. The construction of Artisan Villages in Falmouth, Portland and Ocho Rios

The Ministry's programmes and projects must be supported by the appropriate policy, legislative and regulatory framework and in the 2019/2022 medium-term socio-economic period the priority policies and legislation include:

- The updating of a Tourism Strategy and Action Plan
- The finalization and implementation of the Water Sport Policy
- The finalization and implementation of the Tourism Networks Policy and Strategy to strengthen linkages between Tourism and other industries
- Development of the Destination Assurance Framework and Strategy to ensure a safe, secure and seamless destination for all

- Passage of the Tourism Workers' Approved Pensions Act
- Updating or amending of the Timeshare Act (2014), the Tourist Board Act (1955), the Tourist Board Water Sport Regulations (1985), the Travel Agencies Regulations Act (1958), and Tourist Board (Prescribed Areas) Regulations (1985)

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 Ministry of Tourism's Vision Statement:**

"Tourism, the engine of innovation and sustainable economic growth."

### **1.2 Ministry of Tourism's Mission**

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

### **1.3 Ministry of Tourism 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.

### **1.4 Ministry of Tourism 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 to at least 5 million by 2022
- Increased foreign exchange earnings from tourism to at least US\$5 billion by 2022.
- Increased direct employment in the tourism sector to at least 125,000 by 2022.
- Increased share of retained earnings per tourist to 50% by 2022.
- Increased room stock by at least 15,000 by 2022.
- Increased level of visitor satisfaction by ensuring that 95% or more of visitor's experience met or exceeded expectations by 2022.
- Improved perception among the general public that tourism is making a broad-based economic contribution to at least 60% by 2022,
- 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 2022.
- Increased percentage of tourism workers enrolled in a pension scheme to 20% by 2022.
- 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 2022.

- Increased ranking of Jamaica as an internationally competitive destination by moving its WTTC ranking from 69 to 60 or higher by 2022.

## 1.5 Ministry of Tourism 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 to up 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 Ministry of Tourism's 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:

- i. **Tourism Investment and Development Programme.**
  - 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).
- ii. **Accommodation Diversification and Expansion Programme.**

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).
- iii. **Destination Marketing Programmes.**
  - 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.
- iv. **Airlift Support Programme.**
  - Strategy 6. Ensure that there are enough seats from key source markets to bring at least 2.5 million stop-over visitors to Jamaica by 2022
- v. **Cruise Marketing Programme.**
  - Strategy 7. 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.
  - Strategy 8. 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.
- vi. **Linkages Network Programme.**
  - Strategy 9. 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 10. 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.

- vii. **Product Development Programme.**
- Strategy 11. 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 12. 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 13. 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 14. 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 15. 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 16. Maintain and develop product quality by issuing work permits to foreign workers to fill recognized skill gaps within the tourism sector.
- viii. **Tourism Worker Welfare Programme.**
- Strategy 16. Improve tourism workers welfare with respect to their current working environment and post-retirement circumstances by establishment of the Tourism Workers Pension Scheme.
- ix. **Destination Assurance Programme.**
- Strategy 17. Develop and manage Jamaica's tourism industry in an environmentally and socially sustainable manner to raise its ranking as a leading internationally competitive destination.
  - Strategy 18. 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 19. 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 20. 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 21. 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.
- x. **Tourism Workers Development Programme.**
- Strategy 22. 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.
- xi. **Tourism Inclusiveness Programme.**
- Strategy 23. 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 24. 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.
- xii. **Tourism Awareness Programme.**
  - Strategy 25. 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 26. 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 27. Support cultural, social or environmental projects as part of the Ministry of Tourism's contribution to social responsibility.

## 1.7 Ministry of Tourism's 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)
- Tourism Workers' Approved Pensions Act. (Draft Bill)
- River Rafting Act. (to be repealed)
- Milk River Hotel and Spa and Bath Fountain Hotel and Spa Act. (to be repealed)

## 1.8. Ministry of Tourism Priority Programmes and Projects

The Ministry of Tourism's Priority Programmes and Projects are the actions and activities taken to achieve the goals, outcomes, and objectives of the Ministry. They represent the tactical level of the strategic framework with the programmes designed to deliver the outcomes and the projects designed to deliver specific outputs required of by the programmes. The priority programmes of the Ministry are:

- Destination Marketing programme

- Cruise Marketing programme
- Airlift Support programme
- Tourism Investment and Development programme
- Accommodation Diversification and Expansion programme
- Product Development programme
- Destination Assurance programme
- Linkages Network programme
- Tourism Inclusiveness programme
- Public Awareness programme
- Tourism Worker Development programme
- Tourism Worker Welfare programme

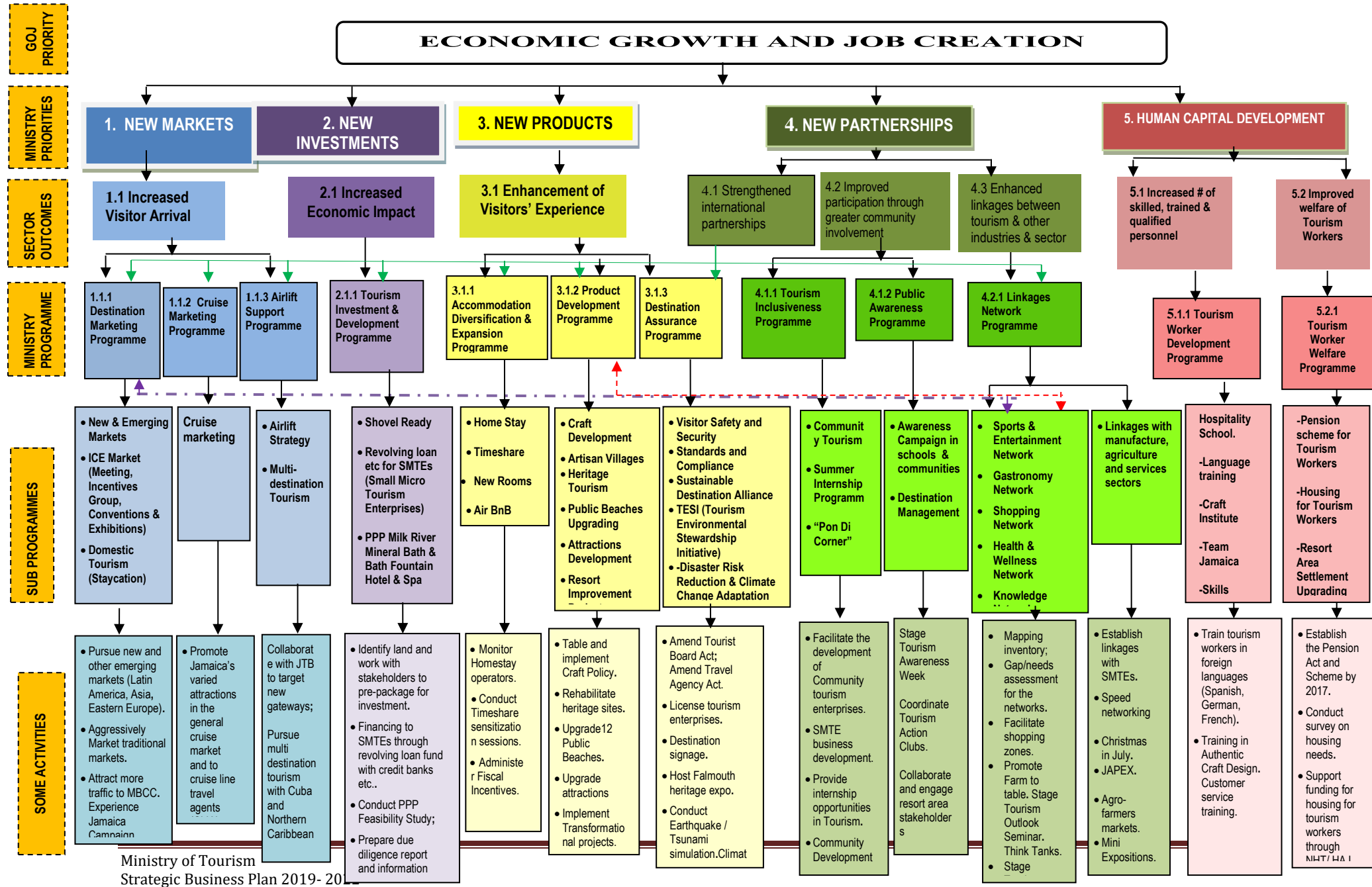
#### **1.8.1 Ministry of Tourism's Priority Projects are:**

- i. Development of the Tourism Workers Pension Scheme
- ii. Development and roll-out of a Destination Development and Management Plan 2030 for the parish of St. Thomas
- iii. Development of the Tourism Strategy and Action Plan 2030
- iv. Establishment of the Global Centre for Tourism Resilience
- v. Linkages Council and Networks Projects
- vi. Development of a Craft Institute
- vii. Development of 5 Artisan Villages
- viii. Privatization of Bath Fountain and Hotel and Milk River Mineral Bath
- ix. Development of a Tourism Economic Impact Assessment

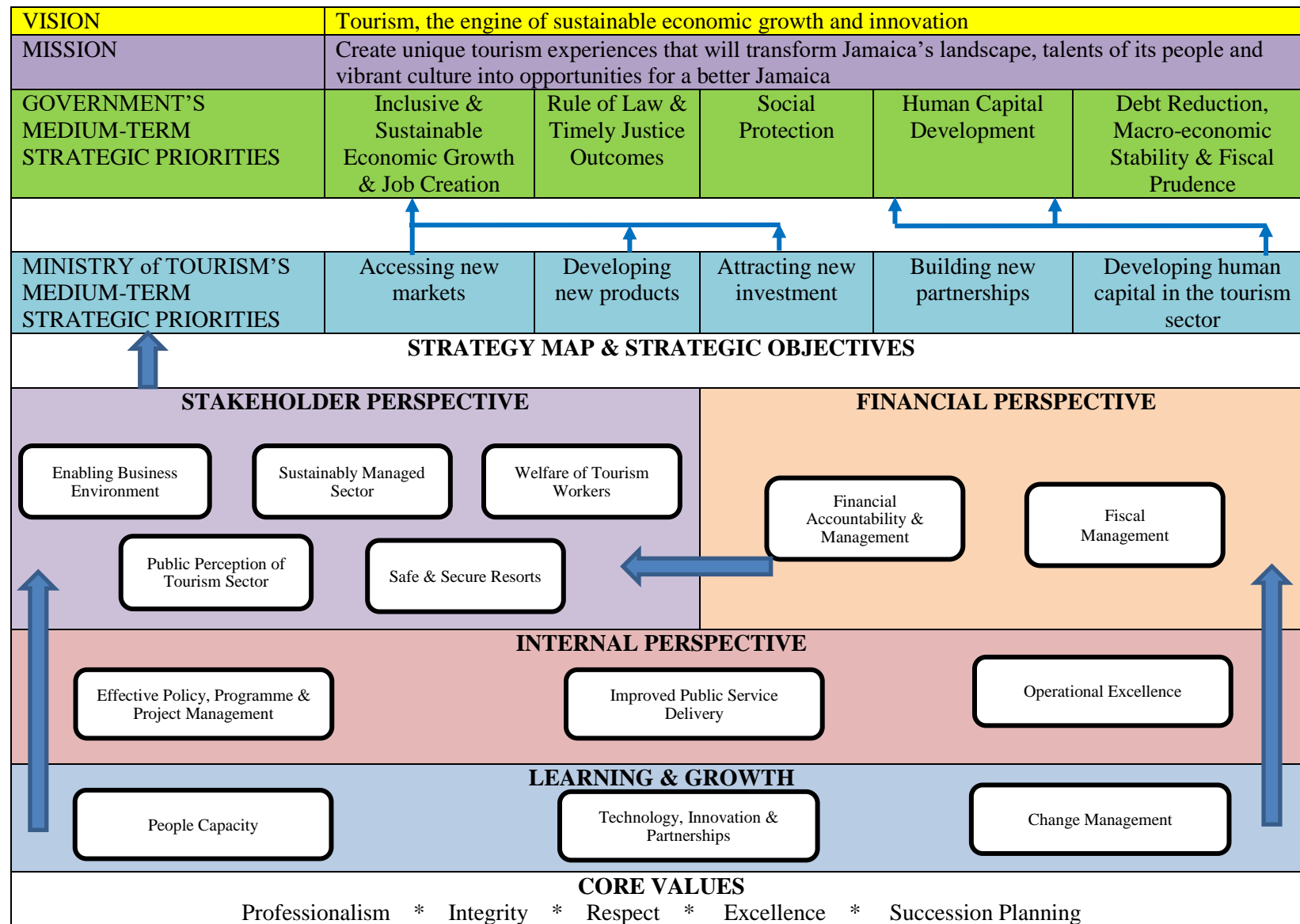
### **1.9 Ministry of Tourism's Programme Architecture**

The Programme Architecture below outlines the Ministries Priorities, Sector Outcomes, Programmes and Sub-programmes. This detailed overview serves as a roadmap that will guide the Ministry in achieving its goals.

## Programme Architecture



## 1.10 Strategy Map



### 1.11 Ministry Scorecard (Medium Term 2017 – 2020)

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 2022.	<ul style="list-style-type: none"> <li>Shovel Ready Programme</li> <li>Fiscal Incentive</li> </ul>	JTB (J.Lynch)	
	To train and certify local tourism workers	# of persons receiving certification	5,000 local tourism workers per annum up to 2022.		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 2022	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 2022	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 2022	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 2022	Multi-Destination Marketing Agreement	JTB	

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
Improved Welfare for Tourism Workers	To enroll tourism workers into the Tourism Workers' Pension Scheme	# of contributors enrolled	5,000 contributors into scheme by 2022	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 2022	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 recycling and anti-litter programme	Ten (10) new schools annually in the recycling and anti-litter programme up to 2022. Maintain existing schools in the programme.	Spruce Up Jamaica	TPMD TPDCO	
	To develop new and upgrade existing public beaches.	# of public beaches upgraded	Ten (10) public beaches across Jamaica by 2022	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	All major tourism projects, all medium and large accommodation and all attractions aware of the requirements of the framework by 2022	Develop the Sustainable framework with associated indicators	TPMD	

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
		policies and practices				
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 2022	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 2022.  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 Public Awareness campaign through multiple	% of Jamaicans who have a positive perception of Tourism's contribution to the wider economic and	60% of Jamaicans have a positive perception of the Tourism Sector by 2022	Public Awareness Campaign	Corporate Communications	\$30M

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
	media channels	social development				
<b>FINANCIAL &amp; FIDUCIARY PERSPECTIVE</b>						
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 2020	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 2022	Privatization of BFHS & MRMB Project	SPED / TPMD/ LEGAL	
<b>INTERNAL PERSPECTIVE</b>						
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 2021	Tourism Workers Pension Scheme	LEGAL / SPED	
	To pass into law such legislation and regulations	Updated laws and regulations enacted	Laws and regulations enacted to establish the Tourism	Tourism Workers Pension Scheme	LEGAL / SPED	

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
	for the Tourism Workers' Pension Scheme		Workers' Pension Scheme by 2019.			
	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 Portland, St. Elizabeth and Kingston respectively up to 2022.	Destination Development & Management Project	SPED	
	To move the <i>Destination Assurance Framework</i> , the <i>Water Sports Policy</i> , and the <i>Tourism Networks Policy and Strategy</i> , through the entire policy cycle	Approval of Policy by Cabinet by 2020	All policies approved by Cabinet by 2020	Policy Management	TPMD	
	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	Customer Service Policy	Customer Service Policy	Customer Service Improvement Project	Corporate Services	

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
	within the Ministry of Tourism	and Framework implemented	and Framework implemented within the Ministry of Tourism by 2022.			
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	
<b>LEARNING &amp; GROWTH PERSPECTIVE</b>						
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 research and consulting in the area of tourism resilience	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	
	To increase the number of new	# of new partnerships	At least one (1) new partnerships	International Partnerships	Office of the HM./	

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
	international and local partnerships	developed per year	per year to 2022		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	

### 1.12 Ministry's Alignment of Priority Policies/Programmes/Projects with Vision 2030 Goals and National outcomes

The Ministry's medium term priority policies/programmes/projects are set out in the following table and summarised in the Programme Architecture schematic in section 1.91.

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
Vision 2030 National Goal	Goal #3: Jamaica's Economy is prosperous				
Vision 2030 National Outcome	National Outcome # 12: Internationally competitive Industry Structures: Tourism				
NEW MARKETS	Increased visitor arrival	Develop diversified geographic source markets	DESTINATION MARKETING PROGRAMME	New and Emerging Markets	<ul style="list-style-type: none"> <li>• Increase marketing programmes to specific countries in South America and the emerging markets</li> <li>• Pursue new and other emerging markets (Latin America, Asia, and Eastern Europe)</li> </ul>
				MIIC Market (Meeting Incentives Group, Conventions & Exhibitions)	Attract more traffic to MBCC.
				Domestic Tourism	Experience Jamaica Campaign  Community Tourism

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
		Develop new tourism market segments: advance gains made in the development of new market	<b>AIRLIFT SUPPORT PROGRAMME</b>		Enhance the promotion of heritage-based tourism through the continued focus on the development and preservation of the country's major heritage assets: <ul style="list-style-type: none"> <li>• Priority areas Port Royal, Seville, Spanish Town and Falmouth</li> </ul>
				Airlift Strategy	Continue to secure adequate airlift support for new markets
					Collaborate with JTB to target new gateways;
				Multi-Destination Tourism	Pursue multi destination tourism with Cuba and Northern Caribbean
		Develop new tourism market segments	<b>CRUISE MARKETING PROGRAMME</b>	Cruise Marketing	Promote Jamaica's varied attractions in the general cruise market and to cruise line travel agents (CLIA)
<b>NEW INVESTMENTS</b>	Increased Economic Impact		<b>TOURISM INVESTMENT AND DEVELOPMENT PROGRAMME</b>	Shovel Ready Programme	Identify land and work with stakeholders to pre-package for investment
				Revolving loan, etc for Small, Medium Tourism Enterprises (SMTEs)	Develop TEF/JNSB Small Business Revolving Loan targeted to individuals and companies who provide services to the tourism sector

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
					Facilitate the provision of Financing to SMTEs through revolving loan fund with credit banks etc.
					JN Community Tourism Loan
				PPP Milk River Mineral Bath and Bath Fountain Hotel & Spa	Conduct PPP Feasibility Study, Prepare due diligence report and Information Memorandum
<b>NEW PRODUCTS</b>	<b>ENHANCEMENT OF VISITOR'S EXPERIENCE</b>	Support and facilitate the development of a variety of accommodations	<b>ACCOMMODATION DIVERSIFICATION AND EXPANSION PROGRAMME</b>	Timeshare	Facilitate the operationalization of Timeshare Vacations Act
					Promulgate Timeshare Regulations
					Conduct Timeshare sensitization sessions
				Home Stay	Monitor Homestay operators
		Enhancing visitor experience through product development	<b>PRODUCT DEVELOPMENT PROGRAMME</b>	New Rooms	Administer Fiscal Incentives
					Provide assistance to small accommodations under 50 rooms: product development and marketing
				Craft Development	Establish the Craft Development Institute
				Artisan Village	Establish Artisan Villages in 5 Resort Areas
				Attractions Development	Upgrade Devon House
					Upgrade Attractions

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
				Heritage Tourism	Provide product development and marketing support to sites that are designated as UNESCO World Heritage sites.
					Rehabilitate heritage sites
				Public Beach Upgrading	Continue to implement the Beach Park Programme (Started in 2014) to upgrade the 14 public beaches in resort towns
				Resort Improvement	Continue Resort Town Upgrading Programme: Montego Bay, Port Antonio, Falmouth, Lucea, Black River
					Continue Transformational projects in resort towns – Montego Bay Hip Strip, Ocho Rios and Negril
<b>NEW PRODUCTS</b>	<b>ENHANCEMENT OF VISITOR EXPERIENCE</b>	Ensure that all aspects of the tourism industry meet the required standards and customer service	<b>DESTINATION ASSURANCE PROGRAMME</b>	Visitor Safety and Experience	Develop framework for the anti-harassment initiatives and social inclusion
					Improve / Realign the Courtesy Corps Programme through training and deployment of District Constables in Resort Towns
				Spruce Up	Install Garbage Receptacles
					Lighting of Hot Spots & CCTV
					Develop and collaborate with key MDAs on the implementation of

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
					the Destination Signage
					Teen Challenge /Vagrants
				Standards and Compliance	Develop service standards for tourism enterprises
					Develop regulations for tourism enterprises
					Develop the Tourist Board Water Sports regulations
					License tourism enterprises
					Amend Travel Agency Act
					Amend Tourist Board Act
					Repeal River Rafting Act
					Assess and Gazette registered Travel Agencies
				Sustainable Destination Alliance	Host Falmouth Heritage Expo
					Create tourism market ready businesses
<b>NEW PRODUCTS</b>	Enhancement of visitor experience	Ensure that activities in the tourism sector support the country's environmental sustainability goals	<b>DESTINATION ASSURANCE PROGRAMME</b>	Tourism Environmental Stewardship Initiative (TESI)	Include environmental guidelines in country's investment framework
					Develop and implement green business programme for the tourism industry in partnership with NEPA
					Support completion of sustainable development plans and development orders for all resort towns

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
					Implement tourism component of South Coast Sustainable Development Plan
					Finalize Eco-Tourism guidelines for the Cockpit Country trails, and water features
					Undertake carrying capacity studies of Trelawny, Hanover, Portland
<b>NEW PRODUCTS</b>	Enhancement of visitor experience	Reduce the vulnerability of the tourism sector to natural hazards and adapt the sector to climate change	<b>DESTINATION ASSURANCE PROGRAMME</b>	Disaster Risk Reduction & Climate Change Adaptation	Implement activities to address the effects of climate change on the tourism sector
					Continue the implementation of multi-hazard contingency planning programme in resort towns
					Conduct earthquake & tsunami simulation
					Climate change sensitization
<b>NEW PARTNERS HIPS</b>	Strengthened International and Regional partnerships	Participation in international and regional tourism fora	<b>INTERNATIONAL PARTNERSHIP PROGRAMME</b>	Participate in regional and international meetings: UNWTO, ITB/WTM, CTO, ACS, OAS	Participate in regional and international meetings: UNWTO, ITB/WTM, CTO, ACS, OAS
<b>NEW PARTNERS HIPS</b>				Participate in bilateral cooperation negotiations	Participate in bilateral cooperation negotiations
	Enhanced linkages between tourism and other industries & sectors	Sustain the framework for deeper linkages between tourism and other sectors	<b>LINKAGES NETWORK PROGRAMME</b>	Linkages with manufacture, agriculture and services sector	Facilitate business arrangements between Tourism sector and local Agricultural and Manufacturing sectors

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
					Implement programmes which will bring together manufacturers and producers of local gift items
					Create strategy that facilitates tourism enterprise incorporating local entertainers as part of entertainment package
					Encourage private sector to invest in independent services that are outside of the accommodation sector to increase visitor spend
					Establish linkages with SMTEs
					Speed networking
					Christmas in July
					JAPEX. Agro-farmers markets
					Mini Expositions
				Gastronomy Network	Mapping inventory; Gap/needs assessment for the networks
					Promote Farm to table.
				Shopping Network	Mapping inventory; Gap/needs assessment for the networks
					Facilitate shopping zones
				Health & Wellness Network	Mapping inventory; Gap/needs assessment for the networks

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
				Sports & Entertainment Network	Mapping inventory; Gap/needs assessment for the networks
				Knowledge Network	Tourism Outlook Seminar
					Think Tank
					Tourism Service Excellence Award
<b>NEW PARTNERSHIPS</b>	Improved participation through greater community involvement	Sustain framework for tourism inclusiveness, awareness, broad participation, business opportunities and access for stakeholders	<b>TOURISM INCLUSIVENESS</b>	Community Tourism	Execute Community Tourism Implementation Plan including marketing
					Collaboration with JSIF/ REDI in fulfilling Ministry's obligations as per the MOU between JSIF, MoT and TPDCo
					Facilitate participation and access for stakeholders through engagement of Resort Boards.
				Spruce-Up	Destination Enhancement Spruce Up Maintenance
					Spruce up Community Intervention (Pon Di Corner) Programme
					Vector Control
					Roads to attraction
			<b>PUBLIC AWARENESS PROGRAMME</b>	National Public Awareness Campaign in schools & communities	Implement Tourism Awareness Programme: National Campaign,
					Tourism Awareness Week,

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
					World Tourism Day
					Expand the tourism awareness campaign in communities and schools
				Destination Management	Coordinate the Tourism Service Excellence Programme
<b>HUMAN CAPITAL DEVELOPMENT</b>	Increased number of skilled, trained & qualified personnel	Develop a dynamic and flexible demand-driven education training system for tourism	<b>TOURISM WORKER DEVELOPMENT PROGRAMME</b>	Skills Training	Improve training and educational opportunities for workers in the tourism sector and better align training with new and emerging needs of the sector
					Customer Service training
				Jamaica Centre for Tourism Innovation (JCTI)	Roll out Pilot for JCTI
				Language Training	Train Tourism workers in foreign languages, (Spanish, German, French)
				Craft Institute	Training in Authentic craft design,
				Team Jamaica	Execute Team Jamaica Training programme
				Work Permit	Process Work Permit applications for qualified expatriate to fill positions that cannot be filled by Jamaicans
					Implement HIV/AIDS Workforce Policy
				Spruce –Up	Tourism Summer Intern Programme (TSIP)- combined

Ministry Priorities	Tourism Sector Outcomes	Ministry MTF Strategies	Ministry's Priority Programmes	Sub Programmes	Key Actions for the Medium Term
				Human Capital Development in Schools	School based programmes- Future stars
					School based programmes- Energy efficiency- Solar Program
					School based programme- Centres of Excellence
<b>HUMAN CAPITAL DEVELOPMENT</b>	Improved welfare of Tourism workers	Strengthen the legislative and regulatory framework to protect workers' health, safety, remuneration and rights	<b>TOURISM WORKER WELFARE PROGRAMME</b>	Pension Scheme for Tourism Workers	Establish pension schemes for workers in tourism industry
				Housing for Tourism Workers	Develop framework for Housing solutions for tourism workers
				Resort Area Settlement Upgrading	

### 1.13. Ministry's Policies, Programmes and Projects that Support the Government's Strategic Priorities

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

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

**MINISTRY'S STRATEGIC PRIORITY: ACCESS NEW MARKETS**

**NAME OF SUPPORTING PROGRAMME:** *DESTINATION MARKETING*

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#### ■ **DESCRIPTION:**

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

#### ■ **CONTEXT:**

During 2017, total visitor arrivals were 4,276,189, recording an increase of 11.4% compared to 2016; stopover arrivals totalled 2,352,915, a 7.8% increase over 2016; and cruise passengers ended 2017 at 1,923,274, which was an increase of 16.2% compared to 2016. Growth in stopover arrivals from North America was up 7.7% and Europe increased by 10.6%. The port of Falmouth contributed 845,652 cruise ship passengers or 44.0% of total passengers to Jamaica from 181 cruise ship calls.

The port of Ocho Rios, which in the past provided the largest share of Jamaica's cruise arrivals, accounted for 543,845 or 28.3% of the 1,923,274 who arrived at our shores in 2017. The port of Montego Bay accounted for 527,119 passengers or 27.4%.

High visibility in the traditional market places of USA, Canada, UK and Europe is maintained through the "*Home of All Right*" Advertising Campaign, an integrated promotional and communications programme. JamVac seeks to secure seat support agreements with airlines and tour operators from those markets which the JTB is actively pursuing. As it relates to the new markets, the areas being pursued are Latin America, Eastern Europe and Asia, specifically China, Japan and South Korea. Representative agencies have been appointed in each of these territories while Eastern Europe is being serviced by the Europe/Germany representative.

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

#### ■ **GOAL(S):**

To increase visitor arrivals (Budgetary support from TEF)

JTB : J\$ 2,956,255,000 or US\$22,740,423.00

Jam Vac : J\$450,000,000 or US\$3,461,538

The above amounts are designated “Appropriation in Aid” and are direct budgetary support from TEF.

### **Visitor Arrival Statistics**

#### **ACHIEVEMENTS TO DATE:**

<b>Calendar Year 2017</b>		<b>Fiscal Year 2017/18</b>	
	Stopovers Arrivals 2,352,915 (+7.8%)		Stopovers Arrivals 2,392,774 (+9.6%)
	Cruise Passengers 1,923,274 (+16.2%)		Cruise Passengers 1,964,042 (+17.3%)
	Visitor Expenditure US\$3,005M (+15.2%)		Visitor Expenditure US\$3,068M (+15.2%)

<b>Calendar Year 2018 YTD (Jan-Sep)</b>		<b>Fiscal Year 2018/19 YTD (Apr - Sep)</b>	
	Stopovers Arrivals 1,852,482 (+5.5%)		Stopovers Arrivals 1,227,480 (+4.8%)
	Cruise Passengers 1,324,063 (-0.5%)		Cruise Passengers 650,568 (-6.7%)
	Visitor Expenditure US\$2,376M (+6.8%)		Visitor Expenditure US\$1.527M (+6.3%)

#### **TARGET:**

<b>Calendar Year 2018</b>		<b>Fiscal Year 2018/19</b>	
	Stopovers Arrivals 2,474,846 (+5.2%)		Stopovers Arrivals 2,538,591 (+5.2%)
	Cruise Passengers 1,844,107 (-4.1%)		Cruise Passengers 1,800,465 (-8.3%)
	Visitor Expenditure US\$3,264M (+8.6%)		Visitor Expenditure US\$3,384M (+10.4%)

<b>Calendar Year 2019</b>		<b>Fiscal Year 2019/20</b>	
	Stopovers Arrivals 2,614,533 (+5.6%)		Stopovers Arrivals 2,639,212 (+4.0%)
	Cruise Passengers 1,679,586 (-8.9%)		Cruise Passengers 1,708,876 (-5.1%)
	Visitor Expenditure US\$3,501M (+7.2%)		Visitor Expenditure US\$3,580M (+5.8%)

<b>Calendar Year 2020</b>		<b>Fiscal Year 2020/21</b>	
	Stopovers Arrivals 2,756,510 (+5.4%)		Stopovers Arrivals 2,803,599 (+6.2%)
	Cruise Passengers 1,782,040 (+6.1%)		Cruise Passengers 1,819,649 (+6.5%)
	Visitor Expenditure US\$3,773M (+7.8%)		Visitor Expenditure US\$3,859M (+7.8%)

<b>Calendar Year 2021</b>		<b>Fiscal Year 2021/22</b>	
	Stopovers Arrivals 2,905,857 (+5.4%)		Stopovers Arrivals 2,951,979 (+5.3%)
	Cruise Passengers 1,871,142 (+5.0%)		Cruise Passengers 1,914,015 (+5.2%)
	Visitor Expenditure US\$4,078M (+8.1%)		Visitor Expenditure US\$4,176M (+8.2%)

<b>Calendar Year 2022</b>		<b>Fiscal Year 2022/23</b>	
	Stopovers Arrivals 3,090,090 (+6.3%)		Stopovers Arrivals 3,140,900 (+6.4%)
	Cruise Passengers 1,992,767 (+6.5%)		Cruise Passengers 2,049,497 (+7.1%)
	Visitor Expenditure US\$4,420M (+8.4%)		Visitor Expenditure US\$4,547M (+8.9%)

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

**MINISTRY'S STRATEGIC PRIORITY: NEW PRODUCTS**

**NAME OF SUPPORTING PROGRAMME: DESTINATION ASSURANCE**

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■ **DESCRIPTION:**

The concept of Destination Assurance seeks to ensure that visitor experiences in Jamaica mirror the marketing messages broadcast. Such a strategy ensures that visitor expectations are exceeded by maintaining the unique and high quality standards of the tourism product. In order to ensure that the destination delivers the highest quality experience, all the different variables at play will have to be managed and monitored effectively. This involves the process of planning, leading, influencing and coordinating the management of all the different aspects of the destination that contribute to the visitor's experience.

Currently a number of concerns exist within the destination that directly affect its quality and assurance. These include Visitor Safety and Security concerns including harassment; Standards and Quality Control - in terms of infrastructure, amenities, food, and water; and Compliance issues as it relates to accommodations, attractions, and other facilities. For this to be truly effective, a comprehensive Destination Assurance Strategy has to be developed. In its broadest sense, the destination assurance strategy is equivalent to Strategy and Action Plan for a safe and sustainable destination

■ **CONTEXT:**

The Destination Assurance programme is being undertaken within the framework of the Destination Assurance Policy & Strategy, supported by various legislation. With the recent reformation of the resort board system into the Destination Assurance Council, a detailed strategic framework will need to be developed to provide oversight and guidance for the operation of this council.

Spearheaded by the TPMD, a concept paper has been developed for submission to Cabinet for approval, while a steering committee will be established, consisting of key partner agencies that will collaborate to develop the policy. TPDCo will serve as the main implementation agency, with the Ministry providing technical support and oversight.

■ **GOAL(S):**

The main goals of this proposed policy include:

- Improving visitor safety and security
- Encouraging compliance of accommodations, attractions and other facilities
- Addressing tourism product quality concerns

■ **PLANNED BUDGET(S):**

The planned budget is \$6,270,000.00 – to include hiring of a Consultant for policy development and public stakeholder consultations

■ **END-OF-YEAR TARGET:**

1. Final Destination Assurance Strategy tabled in Parliament as a White Paper and ready for implementation

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

**MINISTRY'S STRATEGIC PRIORITY: NEW PRODUCTS**

**NAME OF SUPPORTING PROGRAMME: ENHANCEMENT OF VISITOR'S EXPERIENCE**

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■ **DESCRIPTION:**

The Craft Development Programme is steered by the Tourism Product Development Company (TPDCo) and entails (a) the development of a National Craft Policy & Strategy; (b) implementation of the strategic plans and initiatives of the Craft Council (c) the craft market physical infrastructure upgrade, (d) development of Artisan Villages (e) development of the Craft Development Institute, (f) training of craft vendors in customer service, language, entrepreneurship and marketing and (g) skills training for craft producers

**CONTEXT:**

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

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

Managed well, the Handicraft Industry has the capacity to create high added value, and the money spent on craft spreads instantly and undiluted into the local community. The Ministry's Shopping Network expects to support craft production and sales by positioning Jamaica as a destination for shopping.

■ **GOALS:**

- 1) To determine most appropriate mechanism to support craft whether via establishment of a Craft Authority or other means.
- 2) To strengthen the governance and operational framework for craft within TPDCo and to undertake important operations and strategies to support and build capacity within the craft and tourism value chain.
- 3) To establish the Craft Development Institute
- 4) To develop 5 Artisan Villages

■ **PLANNED BUDGET:**

- 1) Secretariat support to Craft Council
- 2) Craft Traders trained - \$6.75M

- 3) Sensitization - \$2.5M
- 4) Research & Development - \$1.5M
- 5) Craft Producers trained - \$5.3M
- 6) Establishment of 2 Artisan Village and Craft Development Institute – \$3 Billion

■ **END-OF-YEAR – 2018/9 TARGET:**

- a) Completion of construction of Artisan Village at Falmouth
- b) Completion of design and development work for Artisan Village at Ocho Rios
- c) Beginning of theming of Artisan Village in Falmouth
- d) Completion of work with artisans taking shops at Falmouth
- e) Training for over 150 producers trained in 9 media

■ **ACHIEVEMENTS TO DATE:**

- a) MOU with Edna Manley College of the Visual and Performing Arts (EMC) to collaborate on the establishment of the CDI
- b) The implementation of a strategy that makes use of Jamaica's bilateral relationships to increase the availability of skilled craftsmen and women to support the training and development of craft producers
- c) Cabinet approval of the theming for the Artisan Village at Falmouth
- d) The completion of the Strategic Plan for establishing the Artisan Village at Falmouth
- e) The hiring of a Consultant to undertake the completion of the Business Case for the establishment of the CDI and the review of the EMC
- f) The completion of the MOU between TPDCo and Urban Development Corporation (UDC) to govern work on the Artisan Village at Ocho Rios

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

**MINISTRY'S STRATEGIC PRIORITY: NEW PRODUCTS**

**NAME OF SUPPORTING PROGRAMME: DESTINATION ASSURANCE (CLIMATE CHANGE AND MULTI HAZARD CONTINGENCY PLANNING PROGRAMME)**

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■ **DESCRIPTION:**

The Climate Change and Multi-Hazard Contingency Planning Programme aims to develop comprehensive disaster risk reduction strategies for the tourism sector. This falls under the national emergency management framework for managing and responding to emergencies and disasters. The programme not only addresses disaster preparedness, response and recovery matters but also instigates a more integrated sense of environmental awareness and protection. Under the programme there are some specific programmes and projects being pursued:

- a) Development of resort area specific disaster risk management plans for all Tourism Resort Areas;
- b) Conducting of detailed hazard, risk and vulnerability assessments for all Tourism Resort Areas;
- c) Strengthening of public and private sector capacity in climate change and disaster management through training initiatives

■ **CONTEXT:**

Jamaica is particularly vulnerable to a number of different hazards, both natural and man-made. Its unique geographical location makes it particularly vulnerable to hydro-meteorological and geological hazards such as tropical cyclones, slope failure, landslides, coastal flooding, storm surges, earthquakes and tsunamis. These hazards are usually exacerbated by climate change. Other hazards such as international terrorism and the disease pandemics are real threats to the Jamaica.

Tourism is a heavy user of natural resources and climate-based activities. Tourism is a highly climate-sensitive economic activity which is largely influenced by changes in the global climate. This changing climate has the potential to seriously disrupt the destination and affect its competitiveness, resilience and sustainability. As one of Jamaica's key economic sectors, Tourism is cross cutting, diverse and unique and treats with both locals and overseas populations at all times.

This uniqueness, along with the international mandate for mainstreaming climate change and disaster risk management has led to the adoption of a comprehensive tourism climate change and disaster risk management framework. The Vision 2030 National Development Plan emphasizes that similar climate change and disaster risk management frameworks should exist in every sector in an effort to strengthen the resilience of the total populace, and reduce loss of lives and livelihoods in the event of a disaster.

A strong partnership framework involving government, tourism stakeholders and civil society is critical for implementation to be successful.

■ **GOAL(S):**

- 1) To develop a climate change sector strategy and action plan by 2019
- 2) To develop disaster risk management plans for the 6 resort areas

- 3) To conduct hazard, risk and vulnerability assessments for the 6 resort areas
- 4) To enhance the Ministry's, Portfolio agencies' and the wider tourism sector's capacity in disaster management and climate change through training
- 5) To strengthen emergency communication systems in the tourism sector
- 6) To improve sector wide management of disasters and emergencies in resort areas through the Tourism Emergency Management Committee
- 7) To identify opportunities and initiatives to expand climate change awareness and disaster management within the sector

■ **PLANNED BUDGET:**

- 1) Climate Change and Multi-Hazard training - J\$4.22 Million
- 2) Tourism Emergency Management Committee Meetings – J\$600,000
- 3) Undertake Hazard, Risk Vulnerability Assessment for Montego Bay - J\$5.6 Million
- 4) Tourism Emergency Operations Centre Activation – J\$3.170 Million

■ **END-OF-YEAR TARGET:**

- a) To complete a Hazard, Risk and Vulnerability Assessment for Montego Bay Resort Area
- b) To train tourism stakeholders in Emergency Operations, Damage Assessment, Business Continuity Planning and Hurricane Preparedness
- c) To host at least 2 Tourism Emergency Management Committee Meetings
- d) Management Committee Meetings

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

**MINISTRY'S STRATEGIC PRIORITY: NEW PRODUCTS**

**NAME OF SUPPORTING PROGRAMME: PRODUCT DEVELOPMENT**

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■ **DESCRIPTION:**

The Tourism Enhancement Fund (TEF) and the Tourism Product Development Company Ltd. (TPDCo) have embarked on a programme that will impact the development and attractiveness of various resort towns island-wide.

The two agencies are also required to facilitate the development and operation of government attractions and travel halts in partnerships with the private sector; in addition, assisting in the upgrading of historic sites, public parks and open spaces, sporting facilities and resort area signage across the island.

■ **CONTEXT:**

The product development programme is being undertaken within the framework of the Master Plan for Sustainable Tourism Development and the Medium Term Economic Framework (2019-2021). The current approach provides for a consistent set of supporting activities funded by the TEF that leads to a transformational impact on the resort towns and diversification of the tourism product.

■ **GOAL(S):**

The main development goals of the programme are to contribute to an increase in tourist activities and job creation. In addition, it should also increase benefits to the local communities and enhance the overall visitor experience.

■ **PLANNED BUDGET:**

PROJECTS	AMOUNT
Trench Town Park and Performance Space	\$50,000,000
Kingston Elegant Corridor - Harbour View to South Camp Road	\$200,000,000
Lawrence Tavern Vending Stalls	\$65,000,000
Middle Quarters Shrimp Village	\$85,000,000
Black River Street Scape	\$25,000,000
Negril Craft Market	\$70,000,000
Bogue Corridor Beautification - Western Entrance	\$80,000,000
Dispatch Base	\$5,000,000
Portland Craft Village - Phase 2	\$70,000,000
Folly Complex	\$30,000,000
Resort Town Upgrading	\$330,000,000
Pon Di Corner	\$400,000,000
Water Trucks	\$25,000,000
Consultation	\$10,000,000
<b>TOTAL</b>	<b><u>\$1,445,000,000</u></b>

■ **END-OF-YEAR TARGET:**

1. Complete construction of Trench Town Park and Performance Space
2. Complete Kingston Elegant Corridor - Harbour View to South Camp Road
3. Complete Lawrence Tavern Vending Stalls
4. Complete Middle Quarters Shrimp Village
5. Complete Black River Street Scape
6. Complete Negril Craft Market
7. Complete Bogue Corridor Beautification - Western Entrance
8. Complete Dispatch Base
9. Complete Portland Craft Village - Phase 2
10. Complete Folly Complex
11. Complete Resort Town Upgrading
12. Complete 63 projects in the Pon Di Corner Programme
13. Purchase Water Trucks

■ **TRANSFORMATIONAL PROJECTS GOING FORWARD**

1. Kingston Elegant Corridor - Harbour View to South Camp Road
2. Middle Quarters Shrimp Village
3. Negril Craft Market
4. Bogue Corridor Beautification - Western Entrance
5. Folly Complex
6. Resort Town Upgrading

■ **ACHIEVEMENTS TO DATE**

1. Elegant Corridor beautification – complete
2. Construction of a loading dock at Rafters Rest – completed
3. Castleton gardens - completed
4. Tourism Resort Maintenance - completed
5. Lyssons Beach Phase 2 - completed
6. Negril Mini Stadium Phase 1 - completed
7. Flankers Sports and Vending Complex Phase 1- completed
8. Old Fort Heritage Park - completed

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

**MINISTRY'S STRATEGIC PRIORITY: HUMAN CAPITAL DEVELOPMENT**

**NAME OF SUPPORTING PROGRAMME: TOURISM WORKERS WELFARE**

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■ **DESCRIPTION:**

The priority of tourism worker welfare is also nested not only in Economic Growth and Job Creation but also in other GoJ priorities such as Social Inclusion and Protection and the Development of Human Capital.

The MoT recognizes the need for improvements in working conditions, particularly as it relates to retirement benefits and access to affordable housing solutions. The Ministry is committed to addressing these issues by collaborating with employers and workers in the Tourism sector. Consistent with this objective, the Ministry has prioritized the establishment of a pension scheme for tourism workers and has proceeded with a concept that will see a gradual increase in contributions from both employers and employees.

■ **CONTEXT:**

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

■ **GOAL(S):**

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

■ **PLANNED BUDGET:**

Pensions Scheme J\$10.0 million

■ **END-OF-YEAR TARGET:**

- Further work on the Pension Bill towards finalization of the Pensions Act
- Establishment of the pensions fund
- Conduct awareness and sensitization programme to increase membership of the Tourism Workers Pension Scheme

■ **ACHIEVEMENTS TO DATE:**

- Studies of the pension landscape in the tourism industry have been conducted;
- Tentative agreement in principle on the establishment of a Pension Scheme with the JHTA has been reached.
- Cabinet Approval received for the establishment of a scheme
- Oversight Committee established to guide the process of establishing the Scheme
- First Draft of the Bill received from the Chief Parliamentary Counsel
- Sensitization sessions held with key stakeholders
- Meetings of the Oversight Committee conducted

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

**MINISTRY'S STRATEGIC PRIORITY: NEW PRODUCT**

**NAME OF SUPPORTING PROGRAMME: DESTINATION ASSURANCE – VISITOR SAFETY**

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**DESCRIPTION:**

The primary function of the Visitor Safety and Experience Unit is to work collaboratively with state agencies and critical stakeholders in the tourism sector, to ensure that tourists/visitors have a positive and hassle free experience. The programmes to be implemented address the social phenomenon of harassment and focuses on two major approaches: enforcement and social intervention.

■ **CONTEXT:**

Harassment and crime are two of the biggest deterrents to tourism development and sustainability in Jamaica and continues to be a significant cause for concern. The programmes being undertaken seek to enforce applicable laws and address the social issues associated with harassment. This will lead to a more desirable experience in the resort towns.

■ **GOAL(S):**

The main goal is to create a hassle free experience for tourists by:

- Increasing police presence in the resort towns through the expansion of the current District Constable programme.
- Increased public awareness sessions geared at educating individuals on the role, need and importance of tourism.

■ **PLANNED BUDGET:**

District Constable Programme	\$219 MIL
Public Awareness Programme	\$4.8 MIL

■ **END-OF-YEAR TARGET:**

- Extend the District Constable programme
- Improve efficiency of DC's through ongoing training
- Reduced incidents of harassment across all the resort towns
- Illegal activities curtailed.

■ **ACHIEVEMENTS TO DATE:**

- 181 District Constables recruited, trained and deployed in the resort towns
- Increased presence (DC's) in the resort areas
- Facilitated one (1) operation to remove horses from beach in Negril
- Ongoing consultations with the JCF which led to increased operations in the resort areas
- Anti-harassment Initiative IMC campaign Inclusive of bumper stickers, guides, Jingle and Video dubbed Treat our Visitors Right
- No horseback riding on the beach signs

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

**MINISTRY'S STRATEGIC PRIORITY: NEW PRODUCT**

**NAME OF SUPPORTING PROGRAMME: DESTINATION ASSURANCE - *SUSTAINABLE TOURISM***

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■ **DESCRIPTION:**

The Sustainable Tourism Programme seeks to ensure that the Ministry accounts for key pillars of sustainability (economic, social and environmental) in its implementation and monitoring of tourism policy. There are some specific policies, programmes and projects being pursued as follows a) Implementation of the Tourism Environmental Stewardship Initiative (TESI) Programme, b) Management of the Sustainable Tourism Project which seeks to facilitate and monitor sustainable initiatives in resort areas.

■ **CONTEXT:**

Sustainable tourism development is an imperative for not only Jamaica, but the world. Sustainable Tourism is defined by the World Tourism Organisation (2003) as tourism that meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. There are arguably three pillars to this sustainability and these are Ecological or Environmental, Economic and Socio-Cultural components. Tourism's two-way relationship with the environment is evident with championing the preservation of the environment on one hand and on the other hand, it exploits the environment in serving its client base. In this vein, within the rubric of sustainable tourism, environmental stewardship becomes an imperative. There is a policy framework in the Vision 2030 National Development Plan and the Master Plan for Sustainable Tourism Development, which supports sustainable tourism and is accompanied by strategies and actions for implementation, some of which have been ongoing. A strong partnership framework involving government, tourism stakeholders and civil society is critical for implementation to be successful.

■ **GOAL(S):**

- To undertake environmental stewardship initiatives under the TESI and TESI II Programme.
- To facilitate compliance of Resort Areas with Sustainable Tourism Destination indicators
- To identify opportunities and initiatives to expand sustainable tourism awareness and compliance within the sector

■ **PLANNED BUDGET:**

- Tourism Environmental Stewardship Programme J\$2.2 m
- Sustainable Measurement of Tourism Concept Paper J\$2.2m

■ **END-OF-YEAR TARGET:**

- To identify resort area specific environmental projects which can be implemented by the Ministry and its Agencies
- To commence resort area based projects

### 1.14 Strategies

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

#### *STAKE HOLDER'S PERSPECTIVE*

- **Citizen-focused service:** The Ministry's policies, and programmes are developed with the input from its agencies, other MDA's and stakeholders who would be impacted by the development of these policies, programmes and projects. In doing this, areas such as the Community Tourism Policy, Craft Policy, Tourist Board Act Amendment, Timeshare Legislation, the establishment of the Linkages Network, and drafting of the Pensions bill have benefitted from this approach.
- **Stakeholder Management:** The Ministry interfaces with stakeholders by engaging them in regular face to face discussions and providing updates on the development and implementation of Ministry's policies and programme at the monthly meetings of the Trade Associations. Stakeholders are also advised of the Ministry's policies and programme through the Ministry's website, press releases, publications and interviews.
- **Stewardship:** The Ministry's stewardship strategies entail the management and maintenance of Recurrent and Capital expenditure within budgetary limits and for the intended purposes. In addition, there is the management and monitoring of assets and the implementation of programmes and/or systems to achieve greater cost savings.

#### *INTERNAL PROCESS PERSPECTIVE*

- **Risk Management:** Risks to policy, programme and project implementation have varying impacts. The culture of risk identification and quantification has been developed in the ministry and mitigation strategies employed to avert/reduce the risks;
- **Monitoring and Evaluation for operational excellence:** The monitoring of the Ministry's policies, programmes and projects are done through: (a) the Minister's monthly meetings with the Heads of Agencies and Divisions; (b) the Permanent Secretary's quarterly reviews with Heads of Agencies and Divisions as well as fortnight reviews with the Ministry's Senior Staff; and (c) Heads of Divisions monthly meetings with direct reports and (d) the various Committees of the Ministry such as the Thematic Working Group for Vision 2030 and Policy Steering Committees.
- **Procurement:** The Procurement Committees of the Ministry and its agencies provide oversight and monitor the procurement of goods and services in accordance with the established guidelines and timelines for delivery.

#### *FINANCIAL PERSPECTIVE*

- **Accountability:** The Ministry ensures accountability through the timely submission of Performance Reports and providing guidance to Ministry of Tourism's agencies in the delivery of services as well as by responding to appropriate audit concerns and/or requests for information;

## **LEARNING AND GROWTH**

- **Human Resources (People Capacity):** The Human Resource Development strategies are applied to achieve the Ministry's goals. This strategy entails the restructuring and realignment of job functions, and processes of the Ministry, as well as, the recruitment of competent staff. Also, lifelong learning measures are employed to increase staffs' capacities.
- **Information Systems (Technology and Innovation):** The Ministry leverages its investment in IT by harmonizing business processes and pursuing greater levels of efficiency and service delivery through current data processing technology, robust infrastructure, relevant information base and strategic business relationships with the Ministry's agencies, partners, customers, suppliers, and stakeholders.
- **Policies and Programmes Formulation/Implementation Strategies:** The formulation of the Ministry's policies/programmes and projects are guided by evidence-based research, analytical research on quantitative and qualitative secondary data conducted by the Divisions within the Ministry and its agencies as well as through focus group consultations/ feedback.

### **1.15 Ministry's Performance Measurement Framework**

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

- Jamaica Tourist Board (JTB)
- Tourism Product Development Company (TPDCo.)
- Tourism Enhancement Fund (TEF)
- Jamaica Vacations Limited (JAMVAC)
- Devon House Development Company
- Bath Fountain of St. Thomas the Apostle
- Milk River Mineral Bath and Spa
- Montego Bay Convention Centre

The Ministry also has Divisions that play critical roles in achieving its objectives:

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

- ***The Legal Division*** provides high quality legal services to the Ministry of Tourism and its Agencies. These services include the interpretation, reviewing and application of Acts and Regulations that impact the Tourism sectors in the existing legal framework that governs the Ministry.
- ***Corporate Communications Division*** is established to meet the growing communications needs of the Ministry of Tourism and all its Agencies. Through this centralized communication approach, the Division is responsible for developing and implementing effective Public Relations and Communications programmes geared towards increasing awareness and generating publicity about the local and international work of the Ministry of Tourism and its Agencies in improving and enhancing Jamaica's tourism products and image as well as sensitising Jamaicans about the value of tourism.
- ***Corporate Services Division*** attempts to meet the Ministry's need for high performance standards in administrative services in order to ensure efficiency of operations and delivery of quality services to internal and external stakeholders. This division comprises: the Human Resources and Administration, Documentation/Information and Access Services, Accounts and Office Management Units as well as the management of the Ministry's procurement function.

## 2.0 MINISTRY'S TARGETS

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

Sector Outcomes	Outcome Indicator	Current Performance (2018-2019)	Three year Sectoral Targets		
			2019/2020	2020/2021	2021/2022
New Partnerships					
Improved Participation through greater Community involvement	Community Tourism Policy implemented	Community Tourism Policy Co-ordinating Committee Meeting being held	MoT through the CTPCC monitoring of Community Tourism Implementation	Monitoring Plan and framework established and operational.	Support to portfolio agencies and partners as required
		CTPCC Meeting held with key partners	Support to portfolio agencies and partners as required	Support to portfolio agencies and partners as required	
			Partnerships undertaken on key initiatives	Partnerships undertaken on key initiatives	Partnerships undertaken on key initiatives
	# of persons directly engaged in Community Tourism Enterprises	Data collection in preliminary stage: to date 238 persons from 7 communities	MOT monitoring of Community Tourism Enterprises  Support to portfolio agencies and partners as required  Data collection exercise completed Continued activities to achieve the Implementation plan		
	Percentage increase in Community Tourism Enterprises licensed	MOU on REDI II signed with MOT, JSIF  JSI/World Bank REDI II Meetings held	Support to portfolio agencies and partners as required  Partnerships undertaken on key initiatives	Support to portfolio agencies and partners as required  Partnerships undertaken on key initiatives	Support to portfolio agencies and partners as required  Partnerships undertaken on key initiatives
Enhance linkages between tourism and other industries and Sectors	Development of the Tourism Networks Policy and Strategy	Stakeholder consultations held on Green Paper	Oversight for policy implementation and support provided to portfolio agencies and partners as required	Oversight for policy implementation and support provided to portfolio agencies and partners as required	Oversight for policy implementation and support provided to portfolio agencies and partners as required
		Policy submitted as a White Paper			
		Further Consultations held Policy ready to be re-submitted as a White Paper			

Sector Outcomes	Outcome Indicator	Current Performance (2018-2019)	Three year Sectoral Targets		
			2019/2020	2020/2021	2021/2022
Enhancement of the visitor's Experience	Development of a Destination Assurance Strategy	Concept Paper Finalized  Cabinet Submission prepared	Policy steering committee to be established;  Policy to be prepared and tabled as a Green Paper for further consultation	Policy document to be tabled as a White paper	Policy implementation
Human Capital Development					
	Promote a skilled and efficient Tourism Workforce	April-September 2018 (430)recommended for work permits	Review criteria for permits recommended	15% reduction work permit recommended over similar period or the previous year	15% reduction work permit recommended over similar period or the previous year
	Continuous monitoring of TPDCo's HIV Policy activities	60 HIV sessions undertaken since the start of the year with over 3000participants	# of HIV Policy initiatives undertaken by the MOT and TPDCo	# of HIV Policy initiatives undertaken by the MOT and TPDCo	# of HIV Policy initiatives undertaken by the MOT and TPDCo
New Products					
Enhancement of the visitor's experience	Amended legislation that will register and regulate Travel Agencies	Data gathering in progress	Cabinet submission prepared and consultation held with the Ministry of Finance and the Attorney General's Chamber  Further consultation to be scheduled and submission to made to Cabinet	Submission to be accepted and drafting instructions issued	Amended legislation submitted to Cabinet for approval
	Travel agencies registered and Gazetted	Registered Travel Agencies Gazetted  Travel Agencies Register updated in regards to changes that were made by Travel Agencies  6 delinquent Travel Agencies written to	5% increase) Registered Travel Agencies Gazetted in January 2019 and published in print media	or 5% increase Registered Travel Agencies Gazetted in January 2020 and published in print media	Registered Travel Agencies Gazetted in January 2021 and published in print media
Enhancement of the visitor's experience	No. / % of ground transportation applications processed and reviewed	198 ground transportation applications processed and recommended for concessions	10% reduction) ground transportation applications processed and recommended for concession	10% reduction) ground transportation applications processed and recommended for concessions	10% reduction) ground transportation applications processed and recommended for concessions
Enhancement of the visitor's experience	Progress made towards the development of a Water Sports Policy	Draft Water Sports Policy tabled as a Green Paper	Revise Policy based on consultations and Table as White Paper	Policy implement-tation	Policy implement-tation

Sector Outcomes	Outcome Indicator	Current Performance (2018-2019)	Three year Sectoral Targets		
			2019/2020	2020/2021	2021/2022
	Water Sports Regulations amended	100% completion of proposed amendment to Water Sports Regulations	Water Sports Regulations Amended  Stakeholder consultation to inform finalization of changes to water sports regulations		
Enhancement of the visitor's experience	# of Capacity Building programmes conducted	1 Multi-hazard sensitization brief circulated  Presentations made at 4 Resort Boards and JHTA Area Chapter Meeting	Minimum of 4 Multi-hazard briefs  Minimum of 4 Presentations in Resort and JHTA Area Chapter Meetings	Minimum of 4 Multi-hazard briefs  Minimum of 4 Presentations in Resort and JHTA Area Chapter Meetings	Minimum of 4 Multi-hazard briefs  Minimum of 4 Presentations in Resort and JHTA Area Chapter Meetings
Enhancement of the visitor's experience	# of workshops held in multi hazard capacity building programmes	1 capacity building session in Hurricane Preparedness held in all six Resort Areas  Initial Damage Assessment Training done in three Resort Areas	1 capacity building session in emergency operation centre management ; 2 EOC orientation seminars held	1 capacity building session in emergency operation centre management ; 2 EOC orientation seminars held;	1 capacity building session in emergency operation centre management ; 2 EOC orientation seminars held
Enhancement of the visitor's experience	Improved Emergency Communication Capabilities of the Ministry and its Agencies	Satellite phones purchased and handed over to TPDCo.  Satellite Phone Training done for Destination Managers	Communication Training Workshops held	Communication Training Workshops held	Communication Training Workshops held
Enhancement of the visitor's experience	# of Simulation coordinated with ODPEM	1 functional Simulation in Ocho Rios/St. Ann area conducted in October 7, 2016  Table Top Simulation Planned for November 27, 2018 in Portland  Functional Simulation in South Coast being planned for February 2019	1 Simulation in a select resort area (proposed for Montego Bay)	1 Simulation in a select resort area	1 Simulation in a select resort area
Enhancement of the visitor's experience	Progress made towards the implementation of the TESI Programme	Consultant Contracted for TESSI II Project	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector  Projects developed and submitted to TEF for funding	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector

Sector Outcomes	Outcome Indicator	Current Performance (2018-2019)	Three year Sectoral Targets		
			2019/2020	2020/2021	2021/2022
				Project implementation commenced in Resort areas	Project implementation commenced in Resort areas
Enhancement of the visitor's experience	Climate Change and Tourism Strategy and Sector Plan developed by 19/20	Draft conceptual framework developed in partnership with MEGJC	Initial dialogue undertaken with MEGJC that has indicated plans to engage tourism sector as a priority	Draft conceptual framework developed in partnership with MEGJC	Conceptual framework developed and strategy and sector plan developed
	Environmental management systems and standards in tourism establishments	Informal stakeholder meetings held  TOR for Project Manager drafted	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector  Tourism based Environmental needs assessment complete to inform development of projects by April 2018  Projects developed and submitted to TEF for funding	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector  Project implementation commenced in Resort areas	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector  Project implementation commenced in Resort areas
Increased economic impact	Privatization of Milk River Mineral Bath and Bath Fountain and Spa	Draft Cabinet Submission prepared Draft Submission revised based on comments of Agencies	Transaction Structure Advisor contracted by DBJ with support of MOT	PPP advertised through competitive process and by DBJ with support of MOT and contract awarded	Privatization of Milk River Mineral Bath and Bath Fountain and Spa
Improved welfare of Tourism Workers	Tourism workers receiving pension benefits after retirement	Draft Pension Bill is being reviewed by the CPC  Sensitization sessions held with Tourism workers and employers in the industry.	Receive final bill from the Chief Parliament Council and finalization of the process	Conduct sensitization sessions  Roll out pension programme	Tourism Worker pension scheme fully implemented.

## 2.1 Medium Term Expenditure Summary

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

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)	Projections 21/22 (J\$ 000)
Recurrent	12,791,330.00	13,679,062.00	14,314,712.00
Capital A			
Capital B			
Appropriations in Aid	92,096.00	96,705.00	107,112.00
<b>Total Funding Requirement</b>	12,883,426.00	13,775,767.00	14,421,824.00

### 3. PLANS AND PRIORITIES

#### 3.1 Portfolio Areas

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

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

#### 3.2 Vision and Mission

Vision Statement:

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

Mission Statement:

The mission of the Ministry of Tourism is to

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

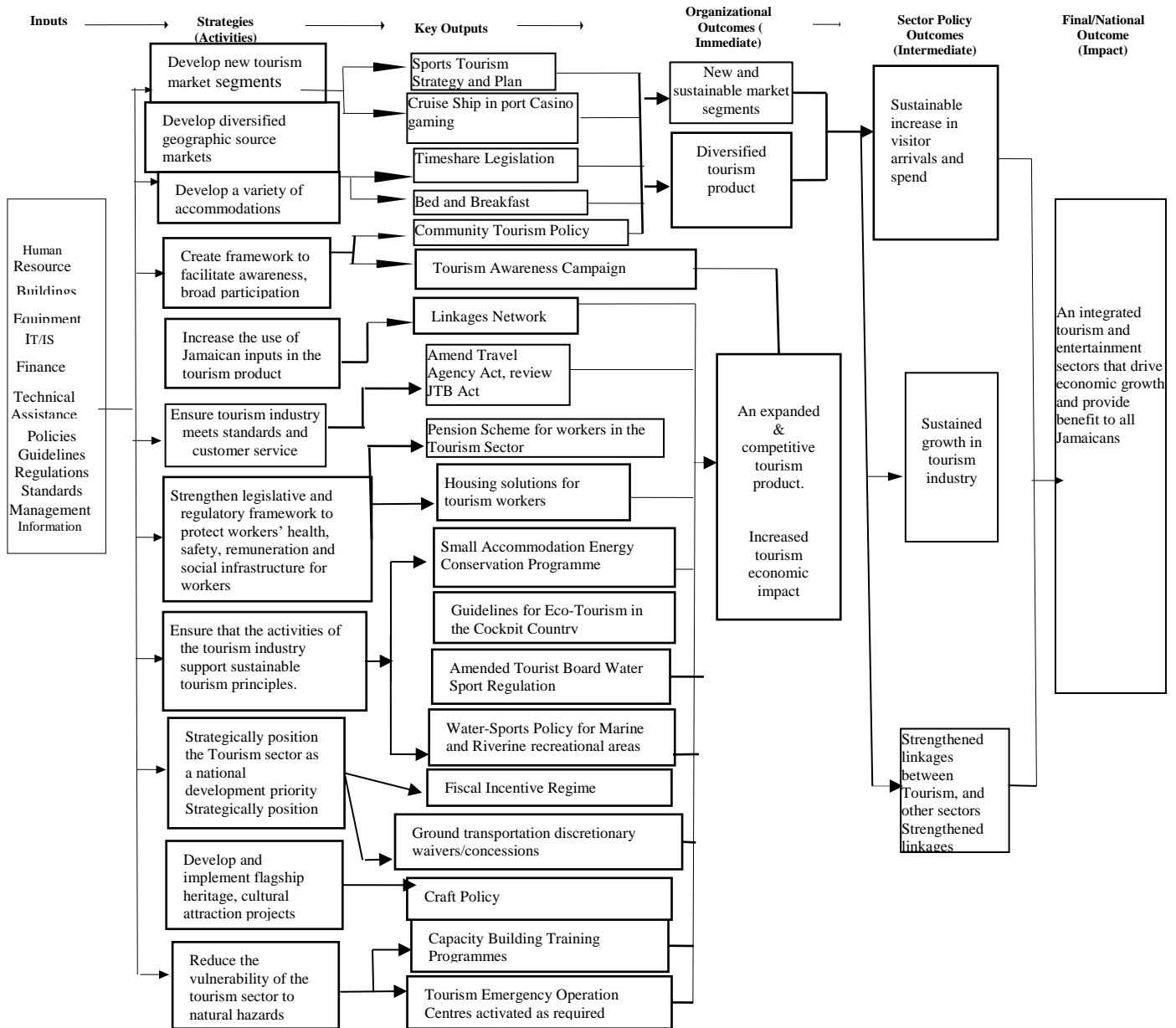
#### 3.3 Strategic Outcomes

The strategic outcomes of the Ministry are to:

- Secure and allocate financial and other resources, which will enable the Ministry to address its priorities;
- Formulate policies and advice for the Minister and Heads of Departments/Agencies, which will enable them to better contribute to the achievement of Government’s desired policy outcomes;
- Guarantee a highly trained and motivated staff with the capacity to effectively and efficiently fulfil the mandate of the Ministry;
- Ensure sophisticated and flexible policy development capabilities which facilitates tourism for all;
- Strategically deploy resources to assist in the efforts to increase market share for Jamaica’s Tourism sector;
- Enhance linkages between Tourism and other sectors
- Enhance awareness within the sector on the impacts of climate change and the need to employ sustainable tourism practices to reduce the sector’s vulnerability to the hazards.

### 3.4 Key Results Mapping

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



### 3.5 Situation Analysis

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

#### **STRENGTHS**

<b>STRENGTHS (Internal)</b>	<b>DESCRIPTION</b>	<b>OPTIONS FOR PRESERVING OR ENHANCING EACH STRENGTH</b>
Strong interaction between the Ministry and related agencies	The Ministry and its Agencies work closely to implement policies and programmes	Continue to convene the monthly Heads of Agencies meeting to maintain connection; monitoring of targets through quarterly review.
Location of the Ministry and its key agencies at the Tourism Centre	Provides access to stakeholders and close co-operation and logistics	Ministry and Agencies remain at a comparable location and/or in close proximity to each other.
Qualified and Competent staff	Appropriate qualifications and skill sets	Re-enforce Strategic Human Resource Plan for recruitment and retention including continuous training and development
The portfolio is associated with a high performance sector	Has a track record of consistent growth	Maintain/Introduce policies and legislation supportive of tourism growth: legislative amendments, incentives, linkages policy, community-based tourism

#### **WEAKNESSES**

<b>WEAKNESSES (Internal)</b>	<b>DESCRIPTION</b>	<b>OPTIONS FOR MINIMISING OR OVERCOMING EACH WEAKNESS</b>
Inadequate/Archaic Organization Structure	Weak capacity in areas especially with the new direction and thrust of the Ministry and its growing mandate	Review Organization structure; Re-engineer business processes
Inadequate accommodation capacity in the workplace	Increased staff complement with the same capacity	Re-design/re-furbishing to maximize space Identify additional space or new location with adequate space
Insufficient funding	The GOJ Budgetary allocation is inadequate to support programmes such as tourism marketing, airlift and other activities	Prioritizing and the efficient allocation of financial resources; additional funding through Appropriations in Aid (AIA) and donor agencies to be pursued.
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**

<b>OPPORTUNITY (External)</b>	<b>DESCRIPTION</b>	<b>OPTIONS FOR TAKING ADVANTAGE OF EACH OPPORTUNITY</b>
New emerging markets such as: BRICS, East Europe, South America and others.  Growing segments/niches: timeshare Health and Wellness, 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"> <li>- Support strategies and programmes targeting the new markets</li> <li>- Support strategies aimed at encouraging the creation of new attractions and product diversification.</li> <li>- Build capacity and relevant knowledge of markets to strengthen supportive policies.</li> </ul>
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**

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

## **Conclusions from SWOT Analysis**

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

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

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

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

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

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

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

### 3.6 Ministry's Current Performance

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

Priority Policy	Programme/ Project	Performance Indicators	Target 18/19	Actual Result 18/19 (up to November 2018)	Target 19/20	Expected Result 19/20
	<b>Tourism Economic Development Programme</b>	No./ % of ground transportation concession applications processed and reviewed	100% of ground transportation concession Applications processed, recommended and documented in database  Analysis of all Concession applications processed	198 ground transportation waivers processed or % than projected	177 or 10% reduction in transportation waivers processed	(177 or 10% reduction) ground transportation waivers processed
Enhancement of Visitor Experience	<b>Accommodati on Development Programme</b>	Analysis of Monitoring and Measurement data on growth in Bed and Breakfast operations (TPDCo inputs)  Quarterly reports on B&B programme	Monitoring of Bed and Breakfast Programme (B&BP) achievements and targets	Periodic monitoring of B&BP through the Community Tourism Policy Coordinating Committee	Development of a monitoring plan that tracks growth	Strategic Monitoring B &B programme to inform and guide policies
Enhancement of Visitor Experience	<b>Tourism Workforce, Training and Welfare Programme</b>	Percentage change in the number of work permits granted for the sector	Work permits processed	(April- to Sept 2018) 430 recommended for work permits	366 (or 15 % reduction) in work permit recommended	366 ( or 15 % reduction ) in work permit recommended
		# of HIV Policy initiatives implemented  Progress made towards initiating language training for the tourism sector	# of Policy initiatives implemented  Commence consultations with key stakeholders to understand current strategies and plans  Consultation Report	Policy initiatives implemented  Engagement with the Ministry of Education	Policy initiatives implemented  Development of agreed upon # of language training courses	Policy initiatives implemented  Development of agreed upon # of language training courses  Additional language courses developed as needed

Priority Policy	Programme/ Project	Performance Indicators	Target 18/19	Actual Result 18/19 (up to November 2018)	Target 19/20	Expected Result 19/20
Enhanced linkages between tourism and other sectors	<b>Tourism Inclusiveness Programme</b>	Community Tourism Policy Action Plan implemented	MOT Implementation Actions completed in agreed timeframe  Policy Coordinating Committee to provide oversight to implementation of the Strategies	1 Policy Coordinating Committee Meeting held	Continuous implementation of policy initiatives  MOT provision of oversight to implementation actions by key partners  # of Reports arising from meetings held	Continuous implementation of policy initiatives  MOT provision of oversight to implementation actions by key partners  # of Reports arising from meetings held
		JSIF/REDI Tourism Technical meetings held  Meeting outcomes/decisions and actions that redound to impact on JSIF supported CTEs	Partnerships undertaken on key initiatives  Technical documents reviewed, advice and support provided	JSIF/REDI Tourism Technical Meetings Held	# of meetings attended with integral MOT input  Increased # of CTEs impacted by MOT intervention through meetings and other activities  # of meetings with Consultant held and technical assistance provided	# of meetings attended with integral MOT input  Increased # of CTEs impacted by MOT intervention through meetings and other activities  # of meetings with Consultant held and technical assistance provided
	<b>Tourism Networks Policy and Strategy</b>	Tourism Networks Policy and Strategy developed	Policy Tabled as a White Paper	Stakeholder consultations held on Green Paper  Policy submitted as a White Paper  Further Consultations held  Policy ready to be re-submitted as a White Paper	Policy document tabled as a White Paper	Provision of oversight to policy implementation actions by key partners. Follow up with Linkages Unit and Networks.

Priority Policy	Programme/ Project	Performance Indicators	Target 18/19	Actual Result 18/19 (up to November 2018)	Target 19/20	Expected Result 19/20
Enhanced Tourism Product with Internationally Competitive Standards	<b>Standards and Compliance Programme</b>	Progress made towards the amendment of the Travel Agency Act by December 2017	Cabinet submission tabled in Parliament for the amendment of the 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	Further consultation to be scheduled and submission to made to Cabinet
		Progress made towards assessing and gazetting all registered Travel Agencies	Gazetting and publishing in print media registered and compliant Travel Agencies	Travel Agencies Registered and gazetted	Gazetting of Registered Travel Agencies	Gazetting of in Registered Travel Agencies
		Amended Tourist Board Water Sport Regulation	90% completion of amendment to Water Sport Regulations	100% completion of proposed amendments to Water Sports regulation	Stakeholder consultation to inform finalization of changes to water sports regulations	
		Progress made towards the finalization of the Water Sports Policy	Tabling of Water Sport Policy as a Green Paper	Water Sport Policy Tabled as a Green Paper	Consultations on Green Paper  Policy document tabled as a White Paper	6 Consultations Held  Policy approved as a White Paper
A Safe & Sustainably Managed Sector	<b>Multi- Hazard Contingency Planning Programme for the Tourism Sector</b>	Satellite phones purchased	Satellite phones purchased and handed over to TPDCo  Satellite Phone training done	Satellite phones purchased and handed over to TPDCo  Satellite Phone training done	Communicati on Training Workshops held	Communicati on Training Workshops held
		# of Capacity Building training programmes and sensitization sessions completed annually	9 Multi-hazard sensitization sessions Resort Boards and JHTA Area Chapter	1 brief circulated	Minimum of 4 Multi- hazard briefs	Minimum of 4 Multi- hazard briefs
		# of Simulations coordinated with ODPEM	National Simulation 1 Earthquake simulation	1 table top simulation in Portland Planned for November, 2018	1 Simulation in a select resort area (proposed South Coast)	Simulation in a resort area

Priority Policy	Programme/ Project	Performance Indicators	Target 18/19	Actual Result 18/19 (up to November 2018)	Target 19/20	Expected Result 19/20
	<b>Multi- Hazard Contingency Planning Programme for the Tourism Sector</b>	# of Tourism Emergency Management Committee held (TEMC)	2 TEMC meetings per year	1 meeting	2 meetings	2 meetings
		Climate Change and Tourism Strategy and Sector Plan developed by 18/19	Draft conceptual framework developed in partnership with MEGJC	Initial dialogue undertaken with MEGJC that has indicated plans to engage tourism sector as a priority	Draft conceptual framework developed in partnership with MEGJC	Conceptual framework developed and strategy and sector plan developed
	<b>Sustainable Tourism Programme</b>  <i>(Tourism Environmental Sustainable Initiative – TESI)</i>	Percentage change in # of environmental management systems and standards in tourism establishments	Hire Project Manager for TESI Programme	Consultant Engaged	3 Workshops  Tourism based Environmenta l needs assessment complete to inform development of projects Projects developed and submitted to TEF for funding	3 Workshops  Projects Developed
	<b>Destination Assurance Strategy</b>	Destination Assurance Strategy Prepared	Concept Paper Prepared for Submission to Cabinet	Policy steering committee to be established;  Policy to be prepared and tabled as a	Policy to Submitted for approval as a White Paper	Policy approved as a White Paper
Human Capital Development	<b>Tourism Worker Welfare Programme</b>	Pension scheme implemented	Develop a Pension Scheme for tourism workers in order to strengthen the legislative and regulatory framework to protect workers’ retirement benefits.	Eight sensitization sessions held in resort areas across Jamaica including: Portland, St. Ann, Trelawny, Montego Bay, Treasure Brach, Negril and Mandeville. Over 400 workers within the sector participated in the sensitization sessions.	Receive final bill from the Chief Parliament Council and finalization of the process	Tourism Worker pension scheme fully implemented.

### 3.7 Priority Policies, Programmes and Projects (2019 – 2022)

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

Policy Priority	Programme / Project & Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22
<b>MAJOR PROGRAMMES</b>							
Enhanced linkages between tourism and other sectors	<b>Tourism Inclusiveness Programme</b>	Create a framework to facilitate awareness, broad participation business opportunities and access for stakeholders	Community Tourism Policy and Implementation Plan	Community Tourism Implementation Plan executed according to the timelines	Provide oversight for Policy implementation and monitoring	Provide oversight for Policy implementation and monitoring	Provide oversight for Policy implementation and monitoring
			JSIF/REDI Tourism Technical assistance provided	MOU on REDI II signed with MOT, JSIF  JSI/World Bank REDI II Meetings held	Support to portfolio agencies and partners as required  Partnerships undertaken on key initiatives	Support to portfolio agencies and partners as required  Partnerships undertaken on key initiatives	Support to portfolio agencies and partners as required  Partnerships undertaken on key initiatives
Human Capital Development – Increase the # of Skilled, trained and Qualified personnel	<b>Tourism Workforce, Skills Training and Welfare Programme</b>	To enable the tourism sector to have a more productive tourism work force	Processed Work Permit applications for qualified expatriate to fill positions that cannot be filled by Jamaicans	# / % of work permit applications processed, reviewed and analyzed  Strategic data capture and analysis to inform labour force requirements and Tourism Workforce opportunities for Jamaicans	April-September 2018 (430) recommended for work permit  Database developed – 90% completed.	15% reduction) in work permits recommended over similar period or the previous year	15% reduction) in work permits recommended over similar period or the previous year

Policy Priority	Programme / Project & Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22
			Continuous monitoring of TPDCO's HIV Policy activities	# HIV policy engagement and initiatives implemented in Tourism establishments	# of HIV Policy initiatives undertaken by the MOT and TPDCo	# of HIV Policy initiatives undertaken by the MOT and TPDCo	# of HIV Policy initiatives undertaken by the MOT and TPDCo
Increased Tourism Economic Impact	<b>Tourism Economic Development Programme</b>	Facilitate access to tourism investment incentives and concessions	Ground transportation discretionary waivers and concessions	# of ground transportation discretionary waivers processed annually	(April to Nov - 198) ground transportation applications approved for concession waiver	10% reduction) ground transportation applications processed and recommended for concession waiver	10% reduction) ground transportation applications processed and recommended for concession waiver
A safe and Sustainably Managed Sector	<b>Multi-Hazard Contingency Planning Programme for the tourism sector</b>	Reduce the vulnerability of the Tourism sector to natural hazards	12 Multi-hazard briefs	Programme executed according to the hazard occurring at the time	Minimum of 4 Multi-hazard briefs	Minimum of 4 Multi-hazard briefs	Minimum of 4 Multi-hazard briefs
			3 Resort Area Disaster Plan	Resort Area Disaster Plan developed as per specification	One (1) Resort Area Disaster Plan developed	One (1) Resort Area Disaster Plan developed	One (1) Resort Area Disaster Plan developed
			Satellite Phones purchased Training for Satellite Phone usage	Radio and satellite phones purchased	Communication Training Workshops held	Communication Training Workshops held	Communication Training Workshops held
Human Capital Development	<b>Tourism Worker Welfare Programme</b>	To strengthen the legislative and regulatory framework to protect workers' retirement benefit	Pension for all tourism worker after retirement	Tourism worker pension scheme implemented	Final approval for draft Bill received from Chief Parliamentary Council	Manage the roll out of the pension scheme  Conduct sensitization sessions	Implement pension scheme

	MAJOR PROJECTS						
Policy Priority	Project & Policy Initiative	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
Tourism Product Development	Accommodation diversification and expansion	Develop a Tourism Destination Management Plan for Parishes across Jamaica	Completed Destination Management Plans	Destination Management Plans completed and submitted to Cabinet	Produce a Destination Management Plan for St. Elizabeth	Produce a Destination Management Plan for St. Mary	Produce a Destination Management Plan for Portland
	Destination assurance	Prepare a Tourism Strategy and Action Plan that will guide the development of the Sector	Tourism Strategy and Action Plan	Completed Strategy and Action Plan for the Tourism Sector	Conduct assessment exercises with stakeholders in all resort areas	Complete the Tourism Strategy and Action Plan	
Enhanced linkages between tourism and other sectors	Tourism Inclusiveness Project	Encourage the sustainable development and management of tourism within a healthy and hassle free environment	Collaboration with JSIF/REDI in fulfilling MOT's obligations as per the MOU between JSIF, MOT and TPDCo	Partnerships undertaken on key initiatives  JSI/World Bank REDI II Meetings held	JSIF/REDI Technical Meetings Held  Partnerships undertaken on key initiatives	JSIF/REDI Technical Meetings Held  Partnerships undertaken on key initiatives	JSIF/REDI Technical Meetings Held  Partnerships undertaken on key initiatives
Public Awareness	National Public Awareness Campaign	Improve public perception of the Ministry's policies and programmes and show inclusiveness of the sector	Effective Public Awareness Campaign for the Ministry and its Agencies	Creative contents developed and placed on media platforms	Secure Advertising and Marketing Agency to develop creative content for all platforms  (Begin placement of content on some platforms)	Continue placement of creative content on all platforms	Review impact of campaign. Tweak messaging if necessary/ continue campaign
Human Capital Development	Tourism Worker development	Integrated HR and payroll system across the sector	MyHR+ implemented	User access granted to all staff	Staff sensitization and roll out of system	System fully implemented, monitored and evaluated	System fully implemented, monitored and evaluated

	MAJOR PROJECTS						
Policy Priority	Project & Policy Initiative	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
		Implement Records Mgt System as part of GOJ integrated information and Communication initiative	Maximise efficiency, increase transparency and accountability in operations and preserve national and cultural Identity	Standardization of records	10% of records completely converted to GOJ's standardized RIM System	25% of records completely converted to GOJ's standardized RIM System	45% of records completely converted to GOJ's standardized RIM System

	MAJOR INITIATIVES (LEGISLATIVE & POLICY)						
Policy Priority	Project & Policy Initiative	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
Increase Tourism Economic Impact	Destination Marketing Programme	Develop a Destination Assurance Strategy	Destination Assurance Strategy	Progress made towards the development of the Destination Assurance Strategy	Concept Paper Finalized  Cabinet Submission prepared	Policy document to be tabled as a White paper  Policy document tabled as a White Paper	Policy Implementation
		Develop a Tourism Networks Policy and Strategy	Tourism Networks Policy and Strategy	Policy document finalized and implemented	Stakeholder consultations held on Green Paper  Policy submitted as a White Paper  Further Consultations held  Policy ready to be re-submitted as a White Paper	Oversight for policy implementation and support provided to portfolio agencies and partners as required	

	MAJOR INITIATIVES (LEGISLATIVE & POLICY)						
Policy Priority	Project & Policy Initiative	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
Enhanced Tourism product with internationally competitive standards	<b>Standard and Compliance</b>	Amend the Tourist Board Water Sport Regulation	Amend the Tourist Board Water Sport Regulation	Level of progress made towards the amendment of the of the Tourist Board Water Sport Regulation	90% completion of amendment to Water Sport Regulations	Stakeholder consultation to inform finalization of changes to water sports regulations	Policy based on consultations and Table as White Paper
		Progress made towards the finalization of the Water Sports Policy			Draft Water Sports Policy tabled as a Green Paper	Submission for approval as White Paper	Implementation
		Progress made towards the amendment of the Travel Agency Act by December 2017	Amended Travel Agency Act	Cabinet submission tabled in Parliament for the amendment of the Act	Cabinet submission prepared and consultation held with the Ministry of Finance and Attorney General's Office	Gazetting of Travel Agencies	Gazetting of Travel Agencies
		Progress made towards assessing and gazetting all registered Travel Agencies	Gazetting and publishing in print media registered and compliant Travel Agencies	Travel Agencies gazetted	Gazetting of Travel Agencies		

#### 4. MEDIUM TERM FINANCIAL IMPLICATIONS

The following table represents the medium term financial implications for the Ministry. The actual expenditure for the current financial year is for the period

Programme Number	Programme /Sub Programme Name	Actual Expenditure 2017/2018 (J\$ 000)	Actual Expenditure (Year to date) 2018/2019 (J\$ 000)	Estimates of Expenditure 2019/2020 (J\$ 000)	Projections 2020/2021 (J\$ 000)	Projections 2021/2022 (J\$ 000)
RECURRENT	MINISTRY OF TOURISM					
MINISTRY						
001	<b>Executive Direction &amp; Administration</b>					
01	General / Central Administration	475,306.9	499,657.0	409,673.0	504,589.0	539,121.0
002	Policy Planning and Management Development		33,970.0	33,970.0	33,970.0	33,970.0
650	<b>Promotion of Tourism.</b>					
020	Tourism Support Services	1,991,426.0	2,294,007.0	2,381,315.0	2,484,991.0	2,546,301.0
022	Destination Marketing.	2,856,255.0	2,956,255.0	3,256,255.0	3,456,255.0	3,656,255.0
652	<b>Tourism Development</b>					
020	Tourism Product Enhancement	4,042,567.0	3,910,852.0	4,358,235.0	4,725,462.0	4,969,265.0
021	Tourism Business Development		224,100.0	249,767.0	270,870.0	284,785.0
022	Destination Assurance	1,852,459.0	1,927,114.0	2,102,115.0	2,202,925.0	2,285,015.0
Sub-total Recurrent		11,218,013.	11,845,955	12,791,330	13,679,062	14,314,712
APPROPRIATIONS IN AID		105,864.0	87,726.0	92,096.0	96,705.0	107,112.0
<b>GRAND TOTAL</b>		<b>11,323,877.9</b>	<b>11,933,681</b>	<b>12,883,426</b>	<b>13,775,767</b>	<b>14,421,824</b>

## 5. HUMAN RESOURCES CAPACITY PLAN

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

The Human Resource Management objectives and key initiatives are linked to the goals of the Ministry and Agencies as included in the Ministry Scorecard at Section 1.8

Units/Divisions or Projects	Current Staff Complement 2018/2019	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022
Executive Office	5	6	6	6
Minister's Office	4	4	4	4
Technical Services	3	3	3	3
Strategic Planning and Evaluation Division	6	6	6	6
Policy and Monitoring Division	6	7	7	7
Legal Unit	2	2	2	2
Corporate Communication	5	5	5	5
Corporate Services	29	29	29	29
<b>MINISTRY SUB-TOTAL</b>	<b>60</b>	<b>62</b>	<b>62</b>	<b>62</b>
Bath Fountain of the St. Thomas the Apostle	28	28	30	33
Devon House Development Company	33	36	36	36
Jamaica Tourist Board (JTB)	153	143	141	139
Jamaica Vacations Limited (JamVac)	5	5	5	5
Milk River Hotel and Spa	28	31	34	37
Tourism Enhancement Fund (TEF)	34	39	41	42
Tourism Product Development Company (TPDCo.)	201	224	203	203
Montego Bay Convention Centre	47	51	51	51
<b>AGENCIES SUB-TOTAL</b>	<b>589</b>	<b>619</b>	<b>603</b>	<b>608</b>
<b><i>TOTAL</i></b>				

## **6. DEPARTMENTS AND AGENCIES BUSINESS PLAN SUMMARIES**

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

### **6.1 AGENCY: JAMAICA TOURIST BOARD**

The Jamaica Tourist Board (JTB), an agency of the Ministry of Tourism was established in 1955, the JTB has its head offices based in Kingston, Jamaica, and is responsible for the worldwide tourism marketing and promotion of the island. In order to promote Jamaica as a premier travel destination, the JTB employs a number of strategies which involve the identification of new and emerging consumer groups, the cultivation of relationships and programs with the travel trade and the dissemination of timely and useful marketing information to its offices and travel partners across the world.

With local offices in Kingston and Montego Bay, along with overseas offices in the USA (Miami), Canada (Toronto), United Kingdom (London) & Germany (Berlin), the JTB also maintains secondary representation in a host of countries across Europe, Asia, Central and South America. The following primary activities are performed via the leveraging of these resources reporting through one or more of the JTB office locations:

- Through contracted public relations agencies, manage all brand Jamaica public relations activities
- Through contracted advertising agencies, design, lead and execute all advertising campaigns
- Co-ordinate tourist engagement and conversion initiatives
- Engage, excite and manage the tour operator and travel agent community
- Improve Jamaica bound airline seat inventory
- Coordinate meeting and conventions sales activities
- Provide event marketing support
- Protect and enhance the interests of local travel industry partners – hotels, attractions, among others.

The work of the JTB is complemented by the local partners and their representing agency, the Jamaica Hotel and Tourist Association (JHTA). These and other partnerships play a key role in developing the tourist industry to be a primary contributor to the economy and a significant foreign exchange earner.

The administrative operations of the JTB is funded by the taxpayers of Jamaica through the Government of Jamaica consolidated fund, while the marketing and advertising programs are funded through a portion of proceeds of the Tourism Enhancement Fund (TEF). The TEF is based on fees charged to incoming airline and cruise passengers.

### **Vision Statement**

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 and/or Mandate**

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.

### **Aim**

The Jamaica Tourist Board will employ a range of strategies and programmes that will enable the tourism sector to achieve sustainable growth.

### **Value Statement**

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.

### **Core Values**

Respect, Integrity, Transparency, Professionalism, Transformational Leadership & Performance Oriented Culture

### **Roles and Responsibilities**

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

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

### **Target Markets**

The marketing and sales programmes and activities are developed and planned so as to focus on:

#### **Core & Established Source Markets**

- USA, Canada, UK, Continental Europe and the Caribbean

#### **Emerging Source Markets:**

- Latin America – Argentina, Brazil, Chile, Colombia, Mexico, Ecuador, Peru
- Asia – China, Japan and India
- France
- Eastern Europe

#### **Selected Niche Market Segments:**

- Wedding/Honeymoon
- Family
- African American
- MICE
- Diaspora
- Sports & Events
- Nature Tourism
- Faith Based Travellers
- Health and Wellness
- Community Tourism
- Soft Adventure
- Heritage Tourism
- Domestic Tourism

## Visitor Arrival Statistics

### ACHIEVEMENTS TO DATE:

Calendar Year 2017		Fiscal Year 2017/18	
	Stopovers Arrivals 2,352,915 (+7.8%)		Stopovers Arrivals 2,392,774 (+9.6%)
	Cruise Passengers 1,923,274 (+16.2%)		Cruise Passengers 1,964,042 (+17.3%)
	Visitor Expenditure US\$3,005M (+15.2%)		Visitor Expenditure US\$3,068M (+15.2%)

Calendar Year 2018 YTD (Jan-Sep)		Fiscal Year 2018/19 YTD (Apr - Sep)	
	Stopovers Arrivals 1,852,482 (+5.5%)		Stopovers Arrivals 1,227,480 (+4.8%)
	Cruise Passengers 1,324,063 (-0.5%)		Cruise Passengers 650,568 (-6.7%)
	Visitor Expenditure US\$2,376M (+6.8%)		Visitor Expenditure US\$1.527M (+6.3%)

### TARGET:

Calendar Year 2018		Fiscal Year 2018/19	
	Stopovers Arrivals 2,474,846 (+5.2%)		Stopovers Arrivals 2,538,591 (+5.2%)
	Cruise Passengers 1,844,107 (-4.1%)		Cruise Passengers 1,800,465 (-8.3%)
	Visitor Expenditure US\$3,264M (+8.6%)		Visitor Expenditure US\$3,384M (+10.4%)

Calendar Year 2019		Fiscal Year 2019/20	
	Stopovers Arrivals 2,614,533 (+5.6%)		Stopovers Arrivals 2,639,212 (+4.0%)
	Cruise Passengers 1,679,586 (-8.9%)		Cruise Passengers 1,708,876 (-5.1%)
	Visitor Expenditure US\$3,501M (+7.2%)		Visitor Expenditure US\$3,580M (+5.8%)

Calendar Year 2020		Fiscal Year 2020/21	
	Stopovers Arrivals 2,756,510 (+5.4%)		Stopovers Arrivals 2,803,599 (+6.2%)
	Cruise Passengers 1,782,040 (+6.1%)		Cruise Passengers 1,819,649 (+6.5%)
	Visitor Expenditure US\$3,773M (+7.8%)		Visitor Expenditure US\$3,859M (+7.8%)

Calendar Year 2021		Fiscal Year 2021/22	
	Stopovers Arrivals 2,905,857 (+5.4%)		Stopovers Arrivals 2,951,979 (+5.3%)
	Cruise Passengers 1,871,142 (+5.0%)		Cruise Passengers 1,914,015 (+5.2%)
	Visitor Expenditure US\$4,078M (+8.1%)		Visitor Expenditure US\$4,176M (+8.2%)

Calendar Year 2022		Fiscal Year 2022/23	
	Stopovers Arrivals 3,090,090 (+6.3%)		Stopovers Arrivals 3,140,900 (+6.4%)
	Cruise Passengers 1,992,767 (+6.5%)		Cruise Passengers 2,049,497 (+7.1%)
	Visitor Expenditure US\$4,420M (+8.4%)		Visitor Expenditure US\$4,547M (+8.9%)

### 6.1.1 Strategic Plans and Priority Programmes (2019-2022)

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

Policy Priority	Programme / Project & Policy	Strategies	Output	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22
<b>MAJOR PROGRAMMES</b>							
New Markets Building new Partnership	<b>Destination Marketing</b>	Increase stopover arrivals by an incremental 5% annually	% increase in stopover arrival	% growth in stopover arrivals	2,639,212 or 4% increase in stopover visitors	2,803,599 or 6.2% increase stopover visitors	2,251,979 or 5.3% increase stopover visitors
		To generate 20% Cumulative Average Growth Rate by 2022 by targeting new regions from USA & Canada	Increase market penetration into traditional source markets	Average Growth Rate			
New Markets Building new Partnership Develop new products		Identify and develop 8 new market product offerings Using Blue Ocean strategies,	New product offering	New market product offerings	develop 2 new market product offerings	develop 3 new market product offerings,	develop 3 new market product offerings
New Markets Building new Partnership Attract new investments		Establish at least one new airline partner arrangement in each emerging market identified	New partnership arrangement in each emerging market identified	Increased # of partnership arrangement	Establish at least one new airline partnership agreement	Establish at least one new airline partnership agreement	Establish at least one new airline partnership agreement
Build New Partnerships Develop New Products	Destination Marketing	Establish and strengthen five key partnerships that incorporate technology and other tools to drive a seamless customer journey	Apps integrating product delivery stakeholders and interfacing with the visitor	Technology & stakeholder partnerships secured Solution(s) developed			
Human Capital Development	Customer relations and visitor engagement	Identify and implement an HR performance tool to measure quality of direct contact and engagement between staff, visitors and stakeholders	Functional HR performance tool	Stronger engagement between staff, visitors and stakeholders	Identify and implement an HR performance tool		

Policy Priority	Programme / Project & Policy	Strategies	Output	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22
<b>MAJOR PROGRAMMES</b>							
Human Capital Development	Leadership training & succession planning	Develop and execute a management training programme that enrolls 10% of staff year over year for further leadership development to support sustainable business growth	Ongoing Leadership and management training programme for all staff	10% of staff being trained each year	10% of staff trained	10% of staff trained	10% of staff trained
Human Capital Development Develop new products	Research & Market Intelligence	Optimize Big Data to deliver informed business intelligence, on past performance, forecasts, growth metrics & psychographics to stakeholders to achieve an	Annual organisation score of 60% in Year 1, growth year over year by 5%.	Business intelligence information being gathered		Identify and implement relevant platforms	
Human Capital Development	Corporate Infrastructure & Operational efficiency	Develop and implement a single IT/ICT Master Plan with a network design that fully connects and integrates all JTB Offices	IT/ICT Master Plan	Completed IT/ICT Master Plan	Approved IT/ICT Master Plan	50% of Masterplan implemented	Completed masterplan

### **Strategic Pillar 1: Market Diversity & Expansion**

- At the end of 2017, Jamaica's room stock was approximately 35,937 of which some 24,142 are in hotel accommodation and 7,709 provided by villas, guesthouses and apartments.
- Jamaica's major tourism market is the United States, which in 2017 accounted for 64.2% of the island's stopover visitors. Approximately 17.2% come from Canada, 9.3% from the United Kingdom, 4.6% from Europe and 4.7% from the rest of the world.
- In 2017, Jamaica welcomed 4.27 million visitors, of which 2.35 million were stopovers, with 1.92 million cruise passengers.
- With a strong brand and growing global tourism market, this presents the opportunity for expansion, diversity and economic growth

### **Strategic Pillar 2: Visitor & Stakeholder Centricity**

- JTB Market Research and Intelligence team keeps abreast of current trends and consistently taps into industry experts to validate findings. JTB is aware that the traveller needs and preferences are constantly evolving, especially with demands arising from successive demographics. To effectively manage the travellers' end2end experience, from awareness to conversion and beyond, it is crucial that they work harmoniously with all stakeholders, partners, linkages and alliances that interface along the travel journey, offering consistently exceptional service and value at every touchpoint.
- Knowing the traveller is important, understanding their needs, design and deliver suitable solutions and follow through are not only smart actions for service excellence, but can allow for interception, using innovative, creative, technology data and capabilities.

### **Strategic Pillar 3: Innovation & Digital Optimization**

- The JTB team is committed to the power technology offers in the industry. Their road map seeks to address the demands of an evolving traveller experience, coupled with tapping into an expanding multiple demographic purchasing power. This requires a series of critical components such as omni-channel capabilities, digital authentication, and customised products derived from data analytics, data aggregation options, cyber security, real time digital payments and many more to effectively target the right audience.
- Through technology and innovation, JTB will create greater operational efficiency and develop new platforms and enablers to enhance the delivery of the destination marketing messages.

### **Strategic Pillar 4: Operational Efficiency & Effectiveness**

- High performing organizations are functioning with limited resources, lean and stretched capacity, because they are adjusting to work smart, becoming agile and intentional about making measurable impact. More and more the organizational buzz ... "we don't pay for effort, we pay for value that leads to results" is being adopted.
- Moving forward, the JTB plans to intensify its effort to promote ownership and accountability amongst staff. These SMART goals and expectations will be cascaded throughout the organization to increase performance visibility in order to create this culture. The JTB will invest in the development of leadership competencies such as self-awareness, curiosity, results-focused, coaching as essential traits to mobilize staff.
- Concurrently, the JTB will design and deliver on a well-defined target operating module, where roles and responsibilities are clear, processes are streamlined and the optimization of technology is in place to consistently deliver value.

### 6.1.2 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure 19/20	Projections 20/21	Projections 21/22	Projections 22/23
	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)
Recurrent	1,592,493	1,651,418	1,709,870	1,775,420
Appropriations in Aid	2,956,255	3,256,255	3,456,255	3,656,255
<b>Sub-total funding requirement</b>	<b>4,548,748</b>	<b>4,907,673</b>	<b>5,166,125</b>	<b>5,431,675</b>
<b>Total Funding Requirement</b>	<b>4,548,748</b>	<b>4,907,673</b>	<b>5,166,125</b>	<b>5,431,675</b>

### 6.1.3 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2018/2019	Planned 2019/2020	Planned 2020/2021
Director of Tourism's Department	7	7	7	7
Finance and Accounts Division	9	9	9	9
Corporate Services Department	22	21	21	21
Marketing Department	41	38	38	38
Jamaica Regional Office (M. Bay)	29	28	28	28
Overseas Offices				
• USA	30	25	23	21
• Canada	7	7	7	7
• UK	6	6	6	6
• Europe	2	2	2	2
<b>TOTAL</b>	<b>153</b>	<b>143</b>	<b>141</b>	<b>139</b>

## **6.2 AGENCY: TOURISM PRODUCT DEVELOPMENT COMPANY (TPDCo.)**

The Tourism Product Development Company Limited (TPDCo) is an agency of the Ministry of Tourism with a mandate to enhance the visitor experience by improving Jamaica's tourism product, diversifying its services, monitoring and regulating tourism entities while developing the human capital.

TPDCo also assists in the creation of a world class destination for sports and entertainment, health and wellness, gastronomy, knowledge and shopping in support of the Ministry's Linkages Network priority programme. In addition, there is a particular emphasis on harnessing community involvement through the development of new emerging markets such as community, cultural and heritage tourism. Most importantly, the organisation seeks to increase the levels of visitor satisfaction while upgrading the physical appearance of resort areas and establishing destination assurance thus contributing to visitor safety and an improved quality of life for all Jamaicans.

TPDCo is committed to achieving the following strategic objectives over the three (3) year period, 2019-2022:

1. To encourage a more experiential product through community tourism;
2. To assist in equipping tourism entrepreneurs with the requisite skills for sustainable business ventures;
3. To create a pristine environment in resort areas by continuous upgrading and maintenance of the natural and built environment'
4. To encourage a climate for tourism investment by product monitoring and supporting stakeholder interest through strategic partnerships
5. To maintain employment in the sector as an attractive and fulfilling vocation;
6. To improve the resilience and sustainability of the sector;
7. To improve financial management, accountability and reporting; and
8. To provide an enabling work environment that supports improved levels of productivity

### **6.2.1 Vision, Mission and Mandate**

#### **Vision**

"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 and/or Mandate**

"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."

## 6.2.2 Strategic Outcomes

### ■ *A Sector that meets required industry standards*

Standards and compliance programmes; establishment of a Visitor Safety and Experience unit to focus on increased harassment in the resort areas. National task force formed with regional sub-committees to address programmes and policy, continued support for the tourism Courtesy Corps programme, improved collaboration with the Jamaica Constabulary Force and other agencies.

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

Rehabilitation of attractions, places of interest, and birthplaces of National Heroes and former Prime Ministers.

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

Tourism worker Skills Training Programme, Training and certification of 27,000 industry workers annually in conjunction with approved training partners.

### ■ *An expanded base of stakeholders in the tourism sector*

Execute the community Tourism Policy Implementation Plan. Bring communities with viable products to market readiness.

### ■ *An economically viable sector*

Implementation of selected projects to upgrade and transform resort areas and components of South Coast Sustainable Development Plan are being implemented.

### ■ *Product Enhancement/Resort Upgrading*

Selected projects are designed, scoped and executed according to time schedule and budget, across resort areas

### ■ *Product Quality*

Service Standard Development

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

### ■ *Product Development*

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

### **6.2.3 Strategic Plans and Priority Programmes (2019 – 2022)**

TPDCo has the following core responsibilities as an agency under the Ministry of Tourism 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**

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

#### **Licensing of Tourism Entities**

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 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 and artisans.

## 6.2.4 CURRENT ORGANISATIONAL PERFORMANCE

Priority/ Objective	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19	Target 19/20	Expected Result 19/20
To develop anti-harassment initiatives	To ensure that District Constables are deployed consistent with provisions of the MOU in Resort Towns.	One hundred and eighty (181) trained District Constables were deployed across the resort towns to focus on persons involved in harassment related activities.	Baseline study is to be done before a target is stated	2269 Tickets issued and 236 arrests made to date. A new supervision structure was implemented to manage the District Constables. Efforts to further develop the management strategies continue.	Baseline study is to be done before a target is stated	Improved ratings as a safe destination
To facilitate compliance	Quality Assurance Assessments	Increase in licensed entities Increased compliance	1, 890 quality assurance assessments. Due to 1, 890 entities on record.	Year not yet completed however 2017-2018, 1, 034 quality assurance assessments achieved.	1, 890 quality assurance assessments	Increased compliance
To facilitate the Licensing of Tourism Entities	JTB licences Processed	Number of JTB applications processed	5,501 Licences Processed	Year not yet completed however 2,619 processed as of October 26, 2018	6,025 licences processed	To increase the number of tourism entities licensed by the JTB
To increase the number of persons trained in Team Jamaica	Team Jamaica ATP Programme	Team Jamaica Training available island  % Industry workers Team Jamaica certified  Availability of access across Jamaica	25 ATPs operational  45 Trainers TPDCo certified  3705 industry workers Team Jamaica certified	16 ATPs operational  45 Trainers TPDCo certified	20 ATPs operational  45 Trainers TPDCo certified  4500 industry workers Team Jamaica certified	Improved performance among sector workers/ Increase in the number of repeat visitors
To increase the number of persons trained in Skills Training programmes	Skills Training Certified trainers available island-wide	Number of programmes delivered by certified trainers or number of persons exposed as a ratio of the number of certified trainers Expansion of the visitor profile or development of an increased number of niches or speciality demand	Develop new programmes/ curriculum based on industry needs Assessment  Deliver 48 skills training programmes	43 skills training programmes delivered	Develop new programmes/ curriculum based on industry needs Assessment  Deliver 48 skills training programmes	Increase in the average remuneration of workers in the industry/improved performance/ A more diversified product

Priority/ Objective	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19	Target 19/20	Expected Result 19/20
To improve the quality and variety of craft products available in Jamaica	Craft Development programme The establishment of craft training programmes for more than 500 crafts men and women, the introduction of nine (9) new designs Training will also be offered in areas such as customer service, business development and entrepreneurship	Establish Craft Development Institute (CDI) as a milestone in the progress towards delivery of the Craft Development programme	Cabinet Approval for Craft Subsector Rationalization Plan Development of strategy to provide skills training for producers using resources from our bilateral partners 150 craft producers trained in new media Strategy theming Artisan Village at Falmouth MOU with UDC to develop CDI and Artisan Village at Ocho Rios	Cabinet Approval June 2017 Twelve (12) new product lines using different media and 265 persons trained to produce quality craft items Agreement with PAJ about the way forward on the Artisan Village at Falmouth Brief delivered to UDC for work in Ocho Rios	Train 300 persons in new craft skills using nine different media Completion of construction and hand-over of Artisan Village at Falmouth Completion of design and development work on the site at Ocho Rios	Uptake of interest and opportunity or improved prospects for inclusion in entrepreneurs hip
To increase the number of stakeholders within the tourism sector	Community Tourism 25 Persons Trained using CTE Toolkit (CTE Toolkit Completed in August 2017)	Increase in Licensed CTEs Number of persons trained using CTE toolkit Number of persons elevated from to Tier 2 Enterprises Licensed (market ready)	Four (4) CTEs Licensed in 2016 and Three (3) in 2017	Implementation of Community Tourism Tool Kit	Five (5) Tier 2 Enterprises Licensed (Market Ready).	Increased visitors with the profile/Increased revenues/number of entities above average for longevity for SMEs
To continually develop and diversify the tourism product	Resort Entrance Ways: Elegant Corridor Eastern Gateway Montego Bay	1.Sustainability and/or consistency in the programme 2. Assessment of the aesthetic improvements 3. Rate of completion	Number of projects Annual improvement in aesthetic appeal of 10%		95% of estimated effective number of cuts achieved Annual improvement in aesthetic appeal of 10%	Improved ratings among tourism destination for aesthetics Increased demand for investment opportunities
	Traffic Islands – Mobay Roundabout	Rate of completion.	95% complete	95% complete	Defects Liability Period  100% completion	Defects Liability Period  100% completion
	Montego Bay Roundabout Landscaping (soft & hardscaping), create and install retaining wall, concrete tank. Replace missing bolards, creation of stone planters/seat wall, irrigation.	Rate of completion	100% complete	100% complete		

Priority/ Objective	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19	Target 19/20	Expected Result 19/20
	Tourism Resort Maintenance 2017 Cut verges, remove debris, collect travel waste, and painting of curbswalls.- resort towns and highways islandwide	% of targeted activities achieved Zero cost overrun on per activity	100%	100%		
	Upgrading Attractions and Places of Interest: Negril Mini Stadium Construct Seating Stands, Restrooms and Changing rooms.	% completion Zero cost overrun	95% complete	95% complete	Defects Liability Period  100% completion	Improvement in the recreational and sporting options for the resort
	Holywell Bridge The bridge is to be constructed of reinforced concrete, structural steel, metal grating and safety railing.	% completion Zero cost overrun	100%	95%	100%	Improved safety and accessibility to the attractions and places of interest in the area
	Teen Challenge Jamaica Expansion Construction of four (4) dormitories, installation of a Greenhouse, construction of a play field, and purchase of a commuter bus	1. Rate of completion 2. Relocation of or number of interventions served by the facility	4 dorms constructed 100% Greenhouse installed 100% Commuter bus purchased 100%	4 dorms constructed 100% Greenhouse installed 100% Commuter bus purchased 100%	Construction of Playfield 100%	Reduction of the blight effect caused by teenage drug abusers
	Milk Rover Signs Fabrication and installation of directional signs	Installation of signs in a prominent and effective manner	Removal of 12 existing signs, fabrication and installation of 14 new signs.100%	Removal of 12 existing signs, fabrication and installation of 14 new signs.100%		Comfortable and easy access to the attraction
	New Kingston Fire Hydrants Servicing of 19 hydrants, repairs to 12 hydrants	Uptime for the functionality of hydrants Improvement in the optimal number of hydrants to the built infrastructure	19 hydrants serviced 19 hydrants repaired	19 hydrants serviced- 100% 19 hydrants repaired – 100%	Defects liability period	Safer environment in relation to the carrying capacity of the city
	Trench Town Signs Fabrication and installation of 6 directional signs and 11 storyboards	Installation of signs in a prominent and effective manner	Installation of 6 directional signs - 100% Installation of 11 storyboards – 100%	Installation of 6 directional signs - 100% Installation of 11 storyboards – 100%		Improved comfort and access to the facility

Priority/ Objective	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19	Target 19/20	Expected Result 19/20
	Hugh Shearer's Residence	Install roof , Refurbish flooring, Refurbish walls, Construct sewage system, Upgrade electrics, Construct Bathrooms, Landscaping, Drainage Installation, Fencing, Painting of building, Restoration of water tanks and Story Boards	100% construction complete	Awaiting JNHT information / recommendations		
	Renovation of Milk River Hotel and Spa, West Wing – Follow on	Renovation of 2 baths Electrical upgrade works Installation of chairlift	95% completion	95% completion	Defects liability period 100% completion	Defects liability period 100% completion
	Lyssons Beach - Follow on	Construction of fence, landscaping, fabrication of benches, construction of parking area	95% completion	95% completion	Defects liability period 100% completion	Defects liability period 100% completion
	Barrett Town	Installation of a multi- purpose court, new grandstand seating, upgrading of the existing field, installation of irrigation system and water tanks, fencing and Landscaping.	100% completion	100% completion		
	Flankers Sports and Vending Complex Construction of vending kiosks, parking area, walkway, and eating kiosks. Upgrading works to existing restrooms, and vendors stalls. Installation of fencing, a multi- purpose court, grandstand seating,	rate of completion Upkeep and sustainability of facilities	95% completion	95% completion	Defects liability period 100% completion	Increase in the recreational and entertainment options particularly for visitors and industry workers alike

Priority/ Objective	Programme/ Project & Budget No.	Performance Indicators	Target 18/19	Actual Result 18/19	Target 19/20	Expected Result 19/20
	Shaw Park Road Trimming & bushing, construction of culverts & headwalls, drain cleaning & drain construction, Construct v-drains, install kerb & channels, install gabions and pavement repair and construction	rate of completion Upkeep and sustainability of facilities	95% completion	95% completion	Defects liability period 100% completion	Improved aesthetics consistent with the tourism offering in the area
	Underground Mapping of Hip Strip (Montego Bay) Map of Underground Utility Services of the “Hip Strip” Montego Bay, St. James	Rate of completion	100% completion	100% completion		Improved infrastructural capacity consistent with the appeal of one our leading resort area

## 6.2.5 PLANS AND PRIORITY PROGRAMMES

MAJOR PROJECTS						
Programmes/ Project & No.	Strategies	Key Outputs	Performance Indicators	Targets & Costs 19/20	Targets & Costs 20/21	Targets & Costs 21/22
<b>Product Development Programme</b>  Craft Development Institute	<ul style="list-style-type: none"> <li>- Formalize Craft Training</li> <li>- Diversify craft offerings</li> <li>- Facilitate protection of new designs</li> </ul>	<ul style="list-style-type: none"> <li>- Joint Certification Programme</li> <li>- Systematic IP protection system</li> <li>- Programme to link tourism to creative sector</li> </ul>	<ul style="list-style-type: none"> <li>- Improvement in the skills of craft producers</li> <li>- Improvement in the quality and quantity of souvenirs and trinkets available</li> <li>- Increased recognition and reputation of the destiny as a center for craft and artefacts</li> </ul>	500 craft persons Certified  \$45 Million	500 craft persons certified  \$40 Million	600 craft persons certified  \$54 Million
Tourism Inclusiveness Programme  Community Awareness:	Recruit, train, place, monitor and remunerate interns  - Tourism Summer Intern Programme (Tship) & Hope	800 jobs secured from industry and 800 interns place in jobs And additional 1200 for the HOPE	Varied areas of exposure afforded to interns % of targeted placements achieved >95% approval rating by participants	\$60M	\$66M	\$73M
Product Development/Projects:  Spruce Up “Pon Di Corner”	Implementation of 100% of identified infrastructural projects in each financial year.	Sixty-three (63) projects implemented	Development of framework for project identification and submission	63 projects I identified and scoped and implemented  \$300M	63 projects I identified and scoped and implemented  \$300M	63 projects I identified and scoped and implemented  \$300M
Product Development  Urban Planning And Heritage Development	Development of heritage assets within urban planning framework	Identify, collate and develop 30 heritage assets	Rehabilitation and upgrading of 10 heritage assets in each financial year  Maintenance and signage provided to 36 identified sites	Rehabilitation and upgrading of 10 heritage assets  \$ 18 M  Maintenance and signage provided to 36 identified sites \$27 M	Rehabilitation and upgrading of 10 heritage assets  \$ 18 M  Maintenance and signage provided to 36 identified sites \$27 M	Rehabilitation and upgrading of 10 heritage assets  \$ 18M  Maintenance and signage provided to 36 identified sites \$27 M
Projects:  Resort Area Entrance Ways	Routine Beautification and maintenance of resort area entrance ways	Gateways installed to transform and frame the entrances to the specific towns	1. Rate of completion 1. Achievement of targets 2. Completion of targeted activities within budget	Barriers on the Elegant Corridor \$150M 100%  Tourism Resort Maintenance \$500M 100%  \$650M	Entrances to Kingston \$200M 100%  Bogue Corridor Beautification \$80M 100%  Tourism Resort Maintenance \$500M 100%	Tourism Resort Maintenance \$500M 100%  \$500M

MAJOR PROJECTS						
Programmes/ Project & No.	Strategies	Key Outputs	Performance Indicators	Targets & Costs 19/20	Targets & Costs 20/21	Targets & Costs 21/22
<b>Product Development</b>  Product Diversification And Development Resort Area Parks And Open Spaces	Upgrading, restoration and routine maintenance of infrastructure and national physical assets Partner with Government Agencies as applicable	Projects implemented 8 Parks created by 2021  Designs installed and maintained with active sustainability plan	1. Parks created within targeted time and budget  3. Sustainability of parks  4. Level of use and activity		Western Property Beautification Mobay \$25M 100%  Trench Town Park and Performance Space \$50M 100%	Bath Botanical Gardens \$15M, 100%  Fort Haldane \$25M 100%  Claude Stewart Park \$30M
Product Development  Development Of Sports Tourism Facility	Provide project management and facilitate access to finance	Improvement of the physical facilities to foster Sports Tourism	Achievement of targets for activities and completion within budgets	Negril Mini-Stadium \$60M 100%  \$60M		
Product Development:  Management And Development Of Properties	Increase the efficiency and viability of properties and attractions to facilitate privatization.	Infrastructural upgrades to increase  Increase the profitability	Privatize minimum of three (3) properties per year.  Monitoring all properties at least once per quarter.  Feasibility studies – market demand analysis, breakeven analysis completed quarterly.	Holland Bamboo Travel Halt  Lovers' Leap  Lyssons Beach  Roaring River  \$8.8m	Rafting on the Rio Grande  Lime Cay  Folly Phase I  Gunboat/Buccaneer Beach  \$45m	Hardwar Gap Portland Craft Village  Swamp Safari Martha Brae  Old Court House (Ocho Rios)  \$40m
<b>Destination Assurance Programme</b>  District Constable Programme	To maintain current initiative with JCF to ensure visitor safety	Deployment of 200 DC's in resort towns and environs	Tickets issued and arrests made for breaches.	\$219,144,366.32  Baseline study is to be done before a target is stated	\$210,280,366.32  Baseline study is to be done before a target is stated	\$210,280,366.32  Baseline study is to be done before a target is stated
<b>Destination Assurance Programme</b>  Anti-harassment initiative IMC campaign "Treat Our Visitors Right" Road Tour	To sensitise stakeholders on the impact of harassment.	Planning and organizing Road tours.	Conduct road trips in resort areas for greater reach of intended targets.	----- --	Aprox. \$2,000,000.00	----- -

MAJOR PROJECTS						
Programmes/ Project & No.	Strategies	Key Outputs	Performance Indicators	Targets & Costs 19/20	Targets & Costs 20/21	Targets & Costs 21/22
<b>Destination Assurance Programme</b>  Mentally Ill/homeless Initiative (Falmouth)	To implement a mentally ill/homeless feeding project in Falmouth on Ship Days	Drop In Centre in operation	Improved Aesthetic in the town that are usually overtaken by the mentally ill/homeless especially on Cruise Ship Days  Reduction in the # of mentally ill persons attacking visitors	\$5,400,000	\$3,800,000	\$3,800,000
<b>Destination Assurance Programme</b>	To implement a dispatch system in the vicinity of the Ocho Rios Pier	Dispatch system in operation	Improved traffic flow and reduction in harassment	\$250,000	\$1,875,000	\$1,875,000
<b>Destination Assurance Programme</b>	To process applications of operators for Jamaica Tourist Board (JTB) Licences	18,292JTB licences processed to provide an income of \$88,918,131	Licences processed for new and existing operators according to the requirements of the JTB	6,025 JTB licences processed to provide an income of \$29,309,500	6,114 JTB licences processed to provide an income of \$29,847,149	6,153 JTB licences processed to provide an income of \$29,761,482
<b>Destination Assurance Programme</b>  Duty Concession	To Collect Duty Concession fees for Motor Vehicles and to maintain a data base on behalf of the Ministry of Tourism	\$3,231,313in Fees Collected and data base maintained of car concession granted	Fees collected and submitted according to the Company's Accounting requirement and accurate Data base of cars granted concession	\$967,500 Fees Collected  Maintain a data base of fees collected and applications received for the car concession	\$1,067,750 Fees Collected  Maintain a data base of fees collected and applications received for the car concession	\$1,196,063Fees Collected  Maintain a data base of fees collected and applications received for the car concession
TOURISM TRAINING:  Team Jamaica	Identify Approved Training Partners (ATP) to deliver the Team Jamaica programme island-wide  Execute Train-the-Trainer programmes to certify trainers to deliver Team Jamaica	ATPs operational island-wide  Trainers TPDCo certified	Team Jamaica Training available island  Industry workers Team Jamaica certified  Easy access to skills training programmes required by the industry	25 ATPs operational  30 Trainers TPDCo certified  4,500 industry workers Team Jamaica certified  Deliver 48 skills training programmes	5 additional ATPs implemented  5 additional Trainers certified  5,400 industry workers Team Jamaica certified	5 additional ATPs implemented  5 new Trainers certified  6,300 industry workers Team Jamaica certified
Tourism resilience	Adopt environmental and EcoFriendly practices using and in collaboration with entities supporting such initiatives	Climate Proofed Office facility (contingent on the acquisition of the Falmouth Building)	1. Completion of the appropriate retrofitting of the building	50%	100%	Providing a model for Climate Proofing to encourage replication from Industry stakeholders

## 6.2.6 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Projections 19/20  (J\$ 000)	Projections 20/21  (J\$ 000)	Projections 21/22  (J\$ 000)	Projections 22/23  (J\$ 000)
Recurrent	2,135,115.2	2,316,653.1	2,431,803.7	2,317,527.5
Appropriations in Aid	86,926	91,272.3	95,835.9	100,946.6
<b>Total Funding Requirement</b>	<b>2,048,189.2</b>	<b>2,225,380.8</b>	<b>2,335,967.8</b>	<b>2,418,474.1</b>

## 6.2.7 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022
Executive Office	5	5	5	5
Destination Assurance -Visitor Safety and Experience	28 4	37	37	37
Product Development	30	30	11	11
Licence Processing	10	10	10	10
Craft Development	5	5	5	5
Projects	22	40	40	40
Product Quality & Training	52	48	48	48
Community Awareness	4	4	4	4
Corporate Services:		34	34	34
Facilities	11	12		
-Procurement	2	2		
-Finance & Accounts	10	12		
-Information systems	8	8		
Human Resources	5	6	6	6
Audit & Risk Management	5	5	5	5
<b>TOTAL</b>	<b>201</b>	<b>224</b>	<b>203</b>	<b>203</b>

### **6.3 AGENCY: JAMAICA VACATIONS LIMITED ((JamVac)**

Jamaica Vacations Ltd. (JamVac) is an agency of the Ministry of Tourism, established in 1978 with a mandated to support the tourism industry by providing incentives to airlines and tour operators that bring tourists to the destination, working in tandem with the Jamaica Tourist Board (JTB). With the far reaching developments in the Cruise Tourism Market, JamVac in 2017, expanded its role to include the development and marketing of cruise tourism.

In calendar year 2017, a total of 1,923,274 cruise visitors arrived in Jamaica. For the period January to October 2018 a total of 1,446,038 cruise visitors arrived on our shores; with an estimated cruise passenger count of 377,327 for November and December 2018 thus projecting cruise arrival numbers to be 1,823,365 by December 31, 2018, which represents a slight reduction of 5.19% over 2017.

Cruise is one of the fastest growing tourism sectors globally, with the Caribbean at the forefront of this growth trend representing 33.7% of global market share.

#### **6.3.1 Vision, Mission and Mandate**

##### **Vision Statement:**

Jamaica Vacations Ltd. is an agency of the Ministry of Tourism used as a vehicle to connect people to Jamaica.

##### **Mission Statement**

Jamaica Vacations Ltd. will create the connections for accelerating the rate of growth of visitors to Jamaica through cruise.

#### **6.3.2 Strategic Outcomes:**

##### **Airlift**

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

##### **Cruise**

- To promote cruise tourism to achieve an increased share of cruise visitors
- Provide effective interface with cruise lines
- Ensure an increased share of cruise visitors
- Provide the environment to increase disembarkation and therefore cruise spend
- Increase shore experience from 93% to 97%

### 6.3.3 Strategic Plans and Priority Programmes (2019 – 2022)

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 17/18 ‘000	Target & Cost 18/19 ‘000	Target & Cost 19/20 ‘000
<b>AIRLIFT SUPPORT PROGRAMME</b>	Secure additional airlift from existing markets in the USA, Canada, Europe in collaboration with JTB	Executed airlift support agreements; additional tourists from existing gateways	Ten (10) percent incremental increase from existing gateways  Contract performed as agreed  No contract overrun	254	260	270
	Secure new agreements from Latin and South America, Caribbean, China, USA, Canada, Europe in collaboration with JTB	Executed airlift support agreements; additional tourists from new gateways	Three (3) service agreements for either new or expanded service to Jamaica  Contract performed as agreed  No contract overruns	67	60	60
	Work with Route Development Committee, JTB, Airports to identify new gateways and tour operator/airline partners	Target routes identified and researched; Agreements negotiated and executed; meetings held; report(s) produced	One (1) service agreement for either new or expanded service to Jamaica  Contract performed as agreed  No contract overrun	15	15	15
	Revisit lost source markets for new airlift opportunities	Agreement negotiated and executed	One (1) service agreement for either new or expanded service to Jamaica  Contract performed as agreed  No contract overrun	20	20	20
	Review multi- destination policy/strategy Meet with trade partners by attending trade shows to conduct negotiations	Agreement negotiated and executed  Increase in the number of agreements	One service agreement under Multi- destination strategy  Two (2) agreements secured	10 7.6	10 7	10 7
	Training in Airlift Development Strategy & Policy	Increased capacity to impact the development of new markets	Two (2) new markets identified	2	2	2
	Monitor risk, seat support and co-op	Data base of flights and number of	Strict performance of contracts	In-house activity	In-house activity	In-house activity

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 17/18 '000	Target & Cost 18/19 '000	Target & Cost 19/20 '000
	agreements on an ongoing basis	passengers landed generated	No cost overruns			
	Secure additional airlift from existing markets in the USA, Canada, Europe in collaboration with JTB	Executed airlift support agreements; additional tourists from existing gateways	Ten (10) percent incremental increase from existing gateways  Contract performed as agreed  No contract overrun	254	260	270
<b>CRUISE MARKETING PROGRAMME</b>	To provide entertainment at each port of call for each ship's call.	Entertainers employed. - rhythm bands, mento bands, cultural groups, drummers, DJs, etc	Daily entertainment at each port	75	79	83
	Implement a stationery electronic survey machine "Smiley Terminal".	Voluntary passenger responses to be captured using stationery electronic survey machine "Smiley Terminal".	Improved pax enjoyment upon departing each port of call.	4.3	4.3	4.3
	Meet with tour operators and owners of attractions. -Education & Training (Harassment reduction).	Cultural Sensitization sessions with craft vendors, contract carriage operators, tour guides and security personnel.	Reduced complaints on port experience.  Aquila Training sessions held with key stakeholders e.g. craft vendors, contract carriage operators, etc.	35	35	35
	Renew Memberships with Cruise Travel agent organizations  Target cruise agents through social media marketing with ppiDigital support	'FAM' trips for CLIA & ASTA Agents organized  Increased # of visitors to social media sites	Expose agents to available Shore Excursions & local Attractions  Cruise travel agents targeted to sell cruises to specific ports in Jamaica.  Social media marketing campaign continued.	31	33	34

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 17/18 '000	Target & Cost 18/19 '000	Target & Cost 19/20 '000
	Prepare robust plan to offer discounts to cruise passengers e.g. through tour operators, Brawta Living, etc.	Cruise conversion strategy document updated.  Language support initiatives engaged with overseas providers and local tour operators for TUI cruises.	Meetings to be held with hoteliers and tour operators.  Increased TUI cruises to Jamaica.	200	210	220

#### 6.3.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure	Projections	Projections	Projections
	19/20 (J\$ 000)	20/21 (J\$ 000)	21/22 (J\$ 000)	22/23 (J\$ 000)
Recurrent	55,255.39	56,523.02	60,483.22	61,175.59
Capital A				
Capital B				
Appropriations in Aid	450,000.00	450,000.00	470,000.00	480,000.00
<b>Total Funding Requirement</b>	<b>505,255.38</b>	<b>506,523.02</b>	<b>530,483.22</b>	<b>541,175.58</b>

#### 6.3.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022
HRM&A	4	6	6	6
Finance and Accounts Division	1	2	2	2
<b>Total</b>	<b>5</b>	<b>8</b>	<b>8</b>	<b>8</b>

#### **6.4 AGENCY: DEVON HOUSE DEVELOPMENT COMPANY LIMITED (DHDC)**

Devon House mansion, built by George Stiebel in 1881, is one of the finest examples of Georgian Architecture in the world. The Government of Jamaica purchased the Devon House Property in 1967 to preserve the historical Great House that is located on the property. It has since then been operated as a cultural, heritage and entertainment site, including being the home of the National Gallery between the years 1973-1980.

Devon House Development Limited (DHDL) was incorporated in May 2001, with a mandate to revitalize the property, restore the Mansion to prime condition, and preserve its prestigious Heritage Site status. The company began operations in February 2002, and continues to the present time. The management structure of DHDL includes a Board of Directors, drawn from the country's most dynamic business and professional sectors, and an Executive Director, leading a management team in the areas of Finance, Marketing, Property Services and Human Resources.

The Company has, since inception, received a government operational subvention, even as it develops programmes and strategies to become fully self-sustaining. Although some headway has been made in terms of achieving absolute self-reliance, the multi-faceted nature of the property - Heritage Site attraction; public-park; shops and eateries - has made this ultimate goal extremely challenging. It is the intention of the Board of Directors to present a strong and compelling case to the relevant government entities for special on-going financial consideration over the long term, given the unique and awesome responsibility of preservation and maintenance of a national Heritage Site with which this company is entrusted.

##### **6.4.1 Vision, Mission and Mandate**

###### **Vision**

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

###### **Mission and/or Mandate**

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

##### **6.4.2 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.

### 6.4.3 Strategic Plans and Priority Programmes (2018– 2021)

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

Programme/ Project & No.	Strategies	Output	Projects/ Initiatives	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22
DHDC Product Development	Increase Royalty Flow	Increased Local Royalty Revenues from other associated Brands		Increase Annual Revenue Stream by \$2M	Target: \$2M	Target: 10% Increase	Target: 10% Increase
	Safe, Secure & Delightful Environment for All Staff, Tenants & Visitors to the Property	Improvement of Common Area Facilities & Devon House Mansion (Subject to Funding from External Source)	Construction of Administrative Building	Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property	Cost: \$40M TEF to complete. 85% meeting targets	90% meeting targets	95% 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
			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
			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: \$3M Funding to be sought from the TEF. Target 95% in meeting targets	98% 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
			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

Programme/ Project & No.	Strategies	Output	Projects/ Initiatives	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22
			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
			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
		Improvement of Common Area Facilities & Mansion (Subject to Funding from Internal Source)	Installation of Mansion Intrusion System	Improvement of the physical environment by conducting 3 different surveys amongst Staff, and Visitors to the property		Costs \$500K 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 \$2M. 95% in meeting targets	Cost \$2M. 100% in meeting targets	Cost \$2M
	Increase Shop Rental Revenue	Increased Tenant Rentals		Increase Shop Rentals Revenue	Target \$60.22M	Target:10% Increase	Target:10% Increase
	Increase Revenue from Tours, Indoor & Outdoor Events	Increased Tours		Increase Tour Packages Revenue	Net Target: \$8.4M	Target: 10% Increase	Target: 10% Increase
		Increased Event Hosting Revenues		Increase Outdoors Events' Revenue	Net Target: \$10.615M	Target: 10% Increase	Target: 7% Increase
				Increase Indoor Events' Revenue	Net Target: \$2.01M	Target: 10% Increase	Target: 10% Increase
	Increase Other Revenue Streams	Increased sales of DH Products		Selling of Devon House Coffee Book Increase annual revenue	Target: \$60,000	Target : 50% Increase	Target : 25% Increase

Programme/ Project & No.	Strategies	Output	Projects/ Initiatives	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22
				Sales of Devon House Ice Cream Internationally			
				Sales of DH Logo Shop Souvenirs		Target \$200,000	Target : 25% Increase
				Commission on sales of Devon House Signature Drink "Devon Duppy"	Target: \$300,000	Target: 700% Increase	Target 15% Increase
	Implementing Sustainable and Energy Efficient Practices	Reduced Operational Costs		Implementation of Solar Energy Systems		Target: 10% Reduction	Target: 5% Reduction
Tourism Worker Development Programme	Training of all staff members			10 days per year training per employee	4 Days Training	6 Days Training	8 Days Training
Public Awareness Programme	Certification of employees			Team Jamaica Training	20% Staff Trained	40% of Staff Trained	60% of Staff Trained
Destination Assurance		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

#### 6.4.4 Medium Term Expenditure Summary

Item	Yr1	Yr2		Yr3	Yr4
	Projections 19/20	Projections 20/21		Projections 21/22	Projections 22/23
	(J\$ 000)	(J\$ 000)		(J\$ 000)	(J\$ 000)
Recurrent	132,707	143,402		152,672	160,906
Capital A	113,900	50,000		0	0
Capital B	5,000	5,000		5,000	5,000
Appropriations in Aid					
<b>Total Funding Requirement</b>	<b>251,607</b>	<b>198,402</b>		<b>157,672</b>	<b>165,906</b>

#### 6.4.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023
Executive Office	2	2	2	2	2
Finance and Accounts Division	3	3	3	3	3
Property Management Department	22	23	23	23	23
Marketing & Events Department	5	6	6	6	6
Human Resources	1	1	1	1	1
Information Technology	0	1	1	1	1
<b>TOTAL</b>	<b>33</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>

## **6.5 AGENCY: TOURISM ENHANCEMENT FUND**

The TEF continue to adjust to its new mandate; TEF now collects fees and return same to the Accounts General Department. Funds for project execution are provided through the consolidated funds and emphasis is now being placed on greater efficiency in budgeting, project management and execution through its implementation agencies.

The TEF accomplished its new mandate over the financial year 2018/2019 and saw improvements in its budgeting and project management. The restructuring exercise has made the TEF the Innovation Centre for Tourism. The innovation hub is enhancing Jamaica's tourism product by improving its competitiveness and sustainability.

The restructuring exercise came into effect May 1, 2018 which moved the staff complement from 16 to 34. The TEF is leading the way in Tourism Research and Innovation with the addition of a Research and Risk Management, the Jamaica Centre of Tourism Innovation and bolstered by the Tourism Linkages Network divisions. The programmes being implemented by these divisions have set the ground work for major developments in the areas of Human Capital and Linkages with other sectors which will drive economic growth within the tourism sector but also in manufacturing, agriculture and entertainment. In addition these programmes will directly benefit Small and Medium Tourism Entrepreneurs within the sector particularly in the areas of craft and training.

The proposed Major programmes and projects are aligned with the entity's strategic goals which are detailed further.

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

1. Research and Innovation
2. Tourism based projects concepts, infrastructure and product development
3. Linkages
4. Tourism Product Enhancement

Total budgetary expenditures are J\$4.4b for 2019/20, J\$4.9b for 2020/21 and J\$5.3b for 2021/22.

### **6.5.1. Vision, Mission and Mandate**

#### **Vision Statement**

"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 the funds, research and innovation and deployment of resources in sustainable development towards the strengthening of Jamaica's Tourism Industry."

### **6.5.2 Strategic Outcomes**

- Growth in the industry brought about by improved visitor satisfaction.
- Attractive safe and comfortable resorts to encourage significant visitor usage of the resort towns.
- Improved public awareness and branding leading to the recognition of TEF as a major player in the development of tourism.
- Effective Implementation of resort development projects through established partnership with other government agencies to foster effective use of the TEF funds.

### **Roles and Responsibilities**

The TEF's primary role is to provide the resources required 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 GOJ 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.

These funds collected are used to finance the Jamaica Tourist Board's marketing programs, Jamaica Vacation's Airlift and cruise support, TPDCo's Destination Assurance budget, and the TEF's projects, programmes and operations. Some Tourism development and policy development projects that originate from the Ministry of Tourism are also funded by the Tourism Enhancement Fund. The Ministry overall benefits from the TEF through the funds it provides to finance key projects and programs outlined above. The additional roles of the Jamaica Centre of Tourism Innovation and the Tourism Linkages Network will complement the Ministry of Tourism's drive to create inclusive sustainable economic growth and job creation in the sector.

### 6.5.3 Strategic Plans and Priority Programmes (2019/20 – 2021/22)

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

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
<b>MAJOR PROGRAMMES</b>						
Collection of TEF fees	Timely collection of fees	Availability of funds	Positive Cash flow position	Target: \$8,883M Cost: \$270M	Target: \$9,416M Cost: \$286M	Target: \$9,980M Cost: \$303M
Project funding	Allocate efficiently the TEF fees collected to resort priorities	Completion of selected projects	Improved/rehabilitated heritage sites	Provide funding in the amount of \$3.1M to rehabilitate 1 heritage site	Provide funding in the amount of \$3.4M to rehabilitate 1 heritage site	Provide funding in the amount of \$3.7M to rehabilitate 1 heritage site
Tourism Product Development	<ul style="list-style-type: none"> <li>Research</li> <li>Statistical Analysis of large data to refine target markets</li> <li>Work with /share data with marketing arm for more target approach marketing</li> <li>Develop projects in keeping with research to enhance tourism experience</li> </ul>	<ul style="list-style-type: none"> <li>Increased Tourism revenue</li> <li>Increased revenue from new markets</li> </ul>	<ul style="list-style-type: none"> <li>Steadily increasing tourist arrivals</li> <li>Larger spend /arrival</li> </ul>	Provide funding in the amount of \$1.5B to conduct research, marketing activities and development projects	Provide funding in the amount of \$1.65B to conduct research, marketing activities and development projects	Provide funding in the amount of \$1.98B to conduct research, marketing activities and development projects
Tourism Product Development	<ul style="list-style-type: none"> <li>Maintain Current Tourism attractions</li> <li>Maintain Towns and resort areas</li> <li>Develop new Tourism Attractions</li> </ul>	<ul style="list-style-type: none"> <li>Increased repeat Tourism</li> <li>Increase in Local Tourism</li> </ul>	Increased stop over arrivals	Provide funding in the amount of \$1.1B to maintain the Resort Towns and develop new attractions	Provide funding in the amount of \$1.1B to maintain the Resort Towns and develop new attractions	Provide funding in the amount of \$1.320B to maintain the Resort Towns and develop new attractions
<b>JAMAICA CENTRE OF TOURISM INNOVATION</b>						
Tourism Worker Development Programme -	Expand and promote Certification Programmes, host Graduation Ceremonies; Recruitment students from colleges and within the workplaces	Increased number of certified staff with options for moving into middle management positions  Increased awareness of JCTI	3,000 - 3,500 Certified Hospitality Supervisors	\$135M	\$138M	\$140M

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
	Manage roll out of public education programme					
Tourism worker Development Programme –  • Hospitality and Tourism Management Programme (HTMP)	Expand student and teacher recruitment among high schools	Increased number of young people focussed on tourism  Increased number of youths ready to join the tourism sector  Certified Teachers delivering the HTMP	500 candidates certified in the first cohort	\$12M	\$12.2M	\$12.5M
<b>CRAFT DEVELOPMENT INSTITUTE</b>						
Product Development Programme	Work closely with Consultant, Edna Manley College and HEART-NTA to complete the development of twenty (20) craft skills certification programme	Increase in the number of persons with the skills and ability to produce quality craft	Certification of first cohort of candidates receiving craft skills certification from EMC/HEART-NTA/CDI	\$3M	\$3.1M	\$3.3M
	Collaborate with local and international craft experts to design an awards programme to recognise quality craft production and innovation.	Rules and regulations to recognize exceptional emerging talent in contemporary craft - opportunities for these artists to bring their artwork to the consumer market	Inaugural Awards Programme 2020	\$7M	\$7.2M	\$7.3M
<b>RESEARCH AND RISK MANAGEMENT</b>						
Destination Assurance Programme  - Research and Risk Management	Implement relevant systems and software that provides various decision makers with tourism intelligence according to selected goals and KPIs	Reports/dashboards to the relevant decision makers.	Monthly/Quarterly Dashboards/Reports	Conduct Research and implement best fit solutions to enhance the Tourism sector \$49.6M	\$53.1M	\$56.1M
<b>TOURISM LINKAGES NETWORK</b>						

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
Linkages Network Programme  - Manufacturing Technical Working Group	Coordinate Speed Networking event between buyers and suppliers	Speed networking event with approximately 60 buyers and 80 suppliers participating	10% Increase value of B2B arrangements made between tourism sector buyers and suppliers in a manufacturing sectors	\$3.5M	\$4.2M	\$4.8M
- Agriculture Technical Working group	To complete the Tourism Demand Study	Better assessment of seasonal demands of produce by the hotel industry	<ul style="list-style-type: none"> <li>• 10% increase in supply of local produce to hotels</li> <li>• Percentage increase in the # of contracts made between tourism enterprises, agricultural sectors</li> </ul>	\$9M	\$3M	\$8M
- Sports & Entertainment Network	To implement the Top Ten initiatives under the Sports and Entertainment Network	Increased marketing presence of local events across Jamaica	Percentage increase in visitor's knowledge and participation in local events island wide.	\$15M	\$15M	\$15M
- Shopping Network	Shopping Showcase	<ul style="list-style-type: none"> <li>• Increase in patronage of local designers</li> <li>• Reform of duty free legislation</li> </ul>	<ul style="list-style-type: none"> <li>• 20% increase tourist spending</li> <li>• Amendment of duty free legislative</li> <li>• Increase in number of new shopping offerings identified (international &amp; local)</li> </ul>	\$7M	\$8M	\$8.8M
- Gastronomy Network	Taste Jamaica Initiatives	Percentage increase in visitor choice of Jamaica as a travel destination for its local cuisine	20% increase in visitor choice of Jamaica as travel destination for local cuisine	\$12M	\$13	\$13M
- Health & Wellness Network	Host Health & Wellness Conferences/Seminars	Increase in awareness of Health and Wellness by hosting conferences and publishing material	10% increase in tourist visits to Jamaica as a health & wellness destination	\$11M	\$11M	\$12M
- Knowledge Network	Implement projects and initiatives under - Smart Destination	Connecting the tourism industry with the tools to become a smart destination	Produce report on best practices in tourism mapped, packaged, marketed and showcased	\$10M	\$10M	\$11M

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
<b>MAJOR PROJECTS</b>						
Resort Improvement	Partner with other government agencies to monitor	Consistent maintenance and improvement activities	Completing project within budget	\$600M target spend	\$500M target spend	\$660M target spend
Hampden Wharf – Artisan Village	<ul style="list-style-type: none"> <li>Architectural appeal</li> <li>Develop heritage site</li> <li>Placing products/vending in close proximity to cruise ship pier</li> </ul>	<ul style="list-style-type: none"> <li>Increase in local employment</li> <li>Sustained increased in revenue of Trelawny cruise ship pier</li> </ul>	<ul style="list-style-type: none"> <li>Number of persons leaving cruise ships</li> <li>Sales from Artisan Village</li> <li>Pedestrian Traffic Entering Artisan Village</li> </ul>	\$300M	\$115M	\$ 0.00
Closed Harbour Beach	<ul style="list-style-type: none"> <li>Architectural Appeal</li> <li>Provision of safe relaxing recreation area connected to a number of attractions</li> </ul>	<ul style="list-style-type: none"> <li>Increase in local employment</li> <li>Added Attraction to Montego bay</li> <li>"Melting pot" for both locals and foreigners</li> </ul>	<ul style="list-style-type: none"> <li>Sales</li> <li>User ship (number of patrons)</li> <li>Number of business that request shop spaces</li> </ul>	\$150M	\$400M	\$50M
TEF Beaches Upgrade Programme	<ul style="list-style-type: none"> <li>Architectural Appeal</li> <li>Provision of safe relaxing recreation area connected to a number of attractions</li> </ul>	<ul style="list-style-type: none"> <li>Increase in local employment</li> <li>General improvement in the islands beaches</li> </ul>	User ship (number of patrons)	\$48M	\$300M	\$150M
<b>JAMAICA CENTRE OF TOURISM INNOVATION</b>						
Expand and promote Certifications Programmes Graduation Ceremonies	<ul style="list-style-type: none"> <li>Recruitment from colleges</li> <li>Recruitment from workplaces</li> <li>Manage roll out of public education programme</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of certified staff with options for moving middle into middle management</li> <li>Increased awareness of JCTI</li> </ul>	3,000 - 3,500 Certified Hospitality Supervisors	\$135M	\$138M	\$140M
Hospitality and Tourism Management Programme (HTMP)	Expand student and teacher recruitment among high schools	<ul style="list-style-type: none"> <li>Increase in the number of young people focussed on tourism</li> <li>Increase in the number of young people ready to</li> </ul>	500 successful candidates from the first cohort	\$12M	\$12.2M	\$12.5M

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
		join the Tourism sector  • Complete the certification of teachers delivering the HTPMP				
Literacy Application	Work closely with technical team to deliver App	Development of App to support and expand Literacy Education in our unique environment	Completion of the Literacy App	\$3M	\$3M	\$3.12M
<b>CRAFT DEVELOPMENT INSTITUTE</b>						
Facilitate the skills development of craft producers and distribute new products	• Work with craft producers to expand their skills  • Work with craft producers to help them scale up to meet demand	Increase in the number of producers able to produce for the local market	Increase by 15 the number of units producing craft	\$6.5M	\$6.7M	\$6.8M
<b>ARTISAN VILLAGES</b>						
Oversee theming of Artisan Village at Falmouth  Oversee the installation of shopkeepers	• Work with architect and design team to theme the Artisan Village at Falmouth  • Recruit and train shop keepers for Artisan Village at Falmouth	• The visuals at the Artisan Village as well as the treatment of heat in public spaces  • Shop keepers who understand what is required to succeed at Falmouth	Artisan Village at Falmouth themed according to the stories of Falmouth 40 shop keepers	\$110M		
Ground Breaking for 2 <sup>nd</sup> Artisan Village	Collaborate with partner Complete procurement	Completed Designs Approvals	Ground breaking for second Artisan Village	\$4 M	\$130 M	\$100 M
Official Opening of Artisan Village at Falmouth	Work closely with MOT, TEF, PAJ, to schedule event	40 shop keepers ready to open tier shops	Official Opening December 2019	\$3 M		
<b>RESEARCH AND RISK MANAGEMENT</b>						
SMTEs	Measure the economic impact of the SMTE Loan Facilities at JN and EXIM Bank	Providing information to the ED so as to determine the impact of the loan facilities	Quarterly Dashboard to be provided on performance	\$0.1M	\$0.11M	\$0.114M

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
Impact of TEF Initiatives	Measure the social and economic impact of the TEF Initiatives	Provide a centralized location for data on all TEF initiatives	Quarterly Report			
TEF Digital Marketing	Promote the TEF initiatives via social media	Posting TEF initiatives on both Instagram and Facebook	Posts and built-in analytics provided by each platform	\$1.2M	\$1.3M	\$1.4M
State of the Industry Report	Working with both internal and external stakeholders to provide a comprehensive outlook on tourism activities throughout the year	An Annual state of the industry report	Annual Report	\$0.5	\$0.535M	\$0.572M
Tutorial Video Series	Promoting best practices for marketing for Transportation, Craft Vendors/ Artisans and the general SMTE population	Creating and promoting these videos through social media and the TEF Website		\$5M	\$5.4M	\$5.7M
Website	Creating a website to promote the TEF initiatives and utilize analytics to update the website as necessary	Website	Website	\$2M	\$2.1M	\$2.3M
<b>TOURISM LINKAGES NETWORK</b>						
Berry Farmer's Development	<ul style="list-style-type: none"> <li>• Development of Technical Guide for farmers completed</li> <li>• Capacity Development</li> <li>• Pilot project (partnering farmers with specific properties)</li> <li>• Construction of rain shelters/ greenhouses</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in local berry supply to tourism sector</li> <li>• Become a major player in berry supply to region</li> </ul>	Supply 20% of Jamaica's berry needs	\$10. 3M	\$11.3M	\$12.3M

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
Blue Mountain Coffee Festival	<ul style="list-style-type: none"> <li>Blue Mountain Culinary Trail</li> <li>Engaging coffee stakeholders</li> <li>Promote local manufacturers of coffee based products</li> </ul>	<ul style="list-style-type: none"> <li>Increase in local coffee supply to tourism sectors</li> <li>Increase in sales of local coffee and coffee products</li> </ul>	Percentage increase in local coffee consumption	\$7M	\$7M	\$8.5M
Christmas in July	Host exhibition with approximately 100 suppliers of local products	<ul style="list-style-type: none"> <li>Targeted sessions held between suppliers and buyers</li> <li>Provide more economic opportunities for Micro and small businesses</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of suppliers/ manufacturers at exhibition.</li> <li>Lead sheets- indicators of business leads and contract acquired through the exhibition.</li> </ul>	\$4.5M	\$5.5M	\$6.5M
Agri- Linkages Exchange (ALEX)	<ul style="list-style-type: none"> <li>Agri-Linkages digital platform</li> <li>Establish ALEX call center</li> </ul>	<ul style="list-style-type: none"> <li>B2B with farmers and hotels</li> <li>Access to local agricultural products</li> </ul>	20% Increase in purchase of locally grown produce	\$11M	\$9M	\$8M
<b>PUBLIC SECTOR TRANSFORMATION INITIATIVES</b>						
Product Development  - Develop Project MOUs	Establish partnership with other government agencies to improve expediency of project development, selection and implementation	Expedient and effective use of TEF funds	Reduction in gaps in the project duration	Project MOU with Agencies March 2019	Project MOU with Agencies March 2020	Project MOU with agencies
Public Awareness Programme	Improved public awareness and branding leading to the recognition of TEF as a major player in the development of tourism	A readily recognised organization that is seen as major player in tourism development	Constant public recognition and request for assistance	Branding and PR activities and In house web and other developments J\$18M	TEF Brand recognition J\$20M	TEF Strong Brand and Good Corporate Citizen \$22M
System development for efficiency in operations	Review and identify all possible areas for IT development and manual system improvements	Efficient manual and computerization where possible of manual systems	New Project cycle management manual and system developed	Project records management J\$1.2 Million	J\$2.1M	J\$2.4M

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 2019/2020	Target & Cost 2020/2021	Target & Cost 2021/2022
Digital Transformation Project	<ul style="list-style-type: none"> <li>To bring together all parties who perform data collection in order to create a centralized platform that would have all tourism data in one place</li> <li>To ensure optimal use of modern technology in order to improve data collection and tourism intelligence</li> <li>To ensure compliance with the Data Protection Legislation once it comes into effect</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>The implementation of one enterprise platform that would allow all access for the RRMD and limited access for other data users</li> <li>The production of structured data where possible by all points of data entry and processing within the Ministry and its Agencies</li> <li>The implementation of the necessary data protection safeguards according to the Data Protection Legislation</li> </ul>	\$6M	\$6.4M	\$6.9M

#### 6.5.4 Medium Term Expenditure Summary

	Year 1	Year 2	Year 3
	Estimates of Expenditure 2019/2020 (J\$ 000)	Projections 2020/21 (J\$ 000)	Projections 2021/2022 (J\$ 000)
Recurrent	496,849	553,757	600,544
Capital A	3,867,760	4,310,766	4,674,980
Capital B	000	000	000
Appropriations in Aid (where applicable)	000	000	000
<b>Total Funding Requirement</b>	<b>4,364,609,000</b>	<b>4,864,523,000</b>	<b>5,275,524,000</b>

### 6.5.5 Human Resources Capacity Plan

Units/Divisions	Staff Complement	Planned 2019/2020	Planned 2021/2021	Planned 2021/2022
Executive Office	6	6	6	6
Human Resource & Administration	7	8	8	8
Finance and Accounts	5	7	7	7
Projects	5	7	7	7
Jamaica Centre of Tourism Innovation	4	4	5	5
Tourism Linkages Network	5	6	6	6
Research and Risk Management	2	2	3	3
<b>TOTAL</b>	<i>34</i>	<i>39</i>	<i>41</i>	<i>42</i>

## 6.6 AGENCY: BATH FOUNTAIN HOTEL AND SPA

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

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

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

### 6.6.1 Vision, Mission and Mandate

#### Vision

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

#### Mission and/or Mandate

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

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

#### Values/Ideals

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

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

### 6.6.2 Strategic Outcomes

- To ensure sustainable and efficient management and security of the facility (Bath Fountain Hotel & Spa)
- The implementation of modernization systems and programmes for the greater operational efficiency

- To develop and co-ordinate systems for monitoring and evaluating employees performance of guest services
- Strengthen linkages between the Bath Corporation, Bath Fountain Hotel & Spa and the community of Bath
- Improve regularization of tenants and lease collection.
- Improve collaboration with the Tax Administration Department in pursuit of establishing a more effective lease collection system.

### 6.6.3 Strategic Plans and Priority Programmes (2019 – 2022)

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

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22
<b>MAJOR PROGRAMMES</b>						
Product Development Programme	Generate revenue by offering additional guest services in Bath and Spa	Provide guests with modern guest service facilities and amenities	<ul style="list-style-type: none"> <li>• Increased revenue</li> <li>• Increased patronage</li> </ul>			
	Generate revenue by offering additional Spa services.	Installation of: <ul style="list-style-type: none"> <li>• Sauna and</li> <li>• Steam Room</li> </ul>	<ul style="list-style-type: none"> <li>• Increased guest satisfaction</li> <li>• Increased revenue</li> </ul>	Engage / secure contractor	Complete phase 1	Complete phase2
	Generate revenue by offering wider Food & Beverage services.	<ul style="list-style-type: none"> <li>• Construction of a bar</li> </ul>	<ul style="list-style-type: none"> <li>• Increased guest satisfaction</li> <li>• Increased revenue</li> </ul>	Engage / secure contractor	Complete phase 1	Complete phase2
	Generate revenue by providing better standard rooms that will be in demand thus realizing increased patronage and by extension increased occupancy level	<ul style="list-style-type: none"> <li>• Refurbished guest rooms</li> <li>• Balcony added to guest rooms</li> <li>• Units retrofitted to become <i>en suite</i></li> </ul>	<ul style="list-style-type: none"> <li>• Improved guest convenience comfort and revenue intake.</li> </ul>	Engage / secure contractor	Complete phase 1	Complete phase2
<b>MAJOR PROJECTS</b>						
Product Development	Upgrading the facility: Overhauling inefficient mineral water catchment system and augmenting storage capacity	<ul style="list-style-type: none"> <li>• Decayed insulated pipes replace</li> <li>• Leaking storage tanks repaired.</li> <li>• Augment present storage capacity.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce hours and frequency storage tanks are empty.</li> <li>• Reduction in guest complaints</li> <li>•</li> </ul>	Complete project according to scope		
Tourism Worker Skills Training Programme	Conduct skills and attitudinal training	<ul style="list-style-type: none"> <li>• Increased motivation and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Positive guest response and increased patronage.</li> </ul>	<ul style="list-style-type: none"> <li>• Sept 2019</li> </ul>		

#### 6.6.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)	Projections 21/22 (J\$ 000)
Recurrent	16,100	16,100	16,100
Capital A			
Capital B	25,000	22,900	15,900
Appropriations in Aid			
<b>Total Funding Requirement</b>	<b>41,100</b>	<b>39,000</b>	<b>32,000</b>

#### 6.6.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022
Total Complement	28	28	30	33

## 6.7 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.

### 6.7.1 Vision, Mission and Mandate

#### Vision

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

#### Mission

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

#### Mandate

According to the Milk River Bath Act (1927):

- The property is vested in the Commissioner of Lands “...for the use and benefit of the inhabitants of Jamaica”
- The Board is empowered to *add any building to the property or to improve the accommodation provided on the property.*
- Section 5 makes provisions for *lease of the property* by the Board with the approval of the Minister and the House of Representatives. This includes all or part of the lands and buildings, and does not preclude the mineral spring water nor mud.

### 6.7.2 Strategic Outcomes

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

### 6.7.3 Strategic Plans and Priority Programmes (2019 – 2022)

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

Programme Project & No.	Strategies	Output	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
<b>MAJOR PROGRAMMES</b>							
Product Development	Enhance the capacity to be more self sufficient	Increase in Revenue	Percentage increase over same period in the previous year	10% increase in revenue over previous year	15% increase in revenue over previous year	18% increase in revenue over previous year	20% increase in revenue over previous year
	Expand product offerings	Additional services offered/packages	Increase in revenue	Increase annual revenue by \$500,000	Increase annual revenue by \$800,000	Increase annual revenue by \$1,000,000	Increase annual revenue by 1,500,000
		Improved Entertainment for guests	Add channels to the Ready TV offering	Increase annual revenue by \$216,000	Increase annual revenue by \$237,600	Increase annual revenue by \$261,360	Increase annual revenue by \$287,500
			Monthly pool rentals	Increase annual revenue by \$900,000	Increase annual revenue by \$975,000	Increase annual revenue by \$1,050,000	Increase annual revenue by \$1,125,000
		Host and facilitate weddings on property (complete wedding packages)	3 large wedding receptions per year	Generate \$500,000 in revenue by Facilitating weddings and wedding receptions for 20 – 100 persons on site and pool.	Generate \$750,000 in revenue by Facilitating weddings and wedding receptions for 20 – 100 persons on site and pool.	Generate \$1,000,000 in revenue by Facilitating weddings and wedding receptions for 20 – 100 persons on site and pool	Generate \$1,500,000 in revenue by Facilitating Complete wedding and reception packages
Tourism Inclusiveness Programme	Organised tours to Alligator Hole, God's Well & Alley Church	Enhanced visitor's experience	# of tours per day	Train Tour Guides and facilitate daily tours			

Programme Project & No.	Strategies	Output	Performance Indicators	Target & Cost 19/20	Target & Cost 20/21	Target & Cost 21/22	Target & Cost 22/23
Tourism Worker Welfare	Provide employees with the necessary tools to effectively carry out their jobs	All Staff member HEART Certified in their area of Specialty	All employees certified in Level 1 - Level 3 in their respective area of work by March 2022	All staff trained in Level 1 and certified by HEART Trust	All staff trained in Level 1 and certified by HEART Trust	All staff trained in Level 1 and certified by HEART Trust	All staff trained in Level 1 and certified by HEART Trust
<b>MAJOR PROJECTS</b>							
Product Development <i>Upgrade facilities</i>	Collaborate with TPDCo and TEF to renovate bedrooms and kitchen	Fully refurbish bathrooms and bedrooms	Plumbing, electrical repairs, roof patching and renovation Completed according to scope and budget	Refurbishing of 12 Bedrooms and 11 bathrooms and construction of three (3) additional bathrooms	Upgrade kitchen and kitchen equipment		Renovate Arc & Annex to increase room capacity
	Functional Aesthetics	Improved bedrooms	Refurbished furniture and new linen	Replace all Formica furniture  Change all analog TV to LCD	Upgrade Kitchen Utensils		
Product Development <i>Software Upgrade</i>	Purchase and install computers and Software for online Reservations and Front Desk interface	Functional online Reservations system implemented	Reservations system implemented	Procure and install system to include online Reservations and Front Desk interface			

#### 6.7.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)	Projections 21/22 (J\$ 000)	Projections 22/23 (J\$ 000)
Recurrent	60091000	69277000	75091000	80091000
Capital A	000	000	000	000
Capital B	000	000	000	000
Own Source	28000000	30520000	38050000	43050000
<b>Total Funding Requirement</b>	<b>\$88,091</b>	<b>\$99,797</b>	<b>\$113,141</b>	<b>\$123,141</b>

#### 6.7.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023
HRM&A	27	29	32	35	40
Finance and Accounts Division	1	2	2	2	2
<b>TOTAL</b>	<b>28</b>	<b>31</b>	<b>34</b>	<b>37</b>	<b>42</b>

## **6.8 AGENCY: MONTEGO BAY CONVENTION CENTRE**

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 SMG over the past 7 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 SMG's corporate office of full-time professionals, providing daily management oversight, devising marketing strategies, cash management tools, developing operational systems and developing communications materials. SMG 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 SMG 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.

MBCC has made great strides since opening in 2011 with over 120 events anticipated for FY2018/19. Total FY2018/2019 revenues are projected at US\$2.4M (J\$322M) with a projected net loss from operations of US\$300K (J\$40M). The goal is to increase total revenue growth by 8.7% while reducing the net loss 20% by FY2020/2021. The Centre has attracted first time visitors to the island and made a significant contribution to the economic development on Montego Bay through booked hotel rooms, international flights, and food and beverage consumption outside the convention Centre.

### **6.8.1 Strategic Focus**

The strategic focus over the next 3 years includes the creation of the Montego Bay alliance to offer a successful and unified business tourism development team for the Country of Jamaica. The partners include the Ministry of Tourism (MOT), Jamaica Tourism Board (JTB), SMG and the Montego Bay Convention Center (SMG/MBCC), and selected hotel partners. "The Alliance" will create collaborative marketing initiatives and produce a platform to present a consistent and unified message to attract regional and international visitors.

MBCC also recognizes the lack of available hotel rooms blocks during approximately 5 months

of the year and the impact on the Centre's ability to attract international business. MBCC will complete feasibility studies for an on-site hotel and facility expansion in 2018 to assess the return on investment for the Centre and the Country of Jamaica.

### **6.8.2 Key Goals and Objectives**

Key goals over the next 3 years include a continued focus on international business to grow the number of events and number of attendees; increase in overall business occupancy; additional revenue from sponsorships and an on-site business Centre; and a decrease in the annual net operating loss to (\$406K) by FY2020/2021.

Collaborative marketing initiatives with the Jamaica Tourist Board (JTB) and hotel partners known as "The Alliance" will create a platform to attract and retain new business.

Focused sales and marketing initiatives, including an expanded sales team in Montego Bay and offshore, will be essential components of business growth.

Capital Projects are also critical to ensuring the Centre remains a world -class facility. An estimated \$1.6M in capital improvement and outstanding post- construction projects has been identified to meet this goal.

Energy management will include LEED certification by 2020 incorporating renewable energy options. The team will also complete the installation of the catchment reservoir to eliminate dependence on external supplier of grey water.

Performance will be tracked and assessed with Key Performance Indicators that reflect the following. Results will be summarized and communicated with all key stakeholders on a quarterly basis through a Balanced Scorecard dashboard.

### **6.8.3 Vision, Mission and Mandate**

#### **Vision**

To be recognized as the premier convention Centre in the Caribbean.

#### **Mission**

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

#### 6.8.4 Current Organizational Performance

Priority/ Objective	Programme/ Project	Performance Indicators	Target 17/18	Actual Result 17/18	Target 18/19	Expected Result 18/19
New Business	Attract International events	National Sales Manager employed Contracts negotiated	7		11	13
	Increase occupancy (event days including move-in and move-out)	Increase sales call by % Increase multi-year contracts		52% 2	60% 3	62% 3
	Increase revenue	% Increase in gross income	43%	31%	12%	-25%
	Control Operating Expenses	% Increase in operating expenses	11%	3%	14%	-2%

#### 6.8.5 Strategic Plans and Priority Programmes (2019– 2022)

##### 1. Plans and Priority Programmes

Priority	Programme/ Project	Strategies	Output	Target	Timeline For Implementation [Year 1, 2 3]	Key Performance Indicator	Resources Required (Agency /Division Responsible, Funding)
New Product	Building brand awareness and consistent messaging	Implement digital signage	Product sensitization	Implement three (3) rotating adds per quarter	Ongoing	12 rotating digital signs implemented	Funding via TEF
		Increase international contracts by 50%	Increased presence in the international market	Employ national sales manager in the Washington area	1 <sup>st</sup> quarter	Sales Manager employed Contracts negotiated	MBCC
		Increase participation for trade shows	% increase in revenue	Increase international sales call by 9 (100%)	Ongoing	Sales call increase by 100%	MBCC
NEW PARTNERSHIPS AND NEW INVESTMENT	Customer Service Improvement	Increase client retention	To increase number of multi-year contracts	Increase in multi – year contracts (3 – 5)	Ongoing	5 multi-year contracts	MBCC
		Improve Air conditioning operations	Maintain ambient temperature at occupancies	Improve to 20 - 22 degrees by equipment installation and new parts and	2 <sup>nd</sup> quarter	Achieve 20 – 22 degrees at occupancy 70 - 100%	Funding via TEF

Priority	Programme/ Project	Strategies	Output	Target	Timeline For Implementation [Year 1, 2 3]	Key Performance Indicator	Resources Required (Agency /Division Responsible, Funding)
			over 70 - 100%	only using one chiller			

Priority	Programme/ Project	Strategies	Output	Target	Timeline For Implementation [Year 1, 2 3]	Key Performance Indicator	Resources Required (Agency /Division Responsible, Funding)
<b>HUMAN CAPITAL DEVELOPMENT</b>	Training	Improve our dining room services	Improved finishing training for contracted FOH staff	All (100%) of new contracted hires for events more than 500pax trained over a 3 days period.	Ongoing	Completion of 3 days training program	MBCC
		Improve mass production capabilities for range, line, pastry cook and chefs	Improved consistency for commercial food production			Achieving 90% after assessment.	
		Improve permanent employees' soft skills	Improve relationship with internal external clients	All permanent staff	Bi-Annually (1 <sup>st</sup> and 3 <sup>rd</sup> quarter)	Completion of 3 days training program  Achieving minimum 90% after assessment.	MBCC/SMG
		Advance Selling techniques	Increase win ratio from negotiations	All Sales employees	Y1 - 2 <sup>nd</sup> Qtr. - Sales I  Y2 - 2 <sup>nd</sup> Qtr. - Sales II  Y3 - 2 <sup>nd</sup> Qtr. - Sales III	Completion of Sales Training I, II & III  Achieving minimum 90% after assessment	MBCC/SMG
		Improve Event management	Increase CSI for event setup, production and logistics	All Event Services employees	Bi-Annually (1 <sup>st</sup> and 3 <sup>rd</sup> quarter)	Completion of Event Management training  Achieving minimum 90% after assessment	MBCC/SMG

### 6.8.6 Human Resources Capacity Plan

**Table 1. Human Resources Capacity Plan**

Division	Staff Complement	Planned 2019/2020	Planned 2020/2021	Planned 2021/2022
Sales and Marketing	5	6	6	6
Events	3	3	3	3
Operations	25	27	27	27
Food & Beverage	6	6	6	6
Executive Office	3	4	4	4
Finance	5	5	5	5
TOTAL	47	51	51	51

### 6.8.7 Financial Summary

ITEM	YEAR 1	YEAR 2	YEAR 3
	Estimates of Expenditure J\$'000	Projections 20/21 J\$'000	Projections 21/22 J\$'000
RECURRENT	503, 998	521, 798	537,363
CAPITAL A	217,599	125, 000	85, 000
Appropriations in Aid (where applicable)	363, 842	383, 482	413, 620
Total Funding Requirement	357, 755	263, 316	205, 743

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

PSE	Purpose	CEO	Contact	Income (\$'000)			Expenditure (\$'000)			Funding (\$'000)		
				YR 1	YR 2	YR 3	YR1	YR2	YR3	YR 1	YR2	YR3

# APPENDICES

## APPENDIX A - RISK MANAGEMENT MATRIX

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
<b>DESTINATION ASSURANCE</b>	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.	*	*	
<b>Tourism Inclusiveness Programme</b>	<i>Community Tourism policy and Strategy Implementation</i>	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	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
					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.	*	*	*
		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.	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
		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 harassment being committed by touts	High	Medium	Dc's, Curtesy Corps, Community consultation 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	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
		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 adhered to - land tenure ship, business registration, enterprise licencing	Medium	High	Provide assistance in securing property lease, business registration etc. request a copy of all required documents.	*	*	*
		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	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
		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.	*	*	*
<b>Product Development Programme</b>	<b><i>Spruce Up Pon Di Corner Programme</i></b>	MP's are tardy in selecting projects for implementation	Medium	High	Provide guidance and make suggestions of projects that could be implemented as required	*	*	*
		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	High	High	Continuous consultation and team meetings.	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
		developed between expectations, requirements and works done.						
		Delays to procurement processes impacting implementation of projects under the programme.	Medium	Medium	Ensure that documents are prepared in time for procurement meetings. Get a copy of schedule for procurement meetings.	*	*	*
<b>Product Development Programme</b>	<i>Rehabilitate /restore historic sites, attractions and birth places of National Heroes and Prime Ministers</i>	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.	*	*	*
<b>Product Development Department</b>	<i>Resort Area Planning</i>	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.	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
	<i>Faith Based Tourism</i>	Marketing support inadequate.	High	High	Confer with tour companies to ascertain their interest in selling these and what their 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 &amp; 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.	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
		Low on the priority list of the other agencies (e.g SDC)	Low	Low	Reduction; Sensitizing the Agencies about the importance to natural development the success of the programme will have on socio-economic status of the communities.	*	*	*
<b>Product Development Programme</b>	<i>Privatization of Initiatives</i>	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	*	*	*
<b>Product Development Programme</b>	<i>Island wide Signage</i>	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 (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
		Properties being affected by natural or man-made disasters	High	High	Ensure that insurance is in place at all times	*	*	*
<b>Linkages Network Programme</b>	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	*	*	*
		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	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
		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	*	*	*
<b>Product Development Programme</b>	Craft Policy & Strategy	Limited or no GOJ Funding Support for implementation	High	Medium	<b>Reduction</b> – X – projectizing most implementation activities and seeking external funding	*	*	*
		Limited or no Donor Support for implementation	High	Low	<b>Reduction</b> – X – Increase number of funding sources approached	*	*	*
		Limited implementation and oversight through Craft/Council	High	Medium	<b>Reduction</b> – X – Strengthened Monitoring of the outputs of the Council and Secretariat.	*	*	*
		Low stakeholder (public and Partner MDA) buy-in	High	Medium	<b>Reduction</b> – X – Ongoing stakeholder sensitization sessions, consultation & capacity building	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
		Market trends shifting away from Craft purchases	High	Low	<b>Reduction – X</b> – Effective marketing campaigns & continuous market research and analysis	*	*	*
<b>Multi-Hazard Contingency Programme</b>	Disaster Risk Management and Climate Change Adaptation Programme for the Tourism Sector	Low attendance of the tourism sector persons to capacity building sessions	High	High	<b>Sharing</b> –Use other agencies to bring the message <b>Acceptance</b> –Invite higher number than required to actual achieve designed outcome	*	*	*
		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	<b>Reduction</b> –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	<b>Reduction</b> –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.	*	*	*
<b>Climate Change Programme for the Tourism Sector</b>		Low acceptance of the need to adapt to and mitigate against Climate Change	High	Medium	<b>Sharing</b> –Use other agencies to bring the message <b>Reduction</b> – ncrease sensitisation and awareness initiatives re Climate Change	*	*	*
	Small Accommodation Energy Conservation Loan Programme	Limited uptake of Energy Loans through TEF/JN	High	High	<b>Reduction</b> –Increase communication about the loan facility and benefits of the loan.	*	*	*
<b>Sustainable Tourism Programme</b>	Tourism Environmental (TESI)	Resort level projects not effectively implemented	High	Medium	<b>Sharing</b> –Engage agencies with relevant jurisdiction (environment,	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
					forestry, waste, other)to bring support  <b>Reduction</b> –Increase sensitisation and awareness and stakeholder buy-in			
		Low Property level interest in environmental stewardship initiatives	High	medium	<b>Reduction</b> –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	<b>Reduction</b> – Engage Ministerial Support for the initiative. Contract Destination Stewardship Manager	*	*	*
		Limited implementation of Destination Projects	High	Medium	<b>Reduction</b> – 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	<b>Reduction</b> – <b>X</b> –Strengthened Monitoring of the outputs of the Committee and Secretariat.	*	*	*
		Limited monitoring and enforcement by State Agencies to support compliance	High	High	<b>Reduction</b> – Explore mechanisms to augment monitoring and enforcement through partnerships and funding	*	*	*
<b>Tourism Inclusiveness Programme</b>	Community Tourism	Limited implementation of activities in policy	High	Medium	<b>Sharing</b> –Use other agencies to support implementation  <b>Reduction</b> – Strong oversight by Community Tourism Oversight Committee	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES (TPDCo)							
Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2019/2020	2020/2021	2021/2022
					Encourage TPDCo to Increase capacity to implement with funding support from TEF			

## APPENDIX B - PROCUREMENT PLAN (To be included when finalised)

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

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 1 (2017/2018)										
YEAR 2 (2018/2019)										
Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 3 (2016/2017)										

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

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 1 (2017/2018)										
YEAR 2 (2018/2019)										
Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 3 (2017/2018)										
Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)

## APPENDIX C - MONITORING PLAN

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	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 (2019/2020)		Year (2020/2021)		Year (21/22)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Enhanced Tourism Product with Internationally Competitive Standards	<b>Standards and Compliance Programme</b>	Registered Travel Agencies Gazetted Annually	51 registered and compliant Travel Agencies Gazetted and published in print media in November 2014	Registered Travel Agencies Gazetted in January 2018  Monitoring industry to ensure compliance.	Registered Travel Agencies Gazetted in January 2018  All non-compliant Agencies identified written to by MOT/TPDCo	Quarterly	Registered Travel Agencies Gazetted in January 2019 and published in print media  All non-compliant Agencies identified written to by MOT/TPD Co	Quarterly	Registered Travel Agencies Gazetted in January 2020  All non-compliant Agencies identified written to by MOT/TPDCo		<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Senior Manager’s meeting</li></ul>
Increased Tourism Economic Impact	<b>Tourism Economic Development Programme</b>	Percentage ground transportation discretionary waivers and concessions processed and recommended							100% Ground transportation waivers processed where there is full compliance		<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Site visits</li></ul>

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	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 (2019/2020)		Year (2020/2021)		Year (21/22)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
									with requirements		
		Reason for acquisition of ground transportation concessions i.e. new/replacement documented	2018/2019 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
Enhanced Linkages Between Tourism and other Sectors	Tourism Inclusiveness Programme	Community Tourism Monitoring Plan in place	Implementation activities	MOT Implementation Actions completed in agreed timeframe  Provide Oversight to the Policy Coordinating Committee	Implementation on actions on schedule  Policy Monitoring Committee meeting every two months	Quarterly	Implementation actions on schedule  Policy Monitoring Committee meeting every two months	Quarterly	Implementation on actions on schedule  Policy Monitoring Committee meeting every two months	Quarterly	Monthly/Quarterly reports  Policy Monitoring Committee meeting every two months
		JSIF/REDI Tourism Technical meetings held	Development of community tourism toolkit and preliminary	Continued collaboration with JSIF	Partnerships undertaken on key initiatives	Quarterly	Partnerships undertaken on key initiatives	Quarterly	Partnerships undertaken on key initiatives	Quarterly	

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	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 (2019/2020)		Year (2020/2021)		Year (21/22)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
			training conducted		Technical documents reviewed, advice and support provided		Technical documents reviewed, advice and support provided		Technical documents reviewed, advice and support provided		
Enhancement of the Visitor experience	<b>Product Development Programme</b>	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 1 <sup>st</sup> qtr of 19/20  Implementation actions on schedule  Monthly meetings held to monitor policy implementation	Quarterly	Implementation actions on schedule  Monthly meetings held to monitor policy implementation	Quarterly	Implementation on actions on schedule  Monthly meetings held to monitor policy implementation	Quarterly	Monthly reports  Quarterly reports
	<b>Tourism Worker Skills Training Programme</b>	Number of and percentage of Work Permits recommended disaggregated according to categories	<b>303 Work Permits recommended to the MOL during 2018/2019</b>	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	Quarterly	5% less work permits recommended than previous year in areas where the Jamaican	Quarterly	8% less work permits recommended than previous year in areas where the Jamaican work force is adequately trained and	Quarterly	Quarterly reports

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	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 (2019/2020)		Year (2020/2021)		Year (21/22)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
					suitably qualified		work force is adequately trained and suitably qualified		suitably qualified		
		# 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 implementation	quarterly	Implementation on actions on schedule  Monthly meetings held to monitor policy implementation	quarterly	Monthly reports  Quarterly reports
		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	Development of course structure	quarterly	Implementation of courses	Quarterly	Implementation of courses	Quarterly	Quarterly reports
Enhanced Tourism Product with Internationally	Standards and Compliance Programme	Progress made towards the amendment of the Travel Agency Act	Cabinet submission prepared and consultation held with the	Further consultation to be scheduled and submission	Cabinet submission tabled in Parliament for the	Quarterly	Drafting instructions issued for amendment	Quarterly	Amended legislation tabled in Parliament	Quarterly	Quarterly reports

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	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 (2019/2020)		Year (2020/2021)		Year (21/22)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Competitive Standards			Ministry of Finance and Attorney General’s Office	to made to Cabinet	amendment of the Act						
		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
		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 <sup>st</sup> 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	<b>Multi-Hazard Contingency Planning Programme for the Tourism Sector</b>	# 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

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	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 (2019/2020)		Year (2020/2021)		Year (21/22)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
		# 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 Resort Board and JHTA Area Chapter Meetings	Quarterly	Minimum of 4 Multi-hazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings	Quarterly	Minimum of 4 Multi-hazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings	Quarterly	Quarterly reports
		# 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

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	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 (2019/2020)		Year (2020/2021)		Year (21/22)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
		# 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
	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		

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	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 (2019/2020)		Year (2020/2021)		Year (21/22)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
		Climate Change and Tourism Strategy and Sector Plan developed by 17/18	Initial dialogue undertaken with MEGJC that has indicated plans to engage tourism sector as a priority	Draft conceptual framework developed in partnership with MEGJC	Conceptual framework developed and strategy and sector plan developed	Quarterly	Strategy and sector plan implemented	Quarterly	Continued implementation	Quarterly	Quarterly reports
	<b>Sustainable Tourism Programme</b>	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
	<b>TESI</b>	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 to sector	Quarterly	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for	Quarterly	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector	Quarterly	Quarterly report

Ministry Priority	Priority Projects, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2018/2019)	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 (2019/2020)		Year (2020/2021)		Year (21/22)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
					Tourism based Environmental needs assessment complete to inform development of projects by April 2018  Projects developed and submitted to TEF for funding		distribution to sector  Project implementation commenced in Resort areas		Project implementation commenced in Resort areas		

Ministry Priority	Priority Projects, Programm es and Projects	Output/ Performance Indicator(s)	Baseline Data (2018/2019)* * As at 31/10/17	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 (2019/2020)		Year (2020/2021)		Year (2021/21/2022)		
					Target	Monitor ing Timeline	Target	Monito ring Timeli ne	Target	Monitori ng Timeline	
		SALES OUTPUT – Fam Tours  PERFORMA NCE INDICATOR – Fam Tours	USA- Rotation-31 Agents- 349 <i>Canada- 12 fam tours per year</i> UK/NE-7( 60 agents in total) LATAM-40	USA- Jamaica Travel Specialists are invited to participate. High airfares prohibited the targeted number of 500	USA – 20 rotations/ 300 agents Canada – 12 UK/NE-10 CARIB -2 CON EUROPE- 16	USA- Monthly  Canada- Septemb er	USA – 25 rotations/ 350 agents Canada– 12 UK/NE-12 CARIB -2 Con Europe-18	USA- Monthl y Canada a- Septem ber	USA – 30 rotations/ 450 agents  LATAM – 1/10 agents Canada – 12 UK/NE- 12 Con Europe- 20 CARIB -2	USA- Monthly  Canada- September	Monthly Report
		SALES OUTPUT – Jamaica Travel Specialists  PERFORMA NCE INDICATOR – Travel Agents Receiving Awards	USA- Graduates 17,000  Canada- 2,805 <i>Canadi an agents</i>  USA- <i>top 50 agents are recognized annually</i>	USA- Agents across the US are targeted and encouraged to become a member of the JTS Program.  UK/NE – JTS Programme to merge to “Jamaica Rewards”. The On- line Travel programme is now mature.	USA – 18,000 CANADA – 3,000 UK/NE – 5,500 CON EUROPE – LATAM – CARIB -0	USA- Monthly Canada- Quarterl y	USA – USA- 18,500 70new agents CANADA – 3,100 UK/NE – 6,000 CON EUROPE – LATAM – CARIB - 0	USA- Monthl y Canada a- Quarter ly -	USA- 19,000 CANAD A – 3,200 UK/NE – 6,000	Canada- Quarterly -	USA-Monthly Report Canada- Quarterly Report

Ministry Priority	Priority Projects, Programm es and Projects	Output/ Performance Indicator(s)	Baseline Data (2018/2019)* * As at 31/10/17	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 (2019/2020)		Year (2020/2021)		Year (2021/21/2022)		
					Target	Monitor ing Timeline	Target	Monito ring Timeli ne	Target	Monitori ng Timeline	
		SALES OUTPUT – Jamaica Rewards Programme  PERFORMA NCE INDICATOR – Travel Agents Receiving Awards	USA- Agents redeem points earned by recording their bookings. All 17,000 graduates are eligible. 5,500 are currently recording <b>Canada-</b> Rewarding 36 Canadian agents per year  14 Canadian agents in the top 50  <b>UK/NE</b> – UK Top 5 agents are recognised annually at the White Affair	USA- The JTS online store is stocked with branded gift items and accommodations & amenities for industry partners <b>Canada-</b> Rewarding 36 Canadian agents per year  14 Canadian agents in the top 50 for the year.  <b>UK/NE</b> We have a database of 10,000 agents who earn rewards based on FIT (all-inclusive bookings). These bookings are recorded and verified after clients have travelled. In some cases (agents, NOT bookings may be duplicated). Total number of agents to be verified.	USA –50 <b>CANADA</b> – 50 <b>UK/NE</b> – 5 <b>CON</b> <b>EUROPE</b> – <b>LATAM</b> – <b>CARIB</b> -0	USA- annually <b>Canada-</b> October	USA –50 <b>CANADA</b> – 50 <b>UK/NE</b> – 5 <b>CON</b> <b>EUROPE</b> – <b>LATAM</b> – <b>CARIB</b> -0.	USA- annuall y <b>Canad</b> <b>a-</b> October -	USA- 50 <b>CANAD</b> <b>A</b> – 50 <b>UK/NE</b> – 5  <b>CARIB-</b> 0	USA- annually  <b>Canada-</b> October – <b>Canada-</b> October -	USA- Annual system report <b>Canada-</b> October

Ministry Priority	Priority Projects, Programm es and Projects	Output/ Performance Indicator(s)	Baseline Data (2018/2019)* * As at 31/10/17	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 (2019/2020)		Year (2020/2021)		Year (2021/21/2022)		
					Target	Monitor ing Timeline	Target	Monito ring Timeli ne	Target	Monitori ng Timeline	
				5 UK agents rewarded from the top 50							
		SALES OUTPUT – Training Sessions  PERFORMA NCE INDICATOR – Total Training Sessions	USA- 37 training sessions were conducted and over 1,400 reservation agents were updated on the product. <b>Canada-</b> 22 training sessions <b>LATAM:</b> 12 training sessions/ 243 trade  <b>UK/NE</b> – 20 (from 1,200 trade)	USA- <i>Reservation</i> agents are constantly updated on the product to enable them to provide information on the product. Incentives offered when the res agents sell the most JA packages within their center.	USA – 6 training sessions/300 res agents <b>CANADA</b> – 22 <b>UK/NE</b> – 30 (1,600 agents) CON EUROPE – <b>LATAM</b> – 1 training session/5 trade <b>CARIB</b> -0	USA- Monthly <b>Canada-</b> Quarterl y	USA – 7 training sessions/350 res agents <b>CANADA</b> – 22 <b>UK/NE</b> – 32 (1,700 agents) CON EUROPE – <b>LATAM</b> – 1 training session/5 trade <b>CARIB</b> -0	USA- Monthl y <b>Canad</b> <b>a-</b> Quarter ly -	USA- 8 training sessions/ 400 resident agents <b>CANAD</b> <b>A</b> – 22 <b>UK/NE</b> – 32 (1,700 agents) <b>LATAM</b> - 1 training sessions/ 5 trade <b>CARIB</b> -0	<b>Canada-</b> Quarterly	USA-Monthly Report <b>Canada-</b> Quarterly Report

Ministry Priority	Priority Projects, Programm es and Projects	Output/ Performance Indicator(s)	Baseline Data (2018/2019)* * As at 31/10/17	Departmental- level major tasks to realise the objective of the priority policy, programme or project <b>(strategies)</b>	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2019/2020)		Year (2020/2021)		Year (2021/21/2022)		
					Target	Monitor ing Timeline	Target	Monito ring Timeli ne	Target	Monitori ng Timeline	
		SALES OUTPUT – Trade Shows  PERFORMA NCE INDICATOR – Number of trade shows	<b>USA-</b> <i>Participation at 110 partners trade shows. Over 12,300 agents attended</i>  <b>Canada-</b> 60 trade shows. 20,000 travel agent <b>UK/NE-9</b> <b>CON</b> <b>EUROPE-24</b> <b>LATAM:</b> Participated in 6 events/50,850 participants	<b>USA-</b> JTB joins our partners to showcase and provide updates Jamaica’s product offering	<b>USA</b> –1,800 agents at 9 shows <b>CANADA</b> – 60 <b>UK/NE</b> – 12 <b>CON</b> <b>EUROPE</b> – 28 <b>LATAM</b> – 6 shows/ 480 <b>CARIB</b> -1	<b>USA-</b> quarterly <b>Canada-</b> Quarterl y	<b>USA</b> –2,200 agents at 11 shows <b>CANADA</b> – 60 <b>UK/NE</b> – 14 <b>CON</b> <b>EUROPE</b> – 30 <b>LATAM</b> – 1,500 <b>CARIB</b> -0	<b>USA-</b> Quarter ly <b>Canad</b> <b>a-</b> Quarter ly	<b>USA-</b> 2,800 agents at 14 shows <b>CANAD</b> <b>A</b> – 60  <b>UK/NE</b> – 14  <b>CON</b> <b>EUROP</b> <b>E</b> – 40 <b>LATAM</b> - 1,500 <b>CARIB</b> -0	<b>USA-</b> Monthly  <b>Canada-</b> Quarterly	<b>USA</b> -Monthly Report <b>Canada-</b> Quarterly Report
		SALES OUTPUT - Diaspora Events  PERFORMA NCE INDICATOR – Number of	<b>USA-</b> Participated in 18 Diaspora events. Over 43,444 patrons attended <b>UK/NE</b> – 1 (Done in	<b>USA-</b> JTB supports these events to encourage the Diaspora to vacation in Jamaica by manning a booth and invite a JTS agent to provide information on packages.	<b>USA</b> – 5, 000 patrons at 20 show <b>CANADA</b> – 10 <b>UK/NE</b> – 4 <b>CON</b> <b>EUROPE</b> – 4 <b>LATAM</b> –	<b>USA-</b> annually <b>Canada-</b> Novemb er	<b>USA</b> –7,500 patrons at 20 shows <b>CANADA</b> – 10 <b>UK/NE</b> – 4 <b>CON</b> <b>EUROPE</b> – 4 <b>LATAM</b> – 0	<b>USA-</b> Annually <b>Canad</b> <b>a-</b> Novem ber	<b>USA-</b> 8,000 patrons at 20 shows <b>CANAD</b> <b>A</b> – 10  <b>UK/NE</b> – 4	<b>USA-</b> Annually  <b>Canada-</b> November	<b>USA</b> -Monthly Report <b>Canada-</b> Annual report

Ministry Priority	Priority Projects, Programm es and Projects	Output/ Performance Indicator(s)	Baseline Data (2018/2019)* * As at 31/10/17	Departmental- level major tasks to realise the objective of the priority policy, programme or project <b>(strategies)</b>	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2019/2020)		Year (2020/2021)		Year (2021/21/2022)		
					Target	Monitor ing Timeline	Target	Monito ring Timeli ne	Target	Monitori ng Timeline	
		Diaspora Events	conjunction with Diaspora Agency – Fun Day or Gala event) <b>Canada</b> -10 diaspora events 37,000 diaspora members <b>CON Europe</b> - 2		<b>CARIB</b> - 0		<b>CARIB</b> - 0		<b>CON EUROP E</b> – 4 <b>CARIB</b> - 0		

## APPENDIX D - EVALUATION PLAN

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (mm/yy)	Evaluation Method(s)	Entity Responsible for Evaluation
<b>Priority Policy:</b> Enhanced linkages between tourism and other sectors  <b>Programme:</b> Linkages Programme	Increased usage of Jamaican inputs in the tourism product	Strong economic linkages between tourism and other industries and sectors.	Implementation Evaluation (every 2years)	April 2018	<b>Primary Data</b> <b>Interviews with relevant groups and persons:</b> Linkages Secretariat, JHTA, Manufacturers Association, Jamaica Agriculture Society (JAS), Farmers Association  <b>Secondary Data</b> <b>Reports and Speeches -</b> Vision 2030, Tourism Sector Plan, Hon. Ministers' Budget Speeches, Post reports on Agro-Tourism Farmers Markets, PMES Reports on Indicators and Outcomes, Reports from Linkages Secretariat.	
<b>Priority Policy:</b> Increased tourism economic impact.  <b>Programme:</b> Tourism Economic Development Programme	Strategically position the Tourism sector as a national development priority	An economically viable sector	Implementation Evaluation (	December 2018	<b>Primary Data</b> - <b>Surveys</b> - <b>Interviews:</b> JN, TEF and Beneficiaries  <b>Secondary Data</b> - Reports i.e. loan status reports, TEF quarterly and annually reports	Ministry of Tourism – SPED Division

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (mm/yy)	Evaluation Method(s)	Entity Responsible for Evaluation
<b>Project:</b> TEF/JN Small Business Loan Initiative					- Programme Design Document	
<b>Priority Policy:</b> Increased tourism economic impact.  <b>Programme:</b> Tourism Economic Development Programme - Fiscal Incentives (Omnibus)	Strategically position the Tourism sector as a national development priority	An economically viable sector	Implementation Evaluation (every two years)	April 2017	<b>Primary Data</b> - <b>Surveys Interviews:</b> Beneficiaries (hotels, attractions, car rental operators) - <b>Interviews with relevant groups:</b> JHTA Chapters, Jamaica Rent –A-Car Association (U-Drive) , Attractions Association of Jamaica (AJAL)  <b>Secondary Data</b> - Reports i.e. Quarterly and annually reports - Status Reports	Ministry of Tourism – SPED Division