



GOVERNMENT OF JAMAICA

MINISTRY OF TOURISM



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

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HONOURABLE MINISTER'S MESSAGE



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

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

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

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

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

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

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

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

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

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

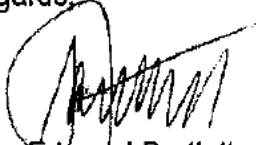
By doing this we also renew our commitment to strengthen the links between tourism and other economic sectors to increase the consumption of local goods and services, create employment and retain more of the country's foreign exchange earnings.

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

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

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

Regards,



Hon. Edmund Bartlett
Minister of Tourism, CD, MP

PERMANENT SECRETARY'S MESSAGE



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

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

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

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


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

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

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

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

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


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

ACCOUNTABILITY STATEMENT

This Strategic Business Plan for the next four years, commencing April 1, 2020 was prepared under my direction in accordance with the policy directives outlined by the Government of Jamaica, and the authority delegated to me under Section 16 of the Financial Administration and Audit (FAA) Act. The Plan outlines the Ministry's strategies that contribute to the achievement of the Government's agenda, and specifically, the programmes for which appropriate monitoring and evaluation mechanisms are being deployed to ensure their timely and cost-effective implementation.

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



Permanent Secretary
Ministry of Tourism

DOCUMENT APPROVAL AND SIGN OFF

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

Prepared by

C. Barham
Dr. Craig Barham

Signature

[Signature]

Date

09/03/20

Snr. Director, Strategic Planning and
Evaluation

Strategic Planning and Evaluation Division

Approved by

JENNIFER GRIFFITH
Ms. Jennifer Griffith
Permanent Secretary

Signature

[Signature]

Date

16/3/20

1. EXECUTIVE SUMMARY

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

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

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

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

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

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

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

1.1. VISION AND MISSION STATEMENT



Vision

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

Mission Statement

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

1.4. SECTOR OUTCOMES

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

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

Core Values

Professionalism	Integrity
Respect	Excellence
Succession Planning	

1.2. STRATEGIC PRIORITIES

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

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

1.3. MEDIUM TERM STRATEGIC OUTCOMES

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

1.5. STRATEGIC OBJECTIVES

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

Stakeholder Perspective

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

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

1. Tourism Investment and Development.

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

2. Accommodation Diversification and Expansion

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

3. Destination Marketing

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

4. Airlift Support.

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

5. Cruise Support.

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

6. Cruise Marketing.

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

7. Linkages Network

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

8. Product Development

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

9. Tourism Worker Welfare

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

10. Destination Assurance.

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

11. Tourism Workers Development.

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

12. Tourism Inclusiveness

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

13. Tourism Awareness

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

14. Tourism Data Collection

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

15. Sustainable Tourism

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

16. Public Sector Modernisation and Transformation

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

1.7. STRATEGY ASSIGNMENT MATRIX

STRATEGY No.	MINISTRY OF TOURISM	JAMAICA TOURIST BOARD	TOURISM PRODUCT DEVELOPMENT COMPANY	JAMAICA VACATIONS LIMITED	TOURISM ENHANCEMENT FUND	DEVON HOUSE DEVELOPMENT	MORTEGO BAY CONVENTION CENTRE	BATH FOUNTAIN HOTEL AND SPA	MILK RIVER HOTEL AND SPA
1	<input type="checkbox"/>				<input checked="" type="checkbox"/>				
2	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							
4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							
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1.8. SITUATIONAL ANALYSIS

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

STRENGTHS

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

WEAKNESSES

WEAKNESSES (Internal)	DESCRIPTION	OPTIONS FOR MINIMISING OR OVERCOMING EACH WEAKNESS
Inadequate/Archaic Organization Structure	Organizational structure must be aligned with the new direction and thrust of the Ministry and its growing mandate	Review Organization structure; Re-engineer business processes
Lack of Qualified and Competent technical staff	Appropriate qualifications and skill sets	Re-enforce Strategic Human Resource Plan for recruitment and retention including continuous training and development
Inadequate accommodation / physical space in the workplace	Staff complement should be aligned to level of accommodation / physical space in the workplace.	Re-design/re-furbishing to maximize space Identify additional space or new location with adequate space
Deficiencies in Programme, Project Management and Monitoring and Evaluation	Projects needs to be designed, implemented and monitored using international best practices and well established tools and techniques. Projects needs to be evaluated to determine their efficiency and to gather lessons learned to improve the future design of programmes and projects.	Establish policies and procedures for design, implementation, monitoring and evaluation of all projects and programmes. Establish proper programme and project governance. Implement proper and thorough documentation for all programmes and projects.
Constraints from "shared Corporate Services"	Financial records are not up to date and lengthy processing time for payment	Review the organization structure to support the management of the financial functions within the Ministry.

OPPORTUNITY

OPPORTUNITY (External)	DESCRIPTION	OPTIONS FOR TAKING ADVANTAGE OF EACH OPPORTUNITY
New emerging markets such as: BRICS, East Europe, South America and others. Growing segments/niches: timeshare Health and Wellness, Entertainment, Sport Tourism and others	New markets are a source of growth in the tourism sector (visitors and revenue)	<ul style="list-style-type: none"> - Support strategies and programmes targeting the new markets - Support strategies aimed at encouraging the creation of new attractions and product diversification. - Build capacity and relevant knowledge of markets to strengthen supportive policies.
New developments in Information Communication Technology (ICT)	Technologies emerging to assist in marketing and communication	Incorporate the use of technology in the marketing and communication strategies e.g. website, social media, etc.

THREATS

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

Conclusions from SWOT Analysis

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

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

Strategic Human Resource Management involves the innovative management of people; allowing the human resource management to meet the needs of the employees and also motivate the employees to meet the goals and objectives of the organization. This programme includes strategies that span the creative administration of staff benefits, training, job rotations, performance management, capacity building and others.

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

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

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

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

1.9. PROGRAMMES AND SUB-PROGRAMMES

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

PRIORITY POLICIES

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

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

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

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

PROGRAMMES & SUB-PROGRAMMES

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

PROGRAMME #1: EXECUTIVE DIRECTION AND MANAGEMENT

SUB-PROGRAMMES:

- Central Administration
- Policy Planning and Development

PROGRAMME #2: PROMOTION OF TOURISM

SUB-PROGRAMMES:

- Tourism Marketing
- Tourism Support Services

PROGRAMME #3: TOURISM DEVELOPMENT

SUB-PROGRAMMES:

- Product Enhancement
- Business Development
- Destination Assurance



1.10. PROGRAMME DESCRIPTION AND OBJECTIVES

PROGRAMME # 1: EXECUTIVE DIRECTION AND MANAGEMENT

OBJECTIVE(S):	<p>1) To develop and implement policies, legislation, and plans to govern and manage the tourism sector</p> <p>(2) To monitor and evaluate the sector's performance to ensure that initiatives and projects align with policies and plans and deliver programme goals.</p>
DESCRIPTION & CONTEXT	<p>The Executive Direction and Management Programme provides governance and an institutional framework to guide the policy process, strategic planning and programme development of the Ministry and its Agencies. These activities will enhance the overall development of the tourism sector while maintaining alignment with the mandate, goals and objectives of the Ministry. The Executive Direction and Management Programme is also responsible for the administrative functions of the Ministry.</p>

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

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

PROGRAMME # 2: PROMOTION OF TOURISM

<p>PROGRAMME OBJECTIVE(S)</p> <p>PROGRAMME DESCRIPTION & CONTEXT</p>	<p>1) To increase visitors arrivals</p> <p>(2) To increase tourism earnings</p> <p>The Promotion of Tourism Programme through advertising, public relations and the dissemination of information seeks to attract an optimal mix of visitors to Jamaica in order to maximize the earning potential of the tourism sector. The Promotion of Tourism must recognise and adapt to the highly competitive nature of global tourism through creative and unique promotional strategies, partnerships, and alliances. The Promotion of Tourism must be aligned with the programme for Tourism Development to facilitate wider socio-economic development.</p>
<p>SUB-PROGRAMME 2.1</p> <p>OBJECTIVE(S)</p> <p>DESCRIPTION & CONTEXT</p>	<p>Tourism Marketing</p> <p>(1) To increase market awareness of Jamaica's tourism experience built on our unique natural and cultural assets.</p> <p>(2) To increase the percentage of potential visitors who are desirous of vacationing in Jamaica</p> <p>The Tourism Marketing Sub-Programme seeks to develop initiatives and projects that promote and position Jamaica as a world-class tourist destination with the purpose of increasing the number of visitors and enhancing economic development. Marketing strategies will seek to increase the variety of market segments - to include vacation, business, MICE and cruise visitors - and diversify the source markets - to include visitors from new and emerging markets in Asia, Europe, and Latin America. Marketing strategies will utilize the latest marketing channels and technologies to reach the intended audience.</p>
<p>SUB-PROGRAMME 2.2</p> <p>OBJECTIVE(S)</p> <p>DESCRIPTION & CONTEXT</p>	<p>Tourism Support Services</p> <p>1. To increase through tourism diplomacy, the number of airline gateways, seats and cruise ship berths serving Jamaica.</p> <p>2. To increase through tourism diplomacy the number of visitors from traditional, new and emerging markets</p> <p>Tourism Support Services seek to expand and strengthen Jamaica's integration into airline and cruise transportation networks. This will be achieved by strategies to maximize the number of airline seats and cruise ship berths to Jamaica.</p>

PROGRAMME # 3: TOURISM DEVELOPMENT

<p>OBJECTIVE(S)</p> <p>DESCRIPTION & CONTEXT</p>	<p>1) To increase the level of visitor satisfaction</p> <p>(2) To increase Jamaica's international ranking as a tourism destination</p> <p>(3) To increase the economic contribution of the tourism sector for Jamaicans</p> <p>4) To develop local tourism by making leisure and recreational activities accessible and attractive to Jamaicans.</p> <p>Tourism Development Programme seeks to expand the variety and improve the quality of the tourism experience through the sustainable use of natural and cultural heritage assets. Tourism offerings will be developed in an upgraded value-chain that maximizes the social, economic and environmental benefits that accrue to Jamaica and its people.</p>
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<p>SUB-PROGRAMME 3.1</p> <p>OBJECTIVE(S)</p> <p>DESCRIPTION & CONTEXT</p>	<p>Product Enhancement</p> <p>(1) To increase the volume of local products and services supplied to the tourism sector.</p> <p>(2) To increase the number of distribution channels available to local producers.</p> <p>(3) To create awareness of the unique value proposition of Jamaican goods and services.</p> <p>The Product Enhancement sub-programme seeks to develop and implement initiatives, projects and investments in tourism infrastructure that encourage the creation of a diverse portfolio of unique tourism experiences. This will be achieved by strategies that promote the sustainable use of Jamaica's natural and cultural heritage assets.</p>
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<p>SUB-PROGRAMME 3.2</p> <p>OBJECTIVE(S)</p> <p>DESCRIPTION & CONTEXT</p>	<p>Business Development</p> <p>(1) To upgrade the tourism value chain to become more competitive and socio-economically inclusive.</p> <p>(2) To build the capacity of local tourism entrepreneurs to become more innovative.</p> <p>(3) To expand linkages by integrating the tourism value chain into the wider Jamaican economy.</p> <p>The Business Development sub-programme seeks to create and implement initiatives and projects that make the tourism sector more competitive and socio-economically inclusive. Business Development must support ongoing restructuring of the value-chain that will</p>
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	continuously transform and upgrade the production of goods and services, improve employment relations and practices, strengthen the pattern of insertion into the international economy and facilitate local entrepreneurship and innovation. Business Development must continuously transition the tourism value-chain toward activities and segments with the strongest potential for growth, socio-economic inclusiveness, environmental protection, and technological-knowledge intensity.
SUB-PROGRAMME #3.3	Destination Assurance
OBJECTIVE(S)	<ul style="list-style-type: none"> (1) To exceed the target for visitors satisfaction with the quality of goods and services offered within the destination. (1) To increase the percentage of repeat visitors to Jamaica. (2) To increase the percentage of trained and internationally certified workers in the tourism sector. (3) To support the management of the destination in an environmentally sustainable manner.
DESCRIPTION & CONTEXT	The Destination Assurance Programme seeks to develop and implement initiatives and projects that guarantee visitors of a safe, secure and seamless experience. This will be achieved by strategies that focus on providing a hassle free experience, a healthy natural environment, an aesthetically attractive landscape, and products and services that meet or exceed international standards for quality. Destination Assurance will support Destination Marketing and Product Development by ensuring that Jamaica is positioned to compete using Differentiation and Focus Differentiation Strategies rather than Cost Leadership

2. TOURISM SECTOR HIGHLIGHTS

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

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

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

2.1 MINISTRY'S CURRENT PERFORMANCE

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

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

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

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

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

3. PERFORMANCE IMPROVEMENT PLAN

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

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

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

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

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

4. MINISTRY'S STRATEGY MAP

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

Government's Medium Term Strategic Priorities

Inclusive & Sustainable Economic Growth & Job Creation

Rule of Law & Timely Justice Outcomes

Human Capital Development

Social Protection

Debt Reduction, Macroeconomic Stability & Fiscal Prudence

Ministry of Tourism's Medium Term Strategic Priorities

Building New Partnerships

Developing New Products

Human Capital Development

Attracting New Investments

Accessing New Markets

Stakeholder Perspective

Enabling Business Environment

- * Tourism Linkages Networks
- * Destination Assurance
- * Fiscal Incentives Management
- * Work Permit

Sustainably Managed Sector

- * Disaster Risk Management
- * Climate Change Adaptation

Public Perception of the Tourism Sector

- * Public Awareness Campaigns

Welfare of Tourism Workers

- * Tourism Worker Pension Scheme
- * Jamaica Centre for Tourism Innovation

Safe and Secure Resorts

- * Anti-Harassment
- * Improved on-shore experience

Financial Perspective

Financial Accountability and Management

- * Effective Procurement Systems
- * Budget Processing

Fiscal Management

- * Leveraging Public Private Partnerships

Internal Perspective

Effective Policy, Programme and Project Management

- * Achieve excellence in tourism planning and development
- * Efficient implementation of Priority Programmes and Projects
- * Development of Legislative

Improved Public Service Delivery

- * Customer Service improvement
- * Tourism Support services

Operational Excellence

- * Monitoring and Evaluation systems

Learning and Growth

People Capacity

- * Attract and Retain qualified Jamaicans to work in the Ministry/Agencies
- * Build Capacity - Training and professional

Technology Innovation

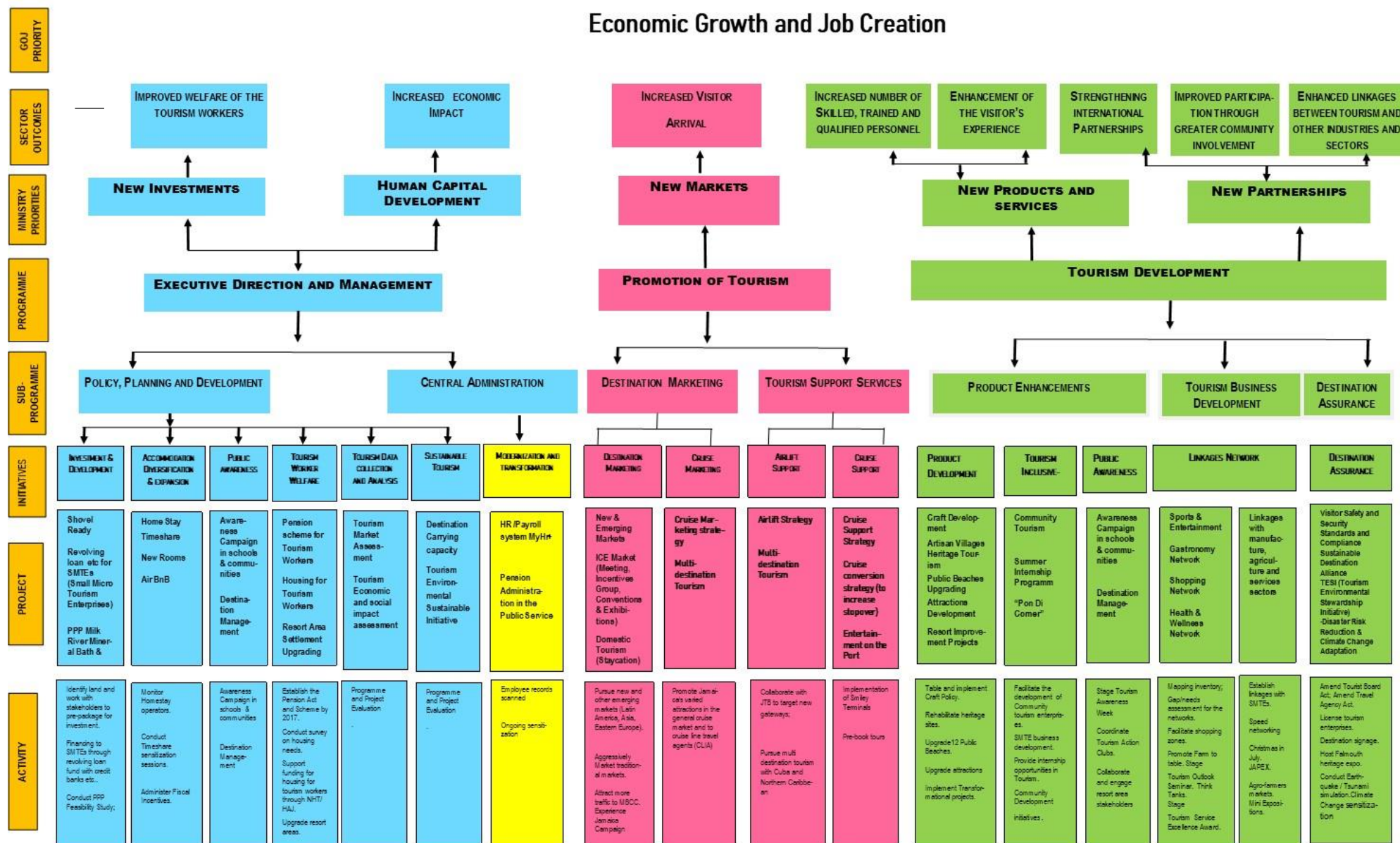
- * Implementing cutting edge Information Systems
- * Re-engineering business processes for greater efficiencies

Change Management

- * Employ change management strategies in keeping with environmental trends and organizational changes

Core Values: Professionalism, Integrity, Respect, Excellence, Succession Planning

4.1. PROGRAMME ACTIVITY ARCHITECTURE



5. PROGRAMME IMPLEMENTATION

PROGRAMME NAME: EXECUTIVE DIRECTION AND MANAGEMENT

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

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

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

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

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

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

6. MEDIUM TERM FINANCIAL RESOURCE PLAN

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

7. HUMAN RESOURCES CAPACITY PLAN

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

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

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

8. PORTFOLIO ENTITIES MEDIUM TERM IMPLEMENTATION PLAN

8.1 AGENCY - JAMAICA TOURIST BOARD (JTB)



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

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

Vision

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

Mission Statement

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

Mandate

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

JTB Strategic Objectives

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

Strategic Outcomes

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

8.1.1 Agency's Current Performance

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

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

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

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

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

8.1.2. Programmes For The Medium Term: Promotion Of Tourism

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

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

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

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

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

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

8.1.3 Medium-Term Financial Resource Plan

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

8.1.4 Human Resources Capacity Plan

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

8.2. AGENCY – JAMAICA VACATIONS LIMITED (JAMVAC)



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

Vision Statement

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

Mission Statement

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

Mandate

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

Strategic Objectives

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

8.2.1. Agency's Current Performance

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

8.2.3 Medium Term Financial Plan

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

8.2.4 Human Resources Capacity Plan

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

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



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

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

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

The agency has a number of core functions namely:

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

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

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

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

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

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

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

Vision Statement

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

Mission Statement

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

Mandate

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

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

Product Enhancement and Development

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

Product Quality Assessment

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

Licence Processing and Compliance Support

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

Destination Assurance

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

Diversification and Maintenance of the Tourism Product

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

Tourism Training

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

Quality Statement - "WE ASSURE"

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

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

Strategic Outcomes

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

Strategic Objectives

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

8.3.1 Current Organizational Performance

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

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

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

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2018/2019	End-of-year Target 2019/20	Major Achievements (Apr – Sept 2019)	2019/20 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
		<p>conservation methods for the specie.</p> <p>Major roof repairs completed at Holland Bamboo</p> <p>Completion of dock at Rafter's Rest</p> <p>Completion of renovation works at Berrydale.</p> <p>Acquisition of bamboo furnishings for Raft Captains lounge at Berrydale</p>					
<p>Product Enhancement</p> <p>- Tourism Inclusiveness</p>	<p>Community Tourism</p> <ul style="list-style-type: none"> - Minimum Twenty (20) engaged and supported - Minimum Eighty (80) sole traders or entrepreneur assisted - Minimum Twenty (20) CTEs/CBOs assisted - Minimum One Hundred (100) persons trained in tourism business development - Increase in development of CTEs across all tiers of 	<p>12 communities engaged and supported.</p> <p>20 community sole traders assisted</p> <p>8 CTEs benefited from community tourism boot camp on market-readiness</p> <p>12 CBOs assisted, five (5) CTEs and CBOs supported</p> <p>Completed cluster development with European Foundation</p>	<p>Community Tourism</p> <ul style="list-style-type: none"> - Minimum 10 engaged and supported - Minimum Thirty (30) sole traders or entrepreneur assisted - Minimum Eight (8) CBOs assisted 	<p>79 communities engaged through meetings, consultations and site visits for community tourism</p> <p>14 communities engaged for business development</p> <p>20 community sole traders assisted through the Morant Bay Tourism Cluster</p> <p>1 tourism cluster developed in St. Thomas with</p>	<p>\$20,000 (Community Tourism)</p> <p>\$15,000 (Business Development)</p>	\$35,000	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2018/2019	End-of-year Target 2019/20	Major Achievements (Apr – Sept 2019)	2019/20 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
	Community Tourism (Tier 1-3)	for Cluster Excellence through Compete Caribbean 56 community consultations through meetings and site visits	- Fifty (50) persons trained in tourism business development	membership of 20 from 15 community businesses. 40 individuals trained in tourism business development.			
Product Enhancement - Product Improvement	Urban Planning and Heritage Development - Identify, collate and develop Thirty (30) heritage assets within urban planning framework	Frome Storyboard Project - Four (4) signs installed. Heritage Site ruins Enhancement Program - Eighteen (18) signs identified and cleared across the island. Partnered with Organization of American States to create a Draft National Registry for Heritage Sites Monitored operations and research relating to heritage review of St. Thomas Development Plan. Falmouth Storyboard - Storyboard script research completed for Falmouth.	Rehabilitation and upgrading of 10 heritage assets in each financial year Maintenance and signage provided to 36 identified sites	Two (2) partnership MOUs signed with Jamaica National Heritage Trust (JNHT) and African Caribbean Institute of Jamaica (ACIJ) to conduct rehabilitation and upgrading work. Completed 3-D mapping and Archaeological Impact Assessment of the Fort Charlotte. Supported 2 major community events. Rehabilitation works done on 16 heritage sites. Storyboards installed to date: - One (1) in Milk River - Eight (8) in Black River Process began to build and install 440 signs	20,000	20,000	

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

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

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

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

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

8.3.2. Programmes and Sub-Programmes For The Medium Term

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

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

RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2019/20 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2020/21	2021/22	2022/23	2023/24	
- Skills Development (Tourism Training)		48 Skills Training programmes delivered.	34 Skills programmes delivered	49 Skills programmes delivered.		Trainer and new ATPs.	Trainer and new ATPs.		
- Community Tourism Training		Conduct one (1) Community Tourism toolkit training with CTEs. 50 trained in Business Development.	25 businesses trained using Community Tourism toolkit 50 trained in Business Development.	25 Business trained in Community Tourism toolkit 50 trained in Business Development.	\$1.6M Toolkit and Business Dev. Training	\$1.6M Toolkit and Business Dev. Training	\$1.9M Toolkit and Business Dev. Training	\$1.9M Toolkit and Business Dev. Training	Product Development and Community Tourism Department
- Skills Development Training (Craft Skills)		Train three hundred (300) persons in New Skills using nine (9) different media.	170 persons trained from April to October 2019.	Three hundred (300) persons trained in New Skills using nine (9) different media.	\$16M New persons trained in New Skills using 9 different media.	\$17M New persons trained in New Skills using 9 different media.	\$17M New persons trained in New Skills using 9 different media.	\$18M New persons trained in New Skills using 9 different media.	Craft Development
		Host one (1) Craft Fair in December each year. Create and print two thousand (2,000) brochures for marketing of Craft Markets in Ocho Rios, St. Ann.	Planning for execution of Craft Fair in December 2019. Brochure drafted by Craft market and being vetted by TPDCo before sending to print 2,000 copies.	\$1.4M Host 1 craft fair \$40,000	\$1.4M Host 1 craft fair \$50,000	\$1.7M Host 1 craft fair \$50,000	\$2M Host 1 craft fair \$50,000	\$2M Host 1 craft fair \$60,000	

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

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

RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2019/20 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2020/21	2021/22	2022/23	2023/24	
- Spruce Up Pon Di Corner programme		Implement 63 community-based projects	To date, 46 projects are at various stages of implementation.	63 projects implemented	\$400M	\$400	\$400M	\$400M	
Tourism Service Excellence Awards (TSEA)	Tourism Inclusiveness An industry that positively affects the quality of life for all Jamaicans and recognizes service excellence.	To invite nominations for the organization and individual categories from the six (6) resort areas.	Program starts December 2019.	Execute the awards ceremony by March 2020.	\$31M	\$32M	\$32M	\$32M	Executive Office
Tourism Summer Internship Programme (TSIP)		960 placements provided across the island between July 8 – August 16, 2019. To engage 100 new partners/ stakeholders.	982 placements during the period 129 new partners engaged	\$29M 982 placements during the period	\$32M Plan to engage 1000 participants	\$32M Plan to engage 1000 participants	\$32M Plan to engage 1000 participants	\$32M Plan to engage 1000 participants	Executive Office
Community Engagement Program		3,150 community members trained in social skills from sixty-three (63) constituencies.	Program just starting	550 participants trained	\$2.2M 1375 participants	\$2.4M 1375 participants	\$2.4M 1600 participants	\$2.6M 1600 participants	Executive Office
Spruce Pon Di Corner (Community Development)		12 Community-based organization/events supported.	10 Community-based organization/events supported.	20 Community-based organizations/ events supported.					Product Development and Community Tourism

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

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

RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2019/20 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2020/21	2021/22	2022/23	2023/24	
Destination Assurance - Anti Harassment Programme	Destination Assurance An environment created where visitors are safe, secure and enjoy a seamless experience.	Effective measures in place to reduce visitor harassment			\$6.5M Anti-harassment strategies	\$6.5M Anti-harassment strategies	\$7M Anti-harassment strategies	\$7.5M Anti-harassment strategies	Visitor Safety and Experience
- Social Intervention Programme		Social Intervention Programme	\$4.8M	\$6M	\$3.4M Tourism awareness sessions	\$7M Tourism awareness sessions	\$8M Tourism awareness sessions	\$10M Tourism awareness sessions	
- Licensing of Tourism Entities		6,025 JTB licences to be processed for period April 2019 to March 2020: Attraction- 40 Bike Rental-7 Car Rentals 58 Craft Vendors- 1,100 Contract Carriage- 3,990 Domestic Tour Cont. Carr.- 510 Domestic Tour Operator- 150 Homestay- 9 Hotels- 12 Non Hotels- 40 Place of Interest – 4 Travel Halt- 5 Water Sports - 100	As of October 30, 2019 2259 licences processed Attraction – 17 Bike Rental – 4 Car Rental – 39 Domestic Tour – 79 Contract Carriage – 1096 Domestic Tour Cont. Car. 139 Water Sports -71 Craft – 802 Travel Halt – 0 Hotels – 4 Non-Hotels – 4 Place of Interest – 0 Home Stay –4		\$6.9M 6,418 JTB licences to be processed: Attraction- 36 Bike Rental-8 Car Rentals 61 Craft Vendors- 1,119 Contract Carriage- 4,250 Domestic Tour Cont Carr- 624 Domestic Tour Operator- 165 Homestay- 13 Hotels- 12 Non Hotels- 17 Place of Interest – 1 Travel Halt- 2	\$7.2M 6,438 JTB licences to be processed: Attraction- 36 Bike Rental- 33 Bike Rental-8 Car Rentals 63 Craft Vendors- 1,119 Vendors- 1,134 Contract Carriage- 4250 Domestic Tour Cont Carr- 624 Domestic Tour	\$7.6M 6,472 JTB licences to be processed: Attraction- 33 Bike Rental- 9 Car Rentals 65 Craft Vendors- 1,134 Contract Carriage- 4,250 Domestic Tour Cont Carr- 624 Domestic Tour	\$8M 6,570 JTB licences to be processed: Attraction- 42 Bike Rental-10 Car Rentals 66 Craft Vendors- 1,194 Contract Carriage- 4,250 Domestic Tour Cont Carr- 624 Domestic Tour Operator- 189 Homestay-22 Hotels- 24 Non Hotels- 30 Place of Interest – 1 Travel Halt- 2	Licence Processing Unit

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

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

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

8.3.3. Medium-Term Financial Resource Plan

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

8.3.4. Human Resources Capacity Plan

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

8.4. AGENCY - TOURISM ENHANCEMENT FUND (TEF)



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

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

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

Vision

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

Mission Statement

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

Mandate

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

Strategic Objectives

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

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

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

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

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

Strategic Outcomes

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

Services

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

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

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

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

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

Marketing Strategy

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

8.4.1 Agency's Current Performance

PROGRAMME							
Name of Programme Initiative	Performance Indicators	Major Achievements 2018/2019	End-of-year Target 2019/20	Major Achievements (Apr 2019 – Sept 2019)	20 19/20 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Product Development – Human Capital Development	The number of persons certified	1,660 persons certified	To complete the certification of 200 additional persons	<ol style="list-style-type: none"> 1. 650 Customer Service Gold 2. 500 Bartenders 3. 200 Certified Hospitality Supervisors 4. 45 Culinarians 5. 375 HTMP Candidates 6. Graduation Ceremony 	149,029	59,550	
Product Development – Tourism Investment	Opening of the Artisan Village at Falmouth	<ul style="list-style-type: none"> - Collaborating with PAJ on delivery of Artisan Village at Falmouth - Completion of Business case for Artisan Village at Falmouth - Completion of list of individuals to take shops at the Artisan Village at Falmouth 	<ul style="list-style-type: none"> - To get delivery of the Artisan Village at Falmouth - To complete the Theming - To complete the preparatory work needed by the artisans - To open the Artisan Village at Falmouth 	<ol style="list-style-type: none"> 1. Completed list of individuals willing to take shops at Falmouth 2. Completed the preliminary work need to procure the Architect to theme the Artisan Village at Falmouth 3. Preliminary plan for development of Awards Ceremony to recognise excellence in craft 	135,500	6,040	<i>Project delayed because of construction delays. New schedule will still see completion of construction by the end the financial year</i>
Business Development – Backyard Farming Programme	50 persons to be trained.	20 persons were trained in this first phase of the programme to supply the demands of the tourism sector.	To train an additional 30 farmers	The completion of the project saw the listed competencies set out for accomplishment within the twelve weeks covered and the participants are now equipped to further utilize the skills learnt to become a major player within the	1,700	1,500	

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

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

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

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

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

8.4.2. Programmes and Sub-Programmes For The Medium Term

PROGRAMME NAME: TOURISM DEVELOPMENT

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

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

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

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

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

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

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

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

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

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

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

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

8.4.3 MEDIUM-TERM FINANCIAL RESOURCE PLAN

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

8.4.4 HUMAN RESOURCES CAPACITY PLAN

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

8.5 AGENCY: DEVON HOUSE DEVELOPMENT LIMITED (DHDL)



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

Vision

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

Mission and/or Mandate

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

Strategic Outcomes

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

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

8.5.1 PROGRAMMES AND SUB-PROGRAMMES FOR THE MEDIUM TERM

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

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

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

8.5.2. MEDIUM TERM EXPENDITURE SUMMARY

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

8.5.3. Human Resources Capacity Plan

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

8.6. AGENCY - MONTEGO BAY CONVENTION CENTRE (MBCC)



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

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

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

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

Vision

To be recognized as the premier convention Centre in the Caribbean

Mission Statement

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

Mandate

To position Jamaica as a premier MICE destination

Strategic Objectives

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

Strategic Outcomes

iv. Strategic Outcome #1
To expand EP accommodations

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

8.6.1. CURRENT PERFORMANCE

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

8.6.2. PROGRAMMES FOR THE MEDIUM TERM

Results Matrix

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

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

8.6.3 MEDIUM-TERM FINANCIAL RESOURCE PLAN

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

8.6.4 HUMAN RESOURCES CAPACITY PLAN

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

8.7. AGENCY - BATH FOUNTAIN HOTEL AND SPA



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

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

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

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

Mission Statement

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

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

Vision Statement

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

Values/Ideals

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

1. Operate as a viable and sustainable stand alone “Health & Wellness” tourism entity;

2. Act as a catalyst to generate economic activity in the community of Bath thereby advancing rural community development (Community Based Development: An objective of the Tourism Master Plan 2000)

Strategic Outcomes

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

8.7.1. PROGRAMMES AND SUB-PROGRAMMES

RESULTS MATRIX									
Programme/ Sub programme Initiatives	Intended Results	Performance Indicator	Baseline	2019/20 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Agenc y/ Dept/ Div
					2020/21	2021/22	2022/23	2023/24	
Product Development	Generate revenue by offering additional guest services in Bath and Spa	% increase in Revenue over the medium term	-	Provide guests with modern services Facilities	Installation of: • Sauna • Steam Room • Hydrotherapy				
	Generate revenue by offering wider Food & Beverage services.	• Increased customer satisfaction • Increased revenue	-		Bar constructed				
	Upgraded Facility	• Reduction in guest complaints and premature departures	-	Relevant repairs completed	Present storage capacity Augmented				
Tourism Worker Skills Training	Increased staff motivation and performance	Positive guest response and increased patronage.			Skills and attitudinal training for all staff	Skills and attitudinal training for all staff	Skills and attitudinal training for all staff	Skills and attitudinal training for all staff	

10.8. AGENCY: MILK RIVER HOTEL AND SPA



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

Vision

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

Mission Statement

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

Mandate

Strategic Objectives According to the Milk River Bath Act (1927):

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

Strategic Outcomes

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

8.8.1. AGENCY'S CURRENT PERFORMANCE

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

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

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

8.1.2 Medium Term Programme and Sub-Programme

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

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

8.1.3 MEDIUM-TERM FINANCIAL RESOURCE PLAN

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

8.1.4. HUMAN RESOURCES CAPACITY PLAN

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

APPENDIX A – RESULTS FRAMEWORK

PROGRAMME: PROMOTION OF TOURISM

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

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

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

SUB- PROGRAMME: TOURISM MARKETING

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

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

SUB-PROGRAMME: TOURISM SUPPORT SERVICES

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

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

PROGRAMME: TOURISM DEVELOPMENT

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

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

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

SUB-PROGRAMME: TOURISM ENHANCEMENT

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

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

SUB-PROGRAMME: BUSINESS DEVELOPMENT

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

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

SUB-PROGRAMME: DESTINATION ASSURANCE

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

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

APPENDIX B – MOT'S BALANCE SCORECARD

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

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

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

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

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

APPENDIX C – MONITORING PLAN

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

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2019/2020)	Departmental-level major tasks to realise the objective of the priority policy, programme or project (strategies)	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
					Year (2020/2021)		Year (2021/2022)		Year (22/23)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
		year	the Parish of St. Thomas 12 Stakeholders engagement completed for Negril				and Kingston and Port Royal				
	Tourism Data Collection and Analysis	# of Studies completed within the financial year	Monthly and quarterly performance reports	Conduct stakeholders engagement, desk research and	Tourism Economic Impact Assessment	Quarterly	Tourism Investment and Financing	Quarterly	Community and rural tourism study	Quarterly	Quarterly Review session
Enhanced Tourism Product with Internationally Competitive Standards	Standards and Compliance	Registered Travel Agencies Gazetted Annually	51 registered and compliant Travel Agencies Gazetted and published in print media	Registered Travel Agencies Gazetted in January Monitoring industry to ensure compliance.	Registered Travel Agencies Gazetted in January each year All non-compliant Agencies identified written to by MOT/TPDC o	Quarterly	Registere d Travel Agencies Gazetted in January and published in print media All non-compliant Agencies identified written to by MOT/TPDCo	Quarterly	Registered Travel Agencies Gazetted in January All non-compliant Agencies identified written to by MOT/TPDC o		- Monthly reports - Quarterly reports - Senior Manager's meeting -

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

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

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

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

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

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

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

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

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

APPENDIX D – RISK MANAGEMENT PLAN

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

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

RESEARCH AND RISK MANAGEMENT

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

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

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

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

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

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

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

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

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

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

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

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

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES							
Programme / Sub-Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2020/2021	2021/2022	2022/2023
		implementation of projects under the programme.			copy of schedule for procurement meetings.			
Product Development Programme	<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.	*	*	*
Product Development Department	<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.	*	*	*
	<i>Faith Based Tourism</i>	Marketing support inadequate.	High	High	Confer with tour companies to ascertain their interest in selling these and what their	*	*	*

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

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

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

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

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

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

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

Appendix E – Procurement Plan

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation & recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 1 (2020/2021)										
GOODS										
Office Supplies	Q1-Q4	Based on need and request	Stationery office Supplies Econo Office & supplies Ltd Stationery Centre	6,142,976	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Subscription	Q1-Q4	Based on need and request	Jamaica Gleaner Jamaica Observer	600,000	DC/Limited Tender		Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation & recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
Computer Equipment	Q1-Q4	Based on need and request	Bluechip Strategy Ltd Unicorp Ltd Solution	16,981,368	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Furniture & Fixtures	Q1-Q4	Based on need and request	Tender process will determine	951,755	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
NON-CONSULTING SERVICES										
Property rental, repair & maintenance	Q1-Q4	Based on need and request	Jamaica Property	29,501,467	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Courier services	Q1-Q4	Based on need and request	Tara Couriers Services Ltd	2,520,000	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Insurance	Q1-Q4	Based on need and request	Tender process will determine	1,320,000	Limited Tender		Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation & recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
Insurance-Health	Q1-Q4	Based on need and request	Sagicor Jamaica Ltd	11,267,341	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Vehicle Maintenance	Q1-Q4	Based on need and request	Toyota Jamaica Ltd	3,714,492	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Parking Rental	Q1-Q4	Based on need and request	Jamaica Property Ltd	7,137,001	DC		Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Catering services	Q1-Q4	Based on need and request	Marcia Leyow Marlene Foster Patsy Lyn K&S Caterers	3,500,000	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
CONSULTING SERVICES										
Consultant	Q1-Q4	Based on need and request	Tender process will determine	1,753,1751	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation & recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
Legal Services	Q1-Q4	Based on need and request	Tender process will determine	7,816,950	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Audit Services	Q1-Q4	Based on need and request	Tender process will determine	3,725,650	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Staff Training	Q1-Q4	Based on need and request	Based on need for training	9,137,925	Limited Tender/ DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Marketing & PR	Q1-Q4	Based on need and request	Tender process will determine	17,988,800	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
IT Services	Q1-Q4	Based on need and request	Tender process will determine	11,380,000.00 11,380,000.00	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation & recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 2 (2021/2022)										
Goods										
Office Supplies	Q1-Q4	Based on need and request	Stationery office Supplies Econo Office & supplies Ltd Stationery Centre	6,327,265	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Subscription	Q1-Q4	Based on need and request	Jamaica Gleaner Jamaica Observer	6,180,00	DC/Limited Tender		Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Computer Equipment	Q1-Q4	Based on need and request	Bluechip Strategy Ltd Unicorp Ltd Solution	17,490,809.04	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Furniture & Fixtures	Q1-Q4	Based on need and request	Tender process will determine	9,803,07.65	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Non-consulting services										

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation & recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
Property rental, repair & maintenance	Q1-Q4	Based on need and request	Jamaica Property	30,386,511.01	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Courier services	Q1-Q4	Based on need and request	Tara Couriers Services Ltd	2,595,600	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Insurance	Q1-Q4	Based on need and request	Tender process will determine	1,359,600	Limited Tender		Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Insurance-Health	Q1-Q4	Based on need and request	Sagicor Jamaica Ltd	11,605,361.23	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Vehicle Maintenance	Q1-Q4	Based on need and request	Toyota Jamaica Ltd	3,825,926.76	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Parking Rental	Q1-Q4	Based on need and request	Jamaica Property Ltd	7,351,111.03	DC		Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Catering services	Q1-Q4	Based on need and request	Marcia Leyow Marlene Foster Patsy Lyn K&S Caterers	3,60,5000	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Consulting Services										

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation & recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
Consultant	Q1-Q4	Based on need and request	Tender process will determine	1,805,7703.53	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Legal Services	Q1-Q4	Based on need and request	Tender process will determine	8,051,458.5	DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Audit Services	Q1-Q4	Based on need and request	Tender process will determine	3,837419.5	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Staff Training	Q1-Q4	Based on need and request	Based on need for training	9,412,062.75	Limited Tender/ DC	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Marketing & PR	Q1-Q4	Based on need and request	Tender process will determine	18,528,464	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
IT Services	Q1-Q4	Based on need and request	Tender process will determine	11,721,400	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation & recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 3 (2022/2023)										
Goods										
Office Supplies	Q1-Q4	Based on need and request	Stationery office Supplies Econo Office & supplies Ltd Stationery Centre	6,517,082.95	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Subscription	Q1-Q4	Based on need and request	Jamaica Gleaner Jamaica Observer	6,365,40	DC/Limited Tender		Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Computer Equipment	Q1-Q4	Based on need and request	Bluechip Strategy Ltd Unicorp Ltd Solution	18,015,533.31	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Furniture & Fixtures	Q1-Q4	Based on need and request	Tender process will determine	10,097,16.98	Limited Tender	Q1-Q4	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.	Tender process request will determine date.
Non-consulting services										

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

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