



# **MINISTRY OF TOURISM**

## **STRATEGIC BUSINESS PLAN 2022/2023 – 2025/2026**



## TABLE OF CONTENTS

<b>HONOURABLE MINISTER'S MESSAGE .....</b>	<b>3</b>
<b>PERMANENT SECRETARY'S MESSAGE .....</b>	<b>5</b>
<b>ACCOUNTABILITY STATEMENT .....</b>	<b>6</b>
<b>DOCUMENT APPROVAL AND SIGN OFF.....</b>	<b>7</b>
<b>1. EXECUTIVE SUMMARY.....</b>	<b>8</b>
1.1 GOJ'S MEDIUM-TERM STRATEGIC PRIORITIES .....	9
1.2 MOT'S STRATEGIC PRIORITIES / 5 PILLARS OF COMPETITIVE ADVANTAGE.....	9
1.3 STRATEGIC OUTCOMES.....	9
1.4 ALIGNMENT OF THE MINISTRY'S PRIORITIES AND OUTCOMES WITH GOJ'S PRIORITIES.....	10
1.5 VISION AND MISSION STATEMENT .....	11
1.6 STRATEGIC OBJECTIVES.....	11
1.7 MEDIUM TERM OBJECTIVES .....	12
1.8 KEY STRATEGIES.....	14
<b>2. STRATEGIC FRAMEWORK .....</b>	<b>17</b>
<b>3. SITUATIONAL ANALYSIS.....</b>	<b>20</b>
<b>3. PROGRAMMES AND SUB-PROGRAMMES .....</b>	<b>24</b>
<b>4. PROGRAMME DESCRIPTION AND OBJECTIVES .....</b>	<b>25</b>
4.1 MINISTRY'S CURRENT PERFORMANCE .....	30
4.3 MINISTRY'S STRATEGY MAP .....	33
4.4. PROGRAMME ACTIVITY ARCHITECTURE .....	34
<b>5. PROGRAMME IMPLEMENTATION.....</b>	<b>35</b>
<b>6. MEDIUM TERM FINANCIAL RESOURCE PLAN .....</b>	<b>50</b>
<b>7. HUMAN RESOURCES CAPACITY PLAN .....</b>	<b>51</b>
<b>8. PORTFOLIO ENTITIES MEDIUM TERM IMPLEMENTATION PLAN .....</b>	<b>52</b>
8.1 AGENCY - JAMAICA TOURIST BOARD (JTB) .....	52
8.1.1 AGENCY'S CURRENT PERFORMANCE .....	54
8.1.2 PROGRAMMES AND SUB-PROGRAMMES FOR THE MEDIUM TERM .....	58
8.1.3 MEDIUM-TERM FINANCIAL RESOURCE PLAN.....	63
8.1.4 HUMAN RESOURCES CAPACITY PLAN .....	64
8.2. AGENCY – JAMAICA VACATIONS LIMITED (JAMVAC .....	65
8.2.1 CURRENT PERFORMANCE .....	67
8.2.3 MEDIUM TERM RESOURCE PLAN .....	69
8.2.4 HUMAN RESOURCE CAPACITY PLAN .....	70
8.3. AGENCY - TOURISM PRODUCT DEVELOPMENT COMPANY LTD. (TPDCo) .....	71
8.3.1 CURRENT ORGANIZATIONAL PERFORMANCE .....	74
8.3.2. PROGRAMMES AND SUB-PROGRAMMES FOR THE MEDIUM TERM.....	81
8.3.3. MEDIUM-TERM FINANCIAL RESOURCE PLAN .....	100
8.3.4. HUMAN RESOURCES CAPACITY PLAN .....	101
8.4. AGENCY - TOURISM ENHANCEMENT FUND (TEF .....	102
8.4.1 AGENCY'S CURRENT PERFORMANCE .....	105

8.4.2.	<i>Programmes and Sub-Programmes For The Medium Term</i>	114
8.4.3	MEDIUM-TERM FINANCIAL RESOURCE PLAN	131
4.4	HUMAN RESOURCES CAPACITY PLAN	132
8.5	AGENCY: DEVON HOUSE DEVELOPMENT LIMITED (DHDL)	134
8.5.1	CURRENT PERFORMANCE	137
8.5.2	PROGRAMMES AND SUB-PROGRAMMES FOR THE MEDIUM TERM	144
8.5.3.	MEDIUM TERM EXPENDITURE SUMMARY	147
8.6.	AGENCY - MONTEGO BAY CONVENTION CENTRE (MBCC)	149
8.6.1.	CURRENT PERFORMANCE	150
8.6.2.	PERFORMANCE IMPROVEMENT PLAN	152
8.6.3.	RESULTS MATRIX	153
8.6.4	MEDIUM-TERM FINANCIAL RESOURCE PLAN	154
8.6.5	HUMAN RESOURCES CAPACITY PLAN	155
8.7.	AGENCY - BATH FOUNTAIN HOTEL AND SPA	156
8.7.1.	PROGRAMMES AND SUB-PROGRAMMES	158
8.7.2	MEDIUM TERM EXPENDITURE SUMMARY	159
8.7.3	HUMAN RESOURCES CAPACITY PLAN	159
8.8	AGENCY: MILK RIVER HOTEL AND SPA	160
8.8.1.	MEDIUM TERM PROGRAMME AND SUB-PROGRAMME	161
8.8.2	MEDIUM-TERM FINANCIAL RESOURCE PLAN	164
8.1.3.	HUMAN RESOURCES CAPACITY PLAN	164
<b>APPENDIX A – MOT’S BALANCE SCORECARD</b>		<b>165</b>
<b>APPENDIX C – MONITORING PLAN</b>		<b>170</b>
<b>APPENDIX D – RISK MANAGEMENT PLAN</b>		<b>187</b>

## HONOURABLE MINISTER'S MESSAGE



Jamaica, like many other countries around the world, has been devastated by the deadly COVID-19 pandemic, causing significant damage to our tourism industry. Nonetheless, despite the challenges, I can honestly say that as a sector, we have fought valiantly to protect our industry and put it on a path to recovery.

Our efforts and creativity have not gone unnoticed, as Jamaica has established itself as a global thought leader in developing effective systems and protocols to reduce the spread and impact of the virus while allowing visitors to enjoy our tourism offerings in a safe environment.

Our success has been attributed to our collaborative strategy, which has seen tourism stakeholders from both the public and private sectors collaborate in the interest of our vital industry. This coordinated approach has proven to be extremely effective in dealing with the pandemic. It has also been critical to our success in implementing our World Travel and Tourism Council-endorsed COVID-19 Health and Safety Protocols, as well as our innovative COVID-Resilient Corridors. These measures have proven to be very effective, and they have been adopted by many other destinations around the world. As a result, I am confident that we will successfully rebuild our sector, working in collaboration with our stakeholders.

My confidence stems from the fact that tourism is still one of the world's most resilient industries. Tourism has experienced several significant disruptions in the past and has always rebounded strongly. As a result, despite the fallout from the pandemic, rest assured that our tourism industry is resilient enough to recover, as it has done on numerous occasions in the aftermath of previous crises.

With this in mind, we must continue to strengthen our tourism sector's resilience as we chart our course in the post-COVID-19 era. Similarly, we must strive to provide unrivaled service, provide unforgettable visitor experiences, and create an incomparable tourism product that meets the needs of the new Generation COVID, or 'Gen C' traveller.

To accomplish all of this, we have created a new comprehensive corporate strategic plan for fiscal years 2022-2026, guided by our Blue Ocean Strategy. The strategy promotes the creation of new business models that differ from traditional models based on competition and standardization.

This method will be used by our Ministry to pursue increased value creation through product differentiation and diversification, allowing destination Jamaica to open up new markets and create new demand in a unique and uncontested space.

Long-term, a critical component of the strategy will be the enhancement of tourism zoning and theming systems to ensure that the distinct characteristics of each destination area are preserved and enhanced to support their distinct brand appeal.

We will help to strengthen the sector by identifying and implementing innovative policies, systems, protocols, and standards to provide a safer, more secure, and seamless experience for our visitors. This will be done while developing a new national tourism model based on a diverse portfolio of authentic and unique attractions and activities that heavily rely on Jamaica's natural and cultural assets.

Finally, I'd like to thank my team at the Ministry of Tourism, its public bodies, and our tourism partners for their hard work and dedication in fighting to protect our tourism sector in the face of adversity caused by COVID-19. We will overcome this challenge by working together to redefine tourism and create a more viable, diverse, and inclusive sector that benefits all Jamaicans.



Hon. Edmund Bartlett  
Minister of Tourism, CD, MP

## PERMANENT SECRETARY'S MESSAGE



In retrospect, 2020 was arguably the most challenging year in the history of tourism. The COVID-19 pandemic brought our industry to a complete standstill, forcing Jamaica, like many other destinations across the globe, to pivot from our original plans and develop new and innovative strategies to kick-start the re-opening of the industry in a safe, secure, and seamless way.

So far, our Ministry has been successful in our response to COVID-19 and will continue to develop policies and initiatives with the 'new normal' in mind. We stand firm on our promise to deliver a safe experience to visitors, which we hope will encourage them to return and recommend the destination to others.


The Ministry of Tourism's overarching strategic philosophy for 2022-2026 will be guided by our Blue Ocean Strategy. It will help us reset local tourism and return it to its pre-COVID-19 performance, in terms of arrivals and economic returns, within the first two years. Additionally, we believe it will help us create a revamped sector that offers excellent visitor experiences while fostering inclusive economic and social development.

Most importantly, this strategy is aligned explicitly to three of the Government's Strategic Priorities for 2022: Inclusive Sustainable Economic Growth and Job Creation; Human Capital Development; and Social Protection. Therefore, this Strategic Business Plan identifies and describes the priority policies, programmes, projects, and strategies that will be employed to ensure the continued viability and improved performance of the tourism sector, making us even more competitive in this new global tourism environment.

In keeping with the plan's structure, we have identified several priority programmes that we intend to implement during this upcoming period. The first is our Destination Assurance Policy, which seeks to address the concerns within our destination that directly affect its quality and appeal. We will also be moving forward with the implementation of the Tourism Worker's Pension Scheme, which is in keeping with the Ministry's focus on creating a social security framework within the hospitality sector.

Additionally, we have prioritized developing new technologies in the tourism industry, which will make it easier for visitors to enjoy unique experiences. We will also continue developing Brand Jamaica to ensure a constant demand for the destination in the international marketplace.

I look forward to overseeing these critical projects and policies, which will undoubtedly positively impact the tourism sector. I am confident that our hardworking team within the Ministry of Tourism and its public bodies will meet the targets set out in this crucial Strategic Business Plan.

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

## ACCOUNTABILITY STATEMENT

This Strategic Business Plan for the next four years, commencing April 1, 2022, 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 the context of the Government's medium-term priorities and fiscal targets. I am, therefore, committed to achieving the planned results laid out in this Business Plan.



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

## 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 2022/2023 – 2025/2026. 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.



## 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 sector.

Over the next four years, the Ministry of Tourism will be implementing innovative strategies to Bounce Back from the devastating impacts of the Covid-19 pandemic, Re-imaging the sector for resilience and sustainability, and Building Forward Stronger through the application of the Blue Ocean Strategy. The adoption and implementation of the Blue Ocean model will see the destination moving away from the traditional model of competition and standardization to one based on differentiation and diversification of non-replicable tourism products in an uncontested market space.

Partnership and collaboration with key local and international tourism stakeholders as well as other MDA's will continue to play a critical role in the achievement of the Ministry's mission, to create unique tourism experiences that will transform Jamaica's landscape, talents of its people, and vibrant culture into opportunities for a better Jamaica.

The Ministry has direct responsibility for eight (8) Public Bodies: the Jamaica Tourist Board (JTB), Jamaica Vacations Limited (JAMVAC), Milk River Hotel and Spa, Bath Fountain of St. Thomas the Apostle, Devon House Development Company, the Tourism Enhancement Fund (TEF), the Tourism Product Development Company (TPDCo.), and the Montego Bay Convention Centre.

During the medium term, the Ministry and its Public Bodies will collaborate with key tourism stakeholders to build a culture of tourism excellence that fosters inclusiveness and implement key initiatives that will strengthen both local and international partnerships. These initiatives include:

- The development of a Tourism Strategy and Action Plan; a reinvention of the Tourism Master Plan 2002
- Development and implementation of the Destination Assurance Framework and Strategy to ensure a safe, secure, and seamless destination for all.
- Increase visitor arrivals
- Development and Implementation of a Data Governance Framework
- Implementation of the Tourism Workers' Approved Pensions Act
- Development/Rehabilitation of Public Beaches
- Implementation of the St. Thomas Destination Development and Management Plan
- Installation of wayfinding stations in the Parish of St. Thomas
- Development of the Hip Strip in Montego Bay
- Establishment of a tourism incubator
- Strengthening the tourism value chain through linkages
- Opening of an Artisan Villages in Falmouth, Portland, and Ocho Rios
- Building human capacity by providing training and certification for tourism workers
- Upgrading/Rehabilitating Heritage sites
- Implementing social intervention initiatives to reduce harassment

The Ministry remains committed to ensuring that the Tourism sector continues to make a significant contribution to GDP, and by extension, the Governments' growth inducement strategy, by ensuring that the Ministry's strategic priorities, programmes, and projects are planned and developed, and implemented to support the Government's Strategic Priorities of **Inclusive and Sustainable Economic Growth and Job creation, Human Capital Development and Social Protection.**

## 1.1 GOJ'S MEDIUM-TERM STRATEGIC PRIORITIES

As the Ministry positions itself to rebuild and recover from the impacts of Covid-19, it recognizes the need for a new strategic framework that will guide the emergence of a more competitive, adaptable, sustainable, and resilient destination. The Ministry will therefore align itself with the Jamaica National Development Plan (Vision 2030) and the Government's six (6) medium-term strategic priorities that were approved by Cabinet on 2 November 2020 for 2021/2022-2024/2025 period:

- Macro-economic Stability and Fiscal Sustainability
- Inclusive Sustainable Economic Growth and Job Creation
- Rule of Law and Timely Justice Outcomes
- Social Protection
- Human Capital Development
- Healthcare and Wellness

## 1.2 MOT'S STRATEGIC PRIORITIES / 5 PILLARS OF COMPETITIVE ADVANTAGE

The New strategic framework employed by the Ministry will focus on developing a strong and resilient tourism workforce that buttresses excellence in the tourism sector and pave the way for Jamaica to achieve global and regional tourism/destination dominance. This new framework is hinged on the five pillars of Competitive Advantage:

1. Excellent Service and Experiences
2. World-Class Tourism Workforce
3. Effective and Efficient Institutions and Governance
4. Strong and Mutually Beneficial Partnerships, Relationships, and Engagements
5. Excellent Destination

## 1.3 STRATEGIC OUTCOMES

These five pillars of tourism excellence will produce the following strategic outcomes:

1. Increased visitor arrivals
2. Increased resilience & sustainability of Tourism Sector
3. Increased offering of natural & cultural heritage experiences
4. Increased level of participation by tourists in activities connected to natural and cultural heritage
5. Improved readiness of the tourism workforce for employment
6. Increased rate of innovation in the tourism sector
7. Increased share of tourism value chain produced and delivered by Jamaican businesses
8. Reduced level of harassment of tourists
9. Increased satisfaction in the Jamaican tourism experience
10. Increased number of Jamaicans who perceive that tourism is making a positive contribution to social and economic development
11. Increased use of evidence in decision making, policy, and strategy
12. Increased economic Impact for Jamaica
13. Increased levels of investments in the tourism sector
14. Increased ranking of Jamaica as a competitive destination

#### 1.4 ALIGNMENT OF THE MINISTRY'S PRIORITIES AND OUTCOMES WITH GOJ'S PRIORITIES

	GOJ'S PRIORITIES				
	HUMAN CAPITAL DEVELOPMENT & SOCIAL PROTECTION		INCLUSIVE SUSTAINABLE ECONOMIC GROWTH AND JOB CREATION		
	MOT'S PRIORITIES				
	World-Class Tourism Workforce	Excellent Service and Experience	Efficient and Effective Institution and Governance	Strong & Mutually Beneficial Partnerships, Relationships & Engagements	Excellent Destination (Support factors and Resources)
OUTCOMES					
Increased resilience & sustainability of Tourism Sector	✓	✓	✓	✓	✓
Increased offering of natural & cultural heritage experiences	✓		✓	✓	✓
Increased level of participation by tourists in activities connected to natural and cultural heritage	✓	✓	✓	✓	✓
Improved readiness of the tourism workforce for employment	✓	✓		✓	
Increased rate of innovation in the tourism sector			✓	✓	✓
Increased share of tourism value chain produced and delivered by Jamaican businesses	✓			✓	✓
Reduced level of harassment of tourists			✓	✓	✓
Increased satisfaction in the Jamaican tourism experience	✓	✓			✓
Increased number of Jamaicans who perceive that tourism is making a positive contribution to social and economic development			✓	✓	
Increased use of evidence in decision making, policy, and strategy		✓	✓	✓	✓
Increased economic Impact for Jamaica	✓	✓	✓	✓	✓

## 1.5 VISION AND MISSION STATEMENT

### Vision Statement

"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"

## 1.6 Core Values

- Professionalism
- Integrity
- Respect
- Excellence
- Succession Planning

## 1.7 STRATEGIC OBJECTIVES

These strategic outcomes are underpinned by the strategic objectives that specify what must be accomplished in order for the Ministry to achieve its mandate. The strategic objectives are outlined below:

- To increase the levels of visitor satisfaction in tourism products and services
- To increase the levels of visitor satisfaction in personal health and safety
- To increase # of new and returning visitors to Jamaica
- To increase the number of trained and qualified workers in the tourism sector
- To increase the number of licensed tourism entities
- To increase locally generated share of the tourism value chain
- To increase the levels of new investments in the tourism sector
- To reduce environmental footprints per visitor
- To reduce downtime/disruptions in tourism operations
- To increase visitor arrivals
- To increase the number of Jamaicans with a positive perception of tourism's contribution to economic development
- To increase the number of active local and international partnerships
- To increase visitor's satisfaction in tourism infrastructure and amenities
- To increase visitor's satisfaction in the quality and natural and built environment
- To increase innovation and entrepreneurial skills within the tourism industry
- To improve Jamaica's ranking as a competitive destination

## 1.7 MEDIUM TERM 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 2025.
  - b) To train and certify at least 5,000 local tourism workers per annum up to 2025.
  - c) To increase the total number of seats through airlift support to at least 200,000 and to maintain that number until at least 2025.
  - 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 2025.
  - e) To build a total of, and bring into operation, five Artisan Villages in resort areas across Jamaica by 2025
  - f) To increase the number of new international and local partnerships that support the growth of the industry by 2025
  - g) To review the JTB's licensing regime and align with the current business environment by 2025
- Improved Welfare for Tourism Workers
  - a) To enrol at least 5,000 contributing tourism workers into the Tourism Workers' Pension Scheme by 2025.
- A Sustainably Managed Sector.
  - a) To plan and implement one *Spruce-up Jamaica* project each year in a resort area up to 2025.
  - b) To develop and upgrade 10 public beaches across Jamaica by 2025.
  - c) 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 2025
  - d) To conduct one environmental training in each resort area annually up to 2025
  - e) To increase the number of licensed and operating Community Tourism Enterprises to 20 by 2025
- Safe and Secure Resorts
  - a) To support the recruiting, training and deployment of 200 District Constables each year up to 2025.
  - b) To conduct one Disaster Management / Business Continuity Management Workshop in each resort area annually up to 2025.
- 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 2025.
  - b) To plan and implement a public awareness campaign through multiple media channels on an ongoing basis up to 2025.

### Financial & Fiduciary Perspective

- Financial Accountability and Management

- a) To align the Ministry of Tourism's policies and practices with the Government's upcoming Public Procurement Act by 2023
- Fiscal Management
  - a) To divest Bath Fountain Hotel and Spa and Milk River Mineral Bath by 2025.

### **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 2023.
  - b) To prepare a Tourism Strategy and Action Plan for Jamaica by 2022.
  - c) To prepare an updated Economic Impact Assessment of the Jamaica Tourism Sector for the Ministry by 2023
  - d) To move the Destination Assurance Framework and the Water Sports Policy through the entire policy cycle to final approval by Cabinet by 2023.
- Improved Public Service Delivery
  - a) To implement the Customer Service Policy and Framework within the Ministry of Tourism by 2023.
- Operational Excellence
  - a) To implement a comprehensive M&E system to systematically assess all policies, programmes, and projects by 2023.

### **Learning & Growth**

- People Capacity
  - a) To have at least 80% of Ministry staff complete formal training for their substantive posts by 2025.
  - b) To have at least 40% of Ministry staff cross-trained by 2025.
- Technology, Innovation & Partnerships
  - a) To increase the number of new international and local partnerships that support capacity building by 2025
- 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 fully implement MyHR+ within the Ministry of Tourism by 2023.
  - c) To develop and implement an Information Governance Framework within the Ministry by 2023.
  - d) Implement within the MT the GoJ's new Records and Information Management (RIM) plan by 2023

## 1.8 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 ensure 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 existing and building 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 5 million stop-over visitors to Jamaica by 2025

### 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 2025.

### 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 sustainable 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.

## 2. STRATEGIC FRAMEWORK

As the Ministry of Tourism adapts and implements the Blue Ocean strategic framework to recover the sector from the impacts of the Covid-19 pandemic; the overarching strategic philosophy will be underpinned by the 5 Strategic Pillars of Tourism Destination Competitiveness. These Pillars will ensure that the Re-imagining of Jamaica's Tourism sector remains grounded in the generally accepted tourism principles and best practices that deliver a well-governed, resilient, sustainable, innovative, and inclusive tourism sector. The strategy of the 5-Pillars will also be supported by the emerging paradigms of Destination Assurance, which promises visitors a 'safe, secure, and seamless experience.

The 5-Pillars of Destination Competitive Advantage are outlined and defined below:

### **Pillar 1: Excellent Service and Experiences.**

Jamaica promises to deliver to visitors a safe, secure, and seamless experience which will encourage visitors to return and to recommend the destination to others. Jamaica also promises to be at the forefront of product development by providing a continuous stream of innovative tourism products and services that address multiple passion points and that appeals to a niche market. Innovation, entrepreneurship, and a total quality of experience approach will be the driving force behind this pillar; and it will be supported by the regular monitoring of visitor satisfaction and the tracking of industry performance. The various destination elements will be managed through programmes, systems, structures, and processes that bring public and private tourism organizations together to deliver on the promise of Destination Assurance.

### **Pillar 2: World-Class Tourism Workforce.**

Jamaica will recruit, train and retain an efficient and motivated labour force that learns and adapts, demonstrates a strong work ethic with a customer service orientation, proficient in the uses of information technology, innovative and entrepreneurial, and able to operate in a global and multi-cultural environment.

### **Pillar 3: Effective and Efficient Institutions and Governance.**

Jamaica will create an institutional framework for destination management and governance that is effective, efficient, and transparent and that sets the direction, form and structure for a competitive tourism destination. Policies and strategies for the planning and management of the destination will be evidence-based and supported by a robust regime for the timely collection, analysis, and reporting of tourism data; and they will also facilitate and enable broad-based, balanced, and equitable social and economic development. The legal and regulatory framework for tourism will ensure fair competition, enforce high standards of safety and security for visitors, and protect the environment, culture and natural heritage of Jamaica for future generations.

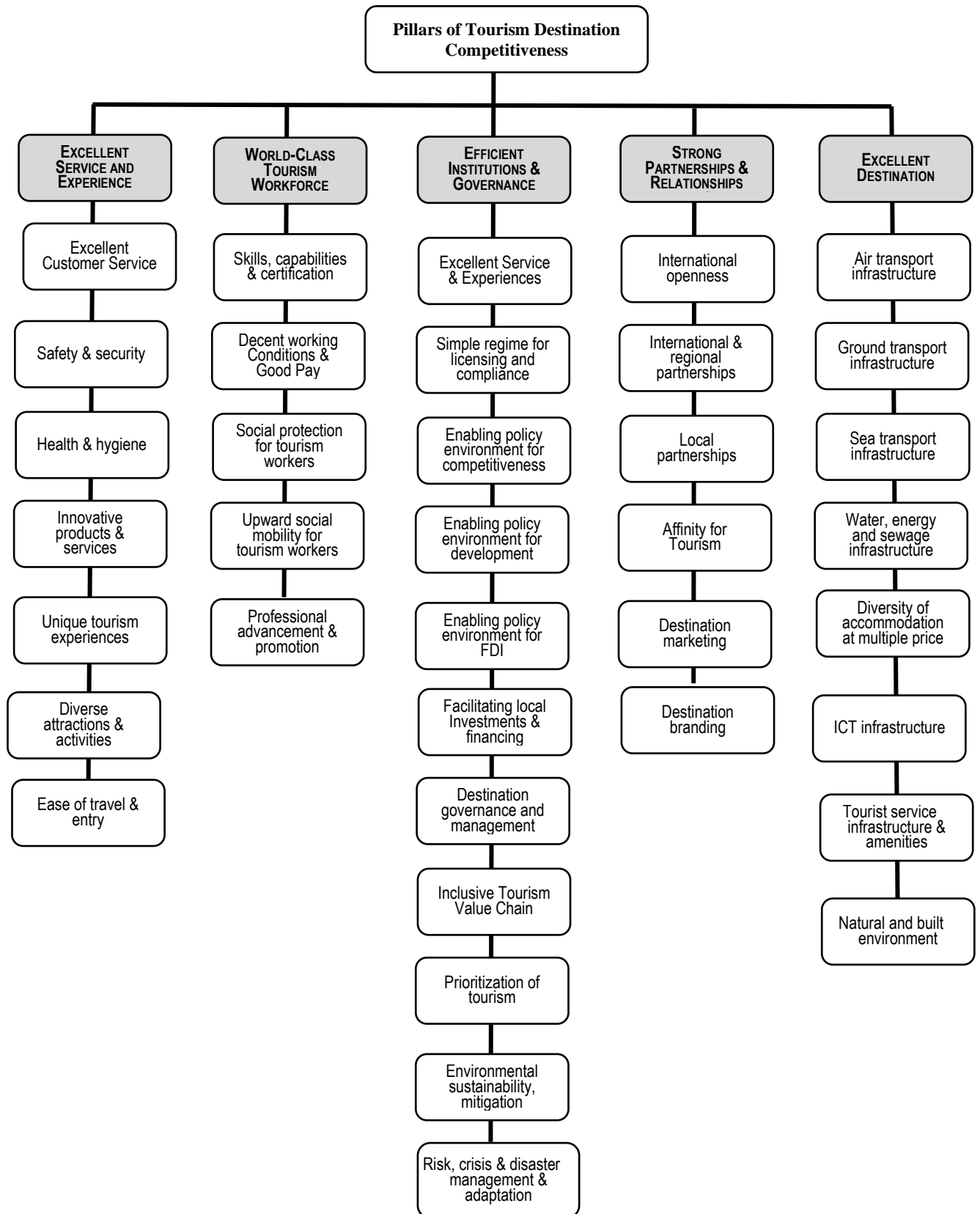
#### **Pillar 4: Strong and Mutually Beneficial Partnerships, Relationships and Engagements**

Collaboration among tourism stakeholders must take place in an environment of trust, transparency and accountability that delivers real value through the creation of mutual benefits that are equitably distributed. All the work of the Ministry of Tourism will be based on ongoing consultation and dialogue with stakeholders.

#### **Pillar 5: Excellent Destination**

Sound physical and tourism service infrastructure is indispensable for the development of an enjoyable, resilient, sustainable, and smart tourism destination as a pillar of the economy. Supporting factors and resources facilitate tourism development and competitiveness by amplifying and magnifying the impact of core tourism resources. This will be achieved through ongoing comprehensive destination planning to ensure the availability and continuous improvement of quality infrastructure.

Below is a diagrammatic representation of the **5-Pillars** and the **36-Sub-Pillars of Tourism Destination Competitiveness**:



### 3. 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 organization's goals, programmes and capacities to the social and economic environment in which it operates.

#### SWOT

<b>S</b> TRENGTHS	<b>W</b> EEKNESS	<b>O</b> PPORTUNITIES	<b>T</b> HREATS
Natural attractions that appeal to tourist	Over concentration of tourism development along coastal areas	New Generation COVID - Opportunities for new markets	Pandemic
Rich and diverse culture with an international profile	Transportation systems/networks and accessibility	Vaccine Tourism	Crime & violence
Strategic location for ease of access by air and sea from any point in the Caribbean	Tourist Harassment	Domestic Tourism	Weakened economies in the traditional markets/Global economic crisis
Jamaica has identified several key passion points of visitors on which to broaden the benefits of tourism	Quantity, Quality, and diversity of attractions	Upskilling the workforce can be done during this downtime.	Uncertainty and the rising cost in the aviation industry
Implementation of Health & Safety Protocols that were established to contend with COVID-19, which have found favour with a global oversight body.	Underdevelopment of community and rural tourism	Increases digitization and digital dexterity.	Climate change
Innovative capacity of the planning layers of the industry.	Insufficient public utilities, infrastructure and accessibility re attractions and activities	Increased levels of vaccination in Jamaica and across the world	Market imports, labour issues, health disruptions.
Responsiveness in adapting to change	Infrastructure in hotels		
Strong policy direction and leadership	High susceptibility to exogenous shocks		
Jamaica has a strong brand, supported by world-class marketing	Low levels of innovation		
Jamaica is strategically located – supported by five cruise terminals and three international airports.	Deficiencies in human capital		
Jamaica has warm weather/climate – key to strategic aim of becoming preferred warm weather destination, as per Blue Ocean Strategy	Lack of evidence-based decision making		

**PESTEL**

<b>POLITICAL</b>	<b>ECONOMIC</b>	<b>SOCIAL</b>	<b>TECHNOLOGICAL</b>	<b>ENVIRONMENTAL</b>	<b>LEGAL</b>
COVID-19 reduces international cooperation	Covid-19 reduces the amount of available for recreational expenditure in source markets (short to medium term)	Social unrest due to depressed economy (reduced income – increased unemployment) caused by Covid-19	Move to a Smart destination	Sufficient legislative, regulatory and policy support	Reducing the ecological burden of each visitor
The need to have a coherent evidence-based approach to deal with Covid	Decline in visitor arrivals, earnings and tax revenue (short to medium term)  • Impact on fiscal space		Increased reliance on ICT especially by small and medium size enterprises	Importance of updating existing tourism legislations	<ul style="list-style-type: none"> <li>Weather related impacts on infrastructure and Agriculture</li> </ul>

**RISK ASSESSMENT**

<b><u>HIGH IMPACT - LOW LIKELIHOOD</u></b> <ul style="list-style-type: none"> <li>• Seismic hazards</li> <li>• Pandemics</li> <li>• Disruptions to global travel</li> </ul>	<b><u>HIGH IMPACT - HIGH LIKELIHOOD</u></b> <ul style="list-style-type: none"> <li>• Reduction of the competitiveness of the airline industry (due to Covid)</li> <li>• Hydro metrological hazards</li> <li>• Epidemics and vector control</li> <li>• Hurricane and natural disasters</li> <li>• Social unrest/Crime/harassment</li> <li>• Foreign ownership concentration in the tourism sector</li> <li>• Cyber-crimes / Data protection risk</li> </ul>
<b><u>LOW IMPACT - LOW LIKELIHOOD</u></b>	<b><u>LOW IMPACT - HIGH LIKELIHOOD</u></b> <ul style="list-style-type: none"> <li>• Devaluation of the Jamaican currency</li> <li>• Normalization of Cuba and US relations</li> </ul>

**Conclusions from Environmental Scan**

Jamaica's tourism industry operates in a dynamic environment that involves many interconnected sectors such as Health, Agriculture, Entertainment, Manufacturing etc. As a result, it is constantly evolving and is particularly vulnerable to unexpected threats from multiple directions.

These threats will have a significant impact on the tourism sector and may come in many different forms, including natural disasters, such as earthquakes and floods, political unrest, terrorist attacks, and health threats such as the global Covid-19 pandemic that brought the tourism sector to a grinding halt in 2020.

The Ministry has also identified several high impacts – high likelihood risk factors that may negatively impact the tourism industry. These risks will be monitored through the Ministry's Research and Risk Management department as well as the Global Tourism Resilience and Crisis Management Centre. Managing these risks will require a collaborative effort among local and international partners and other tourism stakeholders. In this regard, the Ministry will conduct regular stakeholder engagements to create innovative strategies that will minimize the effect of these risks and provide a sense of assurance within the destination.

The Ministry of Tourism, in analyzing both Jamaica's current situation and the global and regional environments, recognizes that in order for Jamaica to reposition itself as a globally competitive destination, post-Covid-19, it must realign its focus on the following areas:

- **Destination Assurance** – Creating a safe, secure, and seamless destination that focuses on meeting the actual demands of our visitors in a healthy environment. This would involve a collaborative effort among government entities (Ministries of Education, National Security, Local Government etc.; Police, Fire, Parish Council, NWA...), NGOs, Private Sector and other tourism stakeholders.

- **Resilience and Environmental Sustainability** - Improving the risk management strategies within the tourism industry, making it more adaptable, sustainable, and responsive to pandemics, epidemics, hydro metrological hazards, cyber-crimes, and other environmental, reputational, structural, natural or man-made risks.
- **Innovation and Entrepreneurship** – Human capital development within the tourism industry will create a highly-skilled, technologically capable, multi-lingual, and culturally competent workforce that is internationally certified and able to compete internationally and will be able to command a satisfactory remuneration package. Local entrepreneurs will be able to target local investors to invest in new attractions, new experiences and carve out a bigger portion of the local tourism value chain.
- **Research, Data Collection and Analysis** - Evidenced-based information is critical to the decision-making process of the Ministry and the overall tourism sector. Research and data collection will provide the impetus needed to create innovative strategies for tourism development.
- **Tourism Culture for All** – In building a competitive and sustainable destination, the Ministry must foster the development of a tourism culture from an economic, psychological, and physiological standpoint, where everyone understands how tourism ties their activities to economic benefits.



### 3. 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:

- 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



#### 4. PROGRAMME DESCRIPTION AND OBJECTIVES

##### PROGRAMME # 1: EXECUTIVE DIRECTION AND MANAGEMENT

<p><b>OBJECTIVE(S):</b></p> <p><b>DESCRIPTION &amp; CONTEXT</b></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>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><b>SUB-PROGRAMME 1.1</b></p> <p><b>OBJECTIVE(S)</b></p> <p><b>DESCRIPTION &amp; CONTEXT</b></p>	<p>Policy Planning and Development</p> <p>1. To develop and promulgate regulations, standards and guidelines for tourism initiatives and projects whose implementation will ensure a seamless experience for visitors?</p> <p>2. To carry out ongoing research to ensure that new and existing tourism policies, initiatives, and projects are evidence- based.</p> <p>3. To monitor and evaluate tourism policies, initiatives, and projects to ensure their continuing alignment with the Ministry's vision, mission, and strategic objectives</p> <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>

<b>SUB-PROGRAMME 1.2</b>	Central Administration
<b>OBJECTIVE(S)</b>	<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>
<b>DESCRIPTION &amp; CONTEXT</b>	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><b>PROGRAMME OBJECTIVE(S)</b></p> <p><b>PROGRAMME DESCRIPTION &amp; CONTEXT</b></p>	<p>1) To increase visitor 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><b>SUB-PROGRAMME 2.1</b></p> <p><b>OBJECTIVE(S)</b></p> <p><b>DESCRIPTION &amp; CONTEXT</b></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><b>SUB-PROGRAMME 2.2</b></p> <p><b>OBJECTIVE(S)</b></p> <p><b>DESCRIPTION &amp; CONTEXT</b></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

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

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

SUB-PROGRAMME 3.2	
Business Development	
OBJECTIVE(S)	(1) To upgrade the tourism value chain to become more competitive and socio-economically inclusive.

<p><b>DESCRIPTION &amp; CONTEXT</b></p>	<ul style="list-style-type: none"> <li>(2) To build the capacity of local tourism entrepreneurs to become more innovative.</li> <li>(3) To expand linkages by integrating the tourism value chain into the wider Jamaican economy.</li> </ul> <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 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><b>SUB-PROGRAMME #3.3</b></p> <p><b>OBJECTIVE(S)</b></p> <p><b>DESCRIPTION &amp; CONTEXT</b></p>	<p>Destination Assurance</p> <ul style="list-style-type: none"> <li>(1) To exceed the target for visitor satisfaction with the quality of goods and services offered within the destination.</li> <li>(1) To increase the percentage of repeat visitors to Jamaica.</li> <li>(2) To increase the percentage of trained and internationally certified workers in the tourism sector.</li> <li>(3) To support the management of the destination in an environmentally sustainable manner.</li> </ul> <p>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.</p>

#### 4.1 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:

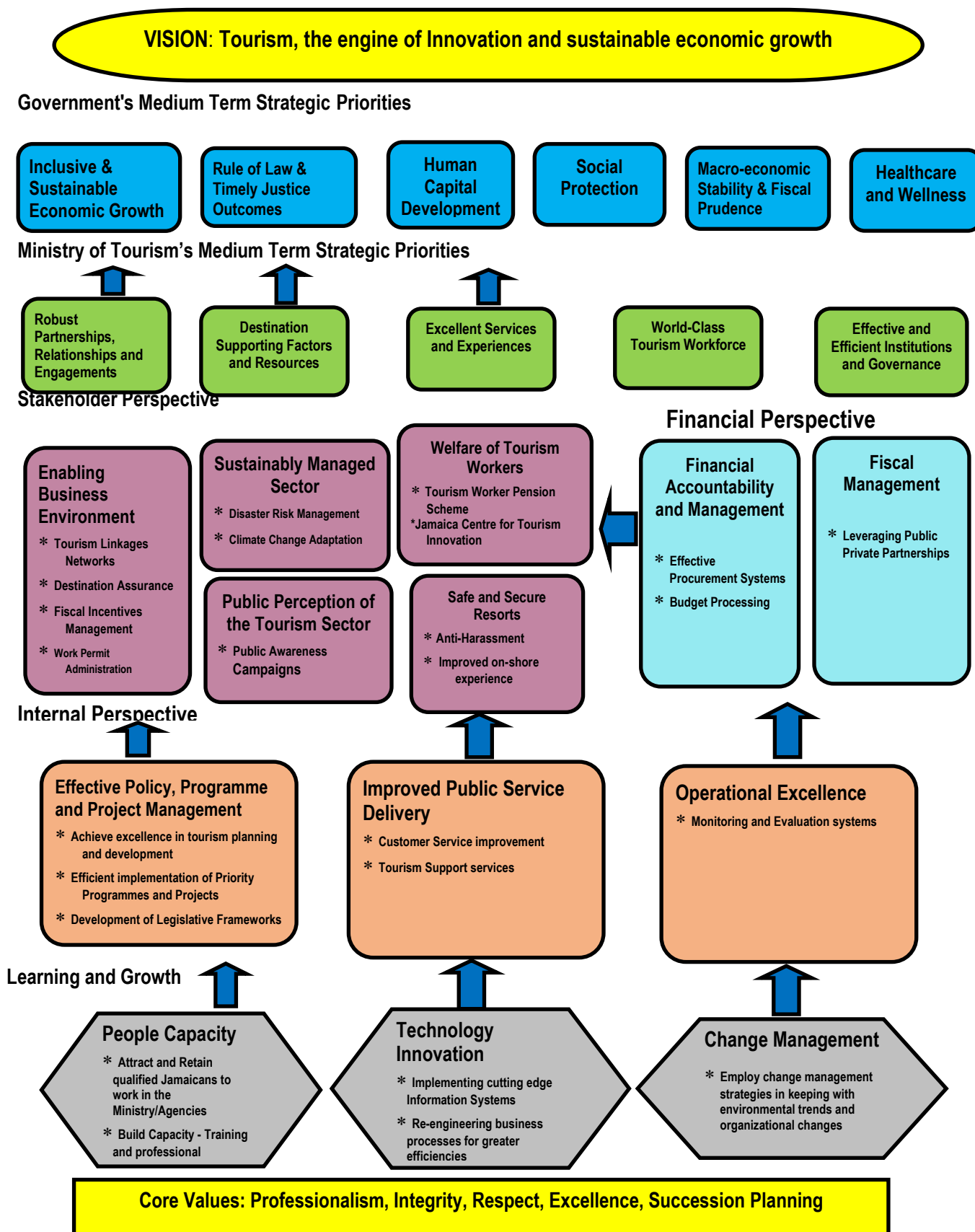
Project / Initiative	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	20 21/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Amendment of the JTB Act	Amendment to the JTB Act approved	Cabinet Submission Drafted	Amendment 50% completed	10% of Amendments completed	0	0	
Amendments to the Tourism Worker Pension Scheme Act.	TWPS Act amended	.	Amendments to Legislation for Pension Scheme Approved in Parliament	10% completed. Cabinet Submission is being drafted.	0	0	N/A
Water Sports Policy	Green Paper approved by Cabinet	Draft Amendment to the Customs (Import Prohibition) (Personal Water Crafts) Order, 2019	Approval of Green Paper by Cabinet	70% completed. Draft Policy Document revised and circulated for final comments	J\$850,000	0	The finalization of the document was delayed
Destination Assurance	Green Paper Approved	Concept Paper approved by Cabinet	Approval of Green and White Papers by Cabinet	• 70% Completed.	J\$1.2M	0	Consultant to submit final document by end of November 2021.
Revision of Community Tourism Policy	Policy Revised and approved		Cabinet Submission prepared and submitted to Cabinet	Concept Paper 100% completed and  Cabinet Submission 100% completed	J\$20M	0	Project execution to be carried out by the Jamaica Social Investment Fund (JSIF)
Milk River Mineral Bath and Bath Fountain St.	Completion of Due Diligence Activities to	WRA Engaged for Water Flow Study	Hydrological /Waterflow Study for Milk River and Bath Fountain Hotel	Water Flow Study 9% Completed initiate	J\$1.1M	J\$550K	Waterflow Studies for both entities expected to be completed in Q3

Project / Initiative	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	20 21/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Thomas Public Private Partnership	support PPP		Completed				FY2021/2022
Tourism Destination Development and Management and Plan	Destination Development and Management Plan for Negril completed	- Stakeholder's engagements report drafted  Destination Assessment field survey completed	Destination Management Plan for Negril completed	Stakeholders' engagements completed  Landscape Assessment Report 50% completed	0.	0	NA
Tourism Strategy and Action Plan	10 yr Strategy and Action Plan (Master Plan) completed	Stakeholder's engagement sessions completed.	Stakeholders Engagement and Landscape Assessment completed	Stakeholders Engagement Completed  Landscape Assessment Surveys Completed  Landscape Assessment Report 50% Completed	J\$21M	J\$15.9M	Field survey data to be analysed and Landscape assessment report to be completed by Q4 2021/22
Public Sector Modernization  MyHR+	MyHR+ system Fully implemented	Phase 1 of the project implemented to include training of staff	To standardise / modernise the HR /Payroll system within the Ministry	Phase 1 B of the project is completed, and the system is currently operational within the Ministry	0	0	Leave application and approval system is currently being rolled out.
Pension Administration in the Public Service	Improved efficiency of Pension Administration in the Public	•1st phase of Registration of all employees  •Uploading of Service History	100% of employees registered on the system	100% of employee was registered to the system at the end of September 2021	0	0	

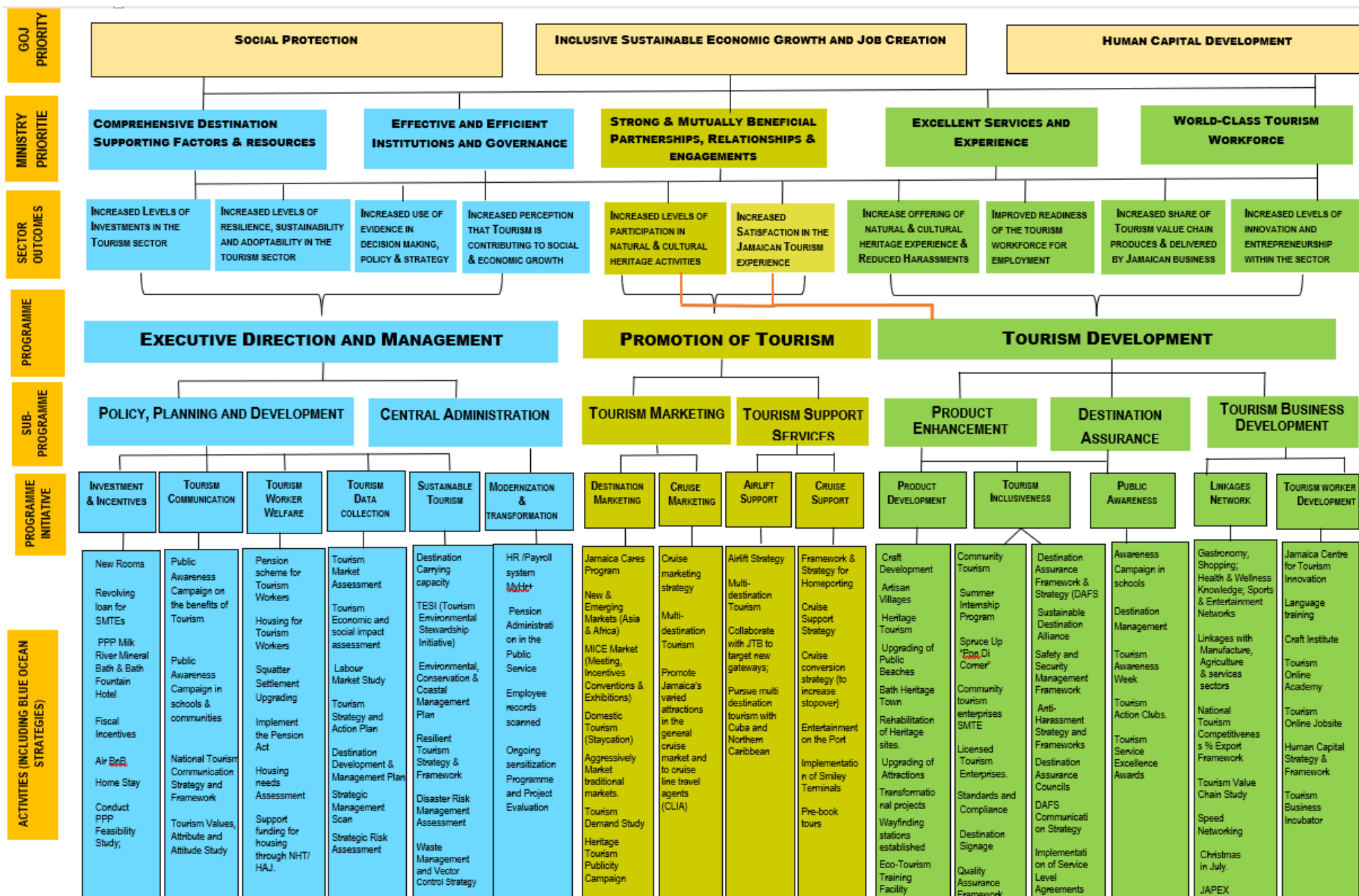


Project / Initiative	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	20 21/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
	Service						
Modernization/Transformation of MOT Records and Information systems	Digitization of records	Re-orientation of the Records Centre  Removal of records that have surpassed retention period	Disposal of records that have surpassed retention period  Draft RIM procedure manual	Re-activation of RIM committees in two (2) Public Bodies  MOT RIM policy completed	0	0	NA
	Review of the organization and improved business process flow	New structure and business processes 80% implemented	Implement the remaining 20% monitor and evaluate system for adjustments or otherwise	New structure and business processes 80% implemented	0	0	NA

### 4.3 MINISTRY'S STRATEGY MAP



## 4.4. PROGRAMME ACTIVITY ARCHITECTURE



## 5. PROGRAMME IMPLEMENTATION

### PROGRAMME NAME: EXECUTIVE DIRECTION AND MANAGEMENT

<p><b>PROGRAMME OBJECTIVE:</b></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><b>SUPPORTING GOJ POLICY PRIORITY: Inclusive Sustainable Economic Growth and Job Creation</b></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><b>Programme Goal:</b></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><b>Vision 2030 National Goal: #3 - "Jamaica's economy is prosperous"</b></p>	<p><b>Sector Outcome:</b></p> <ul style="list-style-type: none"> <li>▪ Increased economic Impact</li> <li>▪ Improved welfare of the tourism workers</li> </ul>	<p><b>Budget No.: 17000</b></p>
<p><b>Vision 2030 National Outcome:</b> Internationally Competitive Industries – Tourism</p>	<p><b>Contribution to GOJ Strategic Priority:</b></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>	

Programme/ Sub programme Initiative	Intended Results (Output)	Performance Indicator	Baseline	2021/2022 Projected Outturn (Where you expect to be by end of current FY)	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
SUB-PROGRAMME / PROJECTS/ INITIATIVES										
LEGISLATIONS										
Act Amendment for JTB	To modernize the legislation and the licensing processes of tourism entities	% /Level of progress made towards amendment of the Tourist Board Act	10% Completed	-Act is being reviewed by relevant stakeholders for comments/feedback	50%	70% Completed	100% Completed			
Bath Fountain and Milk River Hotel Act	To modernize legislation to allow for the divestment of both entities	% /Level of progress made towards amendment of the Act	Cabinet approval received for drafting instructions to Chief Parliamentary Council (CPC) for amendment of the Act	Drafting instructions sent to CPC  First Draft of Bill received from the Chief Parliamentary Counsel (CPC)	20% Complete  Cabinet Submission being finalized for amendment of both Acts	100% Completed	Bill amended and operationalized			
Amendment to the Tourism Worker Pension Scheme	To allow for enrolment of members and protection of workers who would have been 59 when the Scheme commenced	Operational pension scheme for tourism workers	Legislation Passed and Pension scheme gazetted in January 2020 however due to Covid-19 amendments were necessary	10% Complete	Amendments 100% completed	Pension Scheme fully operational				
POLICY FORMULATION AND TECHNICAL COORDINATION DIVISION										
Tourism Economics and Facilitation										
Tourism Economic Performance	Comprehensive Framework and reporting of tourism economic performance	Monthly, Quarterly and Annual Tourism performance reports. Reports to include	Framework for data collection established in 2019/2020	12 Monthly reports finalized, 4 Quarterly reports prepared, and 1 annual report drafted	12 Monthly reports finalized, 4 Quarterly reports prepared, and 1 annual report drafted	12 Monthly reports finalized, 4 Quarterly reports prepared, and 1 annual report drafted	12 Monthly reports finalized, 4 Quarterly reports prepared, and	12 Monthly reports finalized, 4 Quarterly reports prepared.		TE&F

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
		tourism investments, fx earnings, visitor arrivals, employment, contribution to GDP, incentives, concessions, visitor profiles, spend per tourist, length of stay, etc.					1 annual report drafted	and 1 annual report drafted		
Economic and Social Survey of Jamaica	Economic and Social Survey of Jamaica (ESSJ)- Tourism Chapter	Tourism policies, programmes and economic performance submitted to the ESSJ within the timeframe specified by PIOJ	Tourism Chapter of the ESSJ prepared for respective financial year	Tourism Chapter of the ESSJ prepared for 2021	Tourism Chapter of the ESSJ prepared for respective year	Tourism Chapter of the ESSJ prepared for respective year	Tourism Chapter of the ESSJ prepared for respective year	Tourism Chapter of the ESSJ prepared for respective year	TE&F	
World Economic Forum Travel & Tourism Competitiveness Report	Report of the Jamaica's Performance in the Travel & Tourism Competitiveness Index	Report completed in the 3 <sup>rd</sup> quarter every 2 years	Last report produced in 2019; TTCI study is done every 2 years	Report of the Jamaica's Performance in the Travel & Tourism Competitiveness Index-2021	Not applicable	Report of the Jamaica's Performance in the Travel & Tourism Competitiveness Index	Not applicable	Report of the Jamaica's Performance in the Travel & Tourism Competitiveness Index	TE&F	
Tourism Fiscal Incentives and Concessions	Fiscal Incentives and Concessions processed and report to reflect number of applications processed and approved	Applications thoroughly vetted and submitted to the Committee for approval in a timely manner		Fiscal Incentives and Concessions processed and report to reflect number of applications processed and approved	Fiscal Incentives and Concessions processed and report to reflect number of applications processed and approved	Fiscal Incentives and Concessions processed and report to reflect number of applications processed and approved	Fiscal Incentives and Concessions processed and report to reflect number of applications processed and approved	Fiscal Incentives and Concessions processed and report to reflect number of applications	TE&F	

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
					Full Transition to Asycuda System for accommodation, attractions, and ground transportation providers			processed and approved		
	Database for Fiscal Incentives and Concessions	Database updated once an application is approved.  Database also analysed and information included in tourism economic performance reports		Updated database to reflect new approvals  Analysis of database to be included in tourism economic performance reports	Update database to reflect new approvals  Analysis of database to be included in tourism economic performance reports	Update database to reflect new approvals  Analysis of database to be included in tourism economic performance reports	Update database to reflect new approvals  Analysis of database to be included in tourism economic performance reports	Update database to reflect new approvals  Analysis of database to be included in tourism economic performance reports	TE&F	
	Assess and make recommendation s from the Carrying Capacity Study conducted by the Transport Authority	Findings and recommendation s of the carrying capacity study	Findings from the study analysed and meetings held with the Transport Authority and TPDCo within the stipulated timeframe	Present findings and recommendations of the carrying capacity study	Implementation of recommendations and assessment of results if necessary	Implementation of recommendations and assessment of results if necessary	Not applicable	Not Applicable	TE&F	
Work Permit Applications	Work permit applications vetted at MLSS Work Permit Committee for qualified	Applications thoroughly vetted at MLSS Work Permit Committee and meetings		Applications vetted and approved. Reports produced quarterly and annually	Applications vetted and approved. Reports produced quarterly and annually	Applications vetted and approved. Reports produced quarterly and annually	Applications vetted and approved. Reports produced quarterly and	Applications vetted and approved. Reports produced quarterly and	TE&F	

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
	expatriates and reports prepared	attended bi-weekly					annually	annually		
	Robust Work Permit Database	Database updated once an application is approved.  Database also analysed and information included in tourism economic performance reports	Microsoft Access and Excel Work Permit Database	Database updated once an application is approved.	Database updated and used to generate queries and performance analysis	Database updated and used to generate queries and performance analysis	Database updated and used to generate queries and performance analysis	Database updated and used to generate queries and performance analysis	TE&F	
Tourism Investments Database	Tourism Investments Database	Tourism Investments Database updated in a timely manner		Tourism Investments Database updated	Tourism Investments Database updated	Tourism Investments Database updated	Tourism Investments Database updated	Tourism Investments Database updated	TE&F	
Consumption of Agricultural Products Assessment	Consumption and demand patterns of agricultural products by the tourism sector and make recommendations for intervention.	Findings and recommendation s of data analysis	Data analysed and meetings held with the Ministry of Agriculture and Fisheries, the tourism sector within the stipulated timeframe	Findings and recommendations of data analysis	Implementation of recommendations and assessment of results in collaboration with the Tourism Linkages Network	Implementation of recommendations and assessment of results in collaboration with the Tourism Linkages Network	Not applicable	Not applicable	TE&F	
Information Governance Framework	Information Governance Framework and Data Management System	Prepare TOR for Information Governance Framework	Meetings with public bodies to discuss the proposed Information Governance	Engage Consultant to prepare TOR for the Information Governance Framework Consultancy	Engage Consultant to prepare the Information Governance Framework	Implementation of recommendations from the Framework-hardware and software	Implementation of recommendations from the Framework-hardware and	Implementati on of recommendations from the Framework-hardware and	TE&F	



Programme/ Sub programme Initiative	Intended Results (Output)	Performance Indicator	Baseline	2021/2022 Projected Outturn (Where you expect to be by end of current FY)	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026	
			Framework			implementation along with staff training	software implementation along with staff training	software implementati on along with staff training	
Labour Market Study	Review Findings of Labour Market Surveys and prepare the Labour Market Study	Labour Market Study	Data sets from the surveys analyzed and findings presented within the stipulated timeframe	Data sets from the surveys analyzed and findings presented within the stipulated timeframe	Engage Consultant to prepare the Labour Market Study  Present Labour Market Study and implement recommendations from the study	Implement Recommendations from the Labour Markey Study	Not applicable	Not applicable	TE&F
Tourism Trade and International Relations									
Tourism Diplomacy linked to Ministry Priority of “Strong and Mutually Beneficial Partnerships, Relationships and Engagements”	1) Partnership Strategy  2) Targeted Implementation Framework for Saudi Arabia/Jamaica MOU on Tourism	Partnership Strategy approved by appropriate authorities  Approved guiding implementation framework for MOU and specific priorities projects identified for execution – community		Brainstorming sessions for first draft  MOU signed by November 2021	Completed draft strategy for stakeholder consultations  Internal discussions to identify key projects and opportunities for cooperation activities and project proposal to Saudi Arabia	Strategy Approved  Projects ongoing  UNWTO EC Membership	Implementation with partners  Projects ongoing	review and appropriate update	TT&!R – stakeholde rs  Bilateral – Saudi Arabia, MFAFT, TT&!R, relevant public entities

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
	3) Candidature to UNWTO Executive Council for the period 2023-2028 (when Guatemala's term ends)  4) Multi-destination tourism arrangements	tourism  Successful election to the UNWTO Executive Council in 2023   Agreed MOUs and framework agreements for selected countries in the arrangement		NONE	Development of relationships for endorsement at June 2022 CAM and election at UNWTO GA in 2023 – Cabinet Approval for Candidature  Concept Note developed/Frame work developed, including consultations	employed strategically for partnerships and influence for Tourism priorities  Cabinet Approval of Arrangement/Agreement	Implementation with partners		MFAFT and TT&IR	
Tourism Policy and Monitoring										
Destination Assurance Framework and Strategy	Framework and Strategy approved as a White Paper	White Paper approved by parliament	Draft Green Paper Completed	Green Paper submitted to Cabinet for approval	Green paper approved by Cabinet  Consultations held  White Paper Approved by Cabinet	White paper tabled in Parliament	Oversight to policy implementation and actions by key partners.	Oversight to policy implementation and actions by key partners.	TPMD	
Revised Tourism Networks Policy and Strategy	Revision of the Tourism Networks Policy to include a registration framework to	Revised Tourism Networks Policy approved as a White Paper	Initial discussions held with the Linkages Network  Research started	Concept Paper and Cabinet Submission developed and submitted	Draft Tourism Networks Policy and Strategy prepared	Tourism Networks Policy approved as a White Paper	Oversight to policy implementation and actions by key partners	Oversight to policy implementation and actions by key partners.		

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
	enable SMTE's to access financing and other benefits									
Revision of the Community Tourism Policy and Strategy which was approved in 2015	Revised Tourism Networks Policy approved as White Paper	Policy support provided to facilitate the Revision of Community Tourism Policy and Strategy	5-year assessment is now due  Proposal approved by JSIF  Concept Paper and Cabinet Submission completed.	Provide policy and technical support to consultants and JSIF in the development of the Policy	Circulate revised Community Tourism Policy to MDAs for final comments  Support Consultant and JSIF in finalizing the Revised Policy and Strategy  Submit to Cabinet for approval as a Green Paper	Conduct public consultations  Revise Green Paper as required and submit to Parliament to be approved as a White Paper	Oversight to policy implementation and actions by key partners	Oversight to policy implementati on and actions by key partners		
	A streamlined licensing regime for community tourism enterprises (CTEs) to ensure increased compliance	Proposal made for Licensing regime committee prepared	Meeting of the Policy Coordinating sub-Committee held to discuss issues	Recommendations for revised requirements developed and reviewed internally	Recommendation s incorporated into the revision of the Community Tourism Policy	Revised requirements approved by the JTB Board	Monitor implementation and impact of new requirements	Monitor implementati on and impact of new requirements		
Water Sports Policy	Policy and Strategy approved as a White Paper	White Paper approved by parliament	Policy guidance obtained to finalize Draft Policy	Draft Water Sports Policy Finalized	Green Paper approved by Cabinet  Stakeholder	Green paper Revised  White Paper Table	Monitor implementation of Policy	Monitor implementati on of Policy	TPMD	

Programme/ Sub programme Initiative	Intended Results (Output)	Performance Indicator	Baseline	2021/2022 Projected Outturn (Where you expect to be by end of current FY)	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
			Draft Policy prepared		consultations held					
Climate Change and Multi Hazard Contingency Planning Programme	Capacity building training in Disaster Management implemented	Training Videos created for Disaster Plan Template	Disaster Plan Template being developed by consultants	Disaster Plan Template completed	Training Video completed	Training support provided to the sector to develop their Disaster Plans	Training support provided to the sector to develop their Disaster Plans	Training support provided to the sector to develop their Disaster Plans	TPMD	
	Activities coordinated and communication and information provided during any emergency or disaster	TEOC activities coordinated according to ODPEM standards and the SOP for the TEOC.	The TEOC is activated as required in response to emergency	Activation of the TEOC not anticipated	TEOC activated – as required	TEOC activated – as required	TEOC activated – as required	TEOC activated – as required		
	To strengthen the sector's capacity to coordinate, communicate and respond in the event of emergencies and disasters	Scheduled meetings of the Tourism Emergency Management (TEMC)  Technical and administrative support provided to the TEMC	2-3 TEMC meetings hosted per year	3 TEMC meetings held	2-3 TEMC meetings held as required	2-3 TEMC meetings held as required	2-3 TEMC meetings held as required	2-3 TEMC meetings held as required		
	Tourism Disaster Framework	Disaster Risk management Framework finalized	Disaster Framework Completed	Disaster Framework approved by TEMC	Incorporate Disaster Framework in Destination Assurance Strategy Sensitize sector	Sensitize sector on framework	Sensitize sector on framework	Sensitize sector on framework		

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
					on framework					
Sustainable Tourism Strategy and Action Plan	Promotion of Sustainable Tourism Initiatives and Projects  Sustainable Tourism Strategy and Action Plan	Completion of Sustainable Tourism Strategy and Action Plan	Work not yet started	Draft Concept Paper prepared	Draft Sustainable Tourism Strategy and Action Plan completed	Sustainable Tourism Strategy and Action Plan completed	Sustainable Tourism Projects implemented	Sustainable Tourism Projects implemented		
Tourism Environmental Stewardship	Support provided to TPDCo to undertake training initiatives for the sector	Sustainable Tourism Work plan and Training Objectives Developed	Sustainable Tourism initiatives undertaken by TPMB	Meeting held with TPDCo on way forward	Sustainable Tourism Work plan and Training Objectives Developed	Support provided to TPDCo	Support provided to TPDCo	Support provided to TPDCo		
Sustainable Tourism Measurement Framework	Obtain consensus and finalize measurement framework for sustainable tourism	Roadmap for development of the Framework prepared	Consultations and MOUs with relevant agencies for data collection and sharing	Guidance provided by UNWTO Statistic and Satellite Committee  Agree on prioritization of specific measurement indicators	Develop Concept Paper on Measurement Framework prepared	Green Paper approved by Cabinet  Framework developed	Implementation of Framework	Monitoring of Implementati on Activities		

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
Privatization of Milk River Mineral Bath and Bath Fountain St. Thomas	Completion of due diligence activities required for privatization of the Milk River Hotel and Spa and Bath Fountain Hotel and Spa	Trademarks registered for both entities  Socio-economic Assessment and Management Plan completed  Flood Assessment Study of Milk River Completed  Architectural Study Completed	Draft Water Flow Study completed by WRA  RFPs received for Socio-economic Assessment and Management Plan  TOR completed for the Milk River Flood Assessment	Water Flow Study Completed  Socio-economic Assessment and Management Plan commenced  Consultant Engaged to undertake Water Flow Study  Discussions held with JNHT	Trademark application submitted to JIPO  Socio-economic Assessment and Management Plan completed  Flood Assessment Study of Milk River Completed Study  Architectural Study Completed	Liaise with DBJ on engagement of Transaction Advisor	Liaise with DBJ on RFP for PPP	Monitor Activities of the PPP		
STRATEGIC PLANNING, PROJECTS AND PERFORMANCE MONITORING										
Tourism Strategy and Action Plan	Tourism Strategy and Action Plan document	Tourism Strategy and Action Plan document completed according to schedule	Stakeholder engagement Completed  Landscape Assessment underway (Report)	Stakeholder engagement completed  Landscape Assessment underway	Tourism Strategy and Action Plan document completed  Landscape Assessment Completed  J\$13.7M – IDB J\$10M - MoT	Public education and sensitization of contents, aim and objectives of the Tourism Strategy and Action Plan 2030  J\$5M	Public education and sensitization of contents, aim and objectives of the Tourism Strategy and Action Plan 2030  J\$5M	Public education and sensitization of contents, aim and objectives of the Tourism Strategy and Action Plan 2030  J\$5M	SPPM	
Destination Development and Management Plan	Stakeholders Consultations  Destination Assessment and Inventory	1 Destination Development and Management Plan completed each financial year	1 Tourism Destination Development and Management Plan completed for the Parish of St. Thomas	St. Thomas Programme Management Plan for completed	Launch of the St. Thomas Destination Development Plan J\$2M  St. Thomas Destination	Public education and sensitization of St Thomas Development Plan J\$5M			SPPM	

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
	Destination Development and Management Plan				Development Steering committee appointed – <b>J\$0.5M</b>					
			Stakeholders' engagement and field assessment completed for Negril	<b>Negril</b> Stakeholders consultations report for Negril completed  Negril Destination Assessment and Inventory report completed	Destination Development and Management Plan for Negril Completed  <b>J\$20M</b>	Public education and sensitization of Negril Destination Management Plan <b>J\$3M</b>			SPPM	
Monitoring and Evaluation Plan	To track and assess the progress on key performance indicators to ensure that targets are achieved according to plan	Monitoring and Evaluation Plan Developed and implemented		NA	Monitoring and Evaluation Plan Developed  J\$3M	Monitoring and Evaluation Plan Implemented				
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"><li>Training and sensitization ongoing</li><li>All employee records scanned and uploaded. Employee records are being sorted in various categories</li></ul>	Phase 1 of the project 100% completed:	Commence Implementation of Phase 2 – Leave Management, and Training,	Complete Phase 2 - Performance Management	My Hr+ Fully implemented			
	Improved efficiency of Pension Administration in the Public Service	A functional web- based system implemented	<ul style="list-style-type: none"><li>Training of HR Staff Completed</li></ul> Service Records for all employee manually updated in preparation for transfer to the digital system	90% 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 retirement benefits within 1 month of retirement				

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
	Records and Information Policy implemented	All records 100% reclassified	Expression of Interest and Project Charter signed and approved	RIM Committee activated.  Project team established  Survey of Record 100% complete  Commence Appraisal and Retention schedule  Commence RIM Policy  RIM Policy and Committee workshops completed	Complete reclassification of all records  Develop index of file list  Decongestion of all records  Functional Classification scheme submitted to Jamaica Archives for approval.  Retention schedule developed  Develop procedures manual	Continuation of records retention  Submission of draft record retention/disposal scheduled to Archives advisory committee	Upkeep and maintenance of all records	Upkeep and maintenance of all records		
Electronic Access System	Digitized staff attendance and access to the Mot's Building	System implementation 100% completed	Manual attendance Register	Source system and obtain proposal	Procure electronic System	System Fully implemented.				
	Organizational Review	Organizational structure fully revised	<ul style="list-style-type: none"><li>Conduct desk research</li><li>Interview Key staff</li></ul> Reviewed current structure and created a draft of a proposed functional / organizational structure	Commence implementation and adjustments to business processes	Full implementation of revised Organisational Structure					
COMMUNICATIONS										
Post Covid-19 General Public Awareness Activities -Repositioning Of	Increase public awareness about the many benefits of tourism and how	% increase in awareness about the many benefits of tourism and how	Results of the 2015 Public Perception Survey	Public Awareness Campaign including all print and electronic advertising	Repositioned public awareness campaign implemented	Ongoing public awareness campaign executed	Ongoing public awareness campaign executed	Ongoing public awareness campaign executed	Corporate Communications	



Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
Tourism Working For You Campaign	it positively affects the life of every Jamaican.	it positively affects the life of every Jamaican.		placed on hold amid COVID-19 crisis.  The Division continued its COVID- 19 specific sub- campaign (Tourism Recovery Campaign) to boost awareness about the Ministry's activities to safeguard the industry as well as safely reopen the tourism sector in light of the threat posed by the virus.  The unpredictability of the COVID-19 pandemic makes it difficult to determine the way forward	\$8M	\$52M	\$54M	\$56M		
Tourism Recovery Campaign: MOT COVID-19 Response	Increase awareness of the impact of COVID- 19 on stakeholders as well as the Ministry's response to the crisis  Educate tourism workers and stakeholders about support initiatives	% Increase in awareness of the impact of COVID- 19 on stakeholders as well as the Ministry's response to the crisis  % increase in knowledge among tourism workers and stakeholders about support initiatives	Data originating from the Tourism Worker Vaccination Task Force and the Ministry of Health and Wellness	Ongoing implementation and monitoring of the COVID-19 communication sub- campaign inclusive of various communication activities and the provision of deliverables as required.	Tourism Recovery campaign implemented  \$10M (Taken from General Public Awareness Campaign)	Ongoing Tourism Recovery campaign executed  \$52M (Taken from General Public Awareness Campaign)			Corporate Communicat ions	
Tourism Worker Welfare Programme – Pension Scheme	Increase awareness of the Tourism Workers Pension Scheme	% Increase in awareness of the Tourism Workers Pension Scheme	N/A	Implementation of the TWPS was hampered by the impact of the COVID-	TWPS public awareness campaign implemented				Corporate Communicat ions	

Programme/ Sub programme Initiative	Intended Results <i>(Output)</i>	Performance Indicator	Baseline	2021/2022 Projected Outturn <i>(Where you expect to be by end of current FY)</i>	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/2026		
	(TWPS)  Increased buy-in and participation in the TWPS by stakeholders	(TWPS)  Number of tourism workers signing up for the TWPS		19 pandemic. Full implementation of TWPS public awareness campaign placed on hold due to the impact of the pandemic.	\$9,597,000.10					
Public Perception Survey	To measure public perceptions/sentim ents regarding the work of the Ministry and its public bodies, the importance of the sector and the benefits of tourism	Completion of a public perception survey	Results of the 2015 Public Perception Survey	Completion of procurement process to contract market research survey provider	Public perception survey conducted  \$8M				Public perception survey conducted  \$10M	Corporate Communicat ions

## 6. MEDIUM TERM FINANCIAL RESOURCE PLAN

Prog. #	Programme	Sub- Prog. #	Sub- Programme	2019/20  Actual Outturn	2020/21  Approved	2020/21  Revised	2021/22  Estimates	2022/23  Forecast	2023/24  Forecast	2024/25  Forecast	2024/26  Forecast
				(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)
1	Executive Direction & Administration	1	Central Administration	452,541.00	472,027.00	427,226.00	455,971.00	596,285.00	612,208.00	689,064.00	708,009.00
		2	Policy, Planning and Development	349,014.00	461,891.00	318,609.00	410,069.00	467,003.00	639,667.00	648,035.00	657,579.00
			<b>Sub-Total</b>	<b>801,555.00</b>	<b>933,918.00</b>	<b>745,835.00</b>	<b>866,040.00</b>	<b>1,063,288.00</b>	<b>1,251,875.00</b>	<b>1,337,099.00</b>	<b>1,365,588.00</b>
650	Tourism Support Services	20	Direction and Administration	2,314,507.00	2,561,364.00	2,486,986.00	2,299,317.00	2,388,585.00	2,468,220.00	2,505,534.00	2,543,119.00
		22	Destination Marketing	2,956,255.00	3,342,615.00	3,242,615.00	3,274,381.00	3,274,381.00	3,274,381.00	3,274,381.00	3,274,381.00
			<b>Sub-Total</b>	<b>5,270,762.00</b>	<b>5,903,979.00</b>	<b>5,729,601.00</b>	<b>5,573,698.00</b>	<b>5,662,966.00</b>	<b>5,742,601.00</b>	<b>5,779,915.00</b>	<b>5,817,500.00</b>
652	Tourism Development	20	Tourism product Enhancement	3,439,804.00	3,401,378.00	2,530,243.00	2,120,980.00	2,328,648.00	2,349,309.00	2,369,153.00	2,568,918.00
		21	Tourism Business Development	224,100.00	273,573.00	231,573.00	240,836.00	253,238.00	260,611.00	262,688.00	284,853.00
		22	Destination Assurance	2,298,158.00	2,092,143.00	1,697,538.00	2,133,150.00	2,202,032.00	2,427,012.00	2,841,516.00	3,142,855.00
			<b>Sub-Total</b>	<b>5,962,062.00</b>	<b>5,767,094.00</b>	<b>4,459,354.00</b>	<b>4,494,966.00</b>	<b>4,783,918.00</b>	<b>5,036,932.00</b>	<b>5,473,357.00</b>	<b>5,996,626.00</b>
	<b>Programme Summary</b>		<b>Total Funding</b>	<b>12,034,379.00</b>	<b>12,604,991.00</b>	<b>10,934,790.00</b>	<b>10,934,704.00</b>	<b>11,510,172.00</b>	<b>12,031,408.00</b>	<b>12,590,371.00</b>	<b>13,179,714.00</b>

## 7. HUMAN RESOURCES CAPACITY PLAN

The Ministry and its Public Bodies 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 2022/23	Planned 2023/24	Planned 2024/25	Planned 2025/26	Financial Implications (\$)	Source of funding
Executive Office	8	8	8	8	8		
Minister's Office	6	6	6	6	6		
Policy Formulation and Technical Coordination Division	13	13	13	13	13		
Strategic Planning, Projects, and Performance Management Division	6	6	6	6	6		
Legal Unit	2	2	2	2	2		
Corporate Communication	5	7	7	7	7		
Corporate Services	27	27	27	27	27		
Accounts and Finance	3	4	4	4	4		
MINISTRY SUB-TOTAL	70	73	73	73	73		
Jamaica Tourist Board	158	163	163	163	163	\$ 12.3M	MOF
TPDCo	209	245	246	246	246		MOF
Tourism Enhancement Fund	47	55	55	56	58	\$29.6M	MOF
Devon House	25	25	25	27	28	\$14M	MOF
Jamaica Vacations	5	21	23	23	24		MOF
Montego Bay Convention Ctr	18	26	56	56	57		MOF
Milk River	28	31	34	37	42		
Bath Fountain Hotel	26	26	30	33	35		
<b>TOTAL</b>	<b>586</b>	<b>665</b>	<b>705</b>	<b>714</b>	<b>726</b>		

## 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 policymakers.
- 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	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/22	Major Achievements (Apr 2021 – Sept 2021)	2021/22 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Global Advertising	<p>Deployment, monitoring, and optimization of global media advertising campaign in primary markets (i.e., USA, Canada, UK, Continental Europe) to increase awareness, reach, propensity/consideration, and conversion among targeted audience segments.</p> <p>Delivery on omnichannel content marketing experience to increase audience engagement.</p> <p>Expansion of creative assets content library across relevant pillars and targeted channels.</p>	<p>Maintaining Jamaica's position in the global marketplace with the new brand platform Heartbeat of the World, despite the challenges due to the global pandemic.</p> <p>Development &amp; deployment of global recovery advertising campaign.</p> <p>Curation and distribution of 30+ new content marketing videos to ensure the destination was able to maintain its visibility and presence across various media channels.</p> <p>Completion and integration of second global brand health tracker research.</p> <p>Compilation and dissemination of quarterly content releases across organization and industry partners.</p> <p>Development and roll-out of destination's luxury</p>	<p>Onboarding of new advertising agency of record.</p> <p>Complete roll-out of global advertising / media plan.</p> <p>Continued distribution of relevant content in the quarterly content releases.</p> <p>Deployment of destination luxury travel content marketing assets across selected channels.</p> <p>Launch of new James Bond Trail in Jamaica.</p> <p>Completion and distribution of updated brand guidelines, including MICE,</p>	<p>Continued development, production, and deployment of global recovery advertising campaign.</p> <p>Strategic development and content production of destination's luxury travel marketing initiative.</p> <p>Research, copywriting, design, and production of James Bond Trail in Jamaica signage for physical trail.</p> <p>Production of 15+ videos and multiple 360° panorama images to support promotion of Destination JAMAICA at World Expo 2020 Dubai.</p> <p>Curation and distribution of destination's official romance/wedding video showcase across various channels/platforms.</p>	<p>Media Advertising - \$1,050,000</p> <p>Creative Asset Development - \$150,000</p>	<p>Media Advertising - \$621,551</p> <p>Creative Asset Development - \$58,980</p>	<p>Media Advertising was paused for numerous periods throughout the fiscal due to travel advisories in various markets/regions.</p>

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/22	Major Achievements (Apr 2021 – Sept 2021)	2021/22 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
		travel marketing initiative	Luxury, & Domestic.  Curation and dissemination of JTB Tribute & Tourism Evolution Showcase video series.				
<i>Public Relations</i>	Media and Consumer engagement	In 2020 the JTB was declared the Caribbean's Leading Tourist Board by the World Travel Awards (WTA) for the thirteenth consecutive year and Jamaica was named the Caribbean's Leading Destination for the fifteenth consecutive year as well as the Caribbean's Best Spa Destination and the Caribbean's Best MICE Destination. As well, Jamaica copped the WTA's World's Leading Wedding Destination, the World's Leading Cruise Destination and the World's Leading Family Destination. Additionally, Jamaica was awarded three gold 2020 Travvy Awards for Best Culinary Destination, Caribbean/ Bahamas; Best Tourism Board Overall and Best		Jamaica received five World Travel Awards in October 2021 among other awards for our tourism partners.	J\$ 228,600	J\$ 114,300	



PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/22	Major Achievements (Apr 2021 – Sept 2021)	2021/22 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
	# of Media and Influencer trips	<p>Tourism Board, Caribbean/ Bahamas. The Pacific Area Travel Writers Association (PATWA) named Jamaica the 2020 Destination of the Year for Sustainable Tourism</p> <p>With the onset of COVID-19 in March 2020, there were no media visits. Media visits began to pick up in April 2021</p>	18 media and influencer trips have been executed from April 2021 to date	<p>Jamaica remains at the forefront of all top tier news media around the world in travel &amp; tourism trade publications such a Business Focus, World Focus and Miami Herald.</p> <p>Successful media reports/stories around Canada media mission, Dubai Expo and World Travel Market</p> <p><b>Digital/Social Impressions</b>                      Facebook: 53,084,017                      Instagram: 8,169,222                      Twitter: 511,351                      YouTube: 347,509</p>	US 351,000	Still compiling. TBC	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/22	Major Achievements (Apr 2021 – Sept 2021)	2021/22 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
				<b>Global media impressions</b> April to date 20.3 billion			
<i>Local event marketing support</i>	Visitor arrivals for event purposes  Digital impressions  Brand awareness globally	We provided financial marketing support to over 13 local events and some 8 special Projects. All contributed significantly to further brand awareness of destination Jamaica albeit that majority of the activations were virtual.  Total arrivals 1,329,675 as at December 2020  All events were shared via our varied digital and social platforms,		We were able to work with partners to successfully facilitate hosting of special virtual initiatives such as the CANTO Conference and RealVibez Film Festival. These activations provided a platform for our Minister and Director to address destination specific topics to boost confidence for travel to Jamaica.  Other virtual activities that created impressive impressions in the digital space included events such as Jamaica Jazz and Blues Festival, Reggae Sumfest, Caribbean Premier League, Tourism Awareness Week Concert and Jamaica Bridal Expo  Physical activations such as Discover Jamaica by Bike and Reggae Ride Tours also initiated the possibility for similar initiatives geared towards health & wellness to be hosted	113,400	5,983	<i>There continued to be a significant reduction in our usual local event activations due to the ongoing covid19 Pandemic. Several events had to be cancelled or convert to virtual as a result of the restrictive protocols dictated by the Prime Minister's Office and the Ministry of Health &amp; Wellness.</i>  <i>The Board has since approved a revised way forward to ensure we leverage virtual events whilst still maximising opportunities for those who get the requisite approvals to host physically.</i>

## 8.1.2 PROGRAMMES AND SUB-PROGRAMMES FOR THE MEDIUM TERM

<b>Programme Objective:</b> <ol style="list-style-type: none"> <li>To increase visitors arrivals</li> <li>To increase tourism earnings</li> </ol>	<b>Description &amp; Context:</b> 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.  <b>Programme Coordinator: Donovan White</b>
<b>Supporting Ministry Programme</b>	<b>PROMOTION OF TOURISM</b>
<b>Sub-programmes</b>	<ol style="list-style-type: none"> <li>TOURISM MARKETING</li> <li>TOURISM SUPPORT SERVICES</li> </ol>

RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Promotion of Tourism				3,274,381	3,274,381	3,301,089	3,308,539	3,317,669	
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)	4.300,000	2.322,392	3,673,489	4,303,343	4,735,103		
	Increase in tourism earnings	Gross foreign exchange earnings (derived from visitor expenditure surveys)	US\$ 3.474 Bn	US\$ 2.708 Bn	US\$ 3.603 Bn	US\$ 4.378 Bn	US\$ 4.927 Bn		
	Increase consumer awareness of the destination as a	Brand awareness and campaign metrics (via agency annual research)							

RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
	premier warm weather destination	Brand health check - Aided brand awareness  - Unaided brand awareness	86%  50%	86%  50%	88%  52%	88%  53%	89%  54%	89%  54%	
	Local consumption of tourism product	Campaign awareness  Development of marketing collateral  Development of local marketing campaign				60%	65%	65%	
<b>Staff Costs</b>			1,080,475	1,249,182	1,262,182	1,278,224	1,301,502	1,321,466	
<b>Cash Grants</b>									
<b>Administrative Costs</b>			352,665	<b>352,665</b>	<b>357,745</b>	<b>363,080</b>	<b>368,680</b>	<b>374,561</b>	
<b>Capital Costs</b>			3,000	6,000	30,690	10,000	10,000	10,000	
PROGRAMME									
<b>Tourism Marketing</b>				<b>3,274,381</b>	<b>3,274,381</b>	<b>3,301,089</b>	<b>3,308,539</b>	<b>3,317,669</b>	
<b>Objective:</b> 1) To position Jamaica as the leading warm weather tourism destination.	<b>Increase stopover arrivals by an incremental 5% annually (after Covid-19 pandemic recovery)</b>	Annual overall stopover arrivals	4.300,000	2.322,392	3,673,489	4,303,343	4,735,103	4.300,000	

RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
(2) To increase market awareness of Jamaica's tourism experience built on our unique natural and cultural assets.	<b>To generate 20% Cumulative Average Growth Rate by 2022 by targeting new regions from within core markets USA &amp; Canada</b>	Stopover arrival numbers from non-traditional North American regions	545,351			391,687	481,383	518,450	
	<b>Establish and strengthen five key partnerships that incorporate technology and other tools to drive a seamless customer journey</b>	Technology based applications and processes designed to assist and improve the Jamaica vacation experience.	0	Web Community Monitoring Moderation and Management & Social Sales	2 more to be identified and developed	1 more to be identified and developed			
	<b>Identify and implement a performance tool to measure quality of direct contact and engagement between visitors, staff and stakeholders</b>	Launch and use of toolsets and data sources	4.60 (max 5.0) Visitor Satisfaction Index	4.60	4.60	4.65	4.70	4.70	
			Destination Net Promoter Score (NPS) 65/100	Add NPS question as part of visitor exit survey	70/100	70/100	70/100	70/100	
			NPS for JTB visitor relations service TBD	Implement NPS survey at visitor relations airport desk(s)	TBD	TBD	TBD	TBD	
	<b>Develop and execute a management training programme that</b>	Number of staff completing designated phases of leadership training programme.	Develop succession planning framework.	Formalization of phased approach to leadership development and training in the	Completion of emerging leader training and exposure by cohort.	Completion of developing leader training and exposure by cohort. Leading	Completion of strategic leader training and exposure by cohort.		

RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
	enrolls 10% of staff year over year for further leadership development to support sustainable business growth		Identification of staff earmarked for leadership training	categories of Emerging, Developing and Strategic		by example; managing through values	Strategic thinking; decision making; work, life balance		
	<b>Build Technology Driven Organisation</b>	Business operation efficiency  Seamless remote working platforms	Current corporate technology infrastructure, service arrangements & business processes	Extend use of technology to enhance global business operations & create competitive advantages	Complete first phase of infrastructure upgrades, establish required service & licensing arrangements.  Implement standard operating procedures within Destination Management System	Continued infrastructure rollout and system use training  Expand the digital communication capacity across the organization  Transition to primary use of virtual and cloud based office productivity toolsets	IT plan revision		
<b>Tourism Support Services</b>  <b>Objective:</b> Increase air connectivity through additional gateways & seats	<b>Establish new airline partner arrangements in each identified emerging market</b>	Direct flights from emerging markets in South America, France, Russia, China, Japan, India	0	1 (Edelweiss Air)		2 new airline service arrangements	2 new airline service arrangements		
		Signing and revision of tourism enabling ASAs with emerging market countries		Negotiations &/or ASA exchanges continue with Colombia, Paraguay, Peru,	ASA revisions under consideration to improve tourism enabling	ASA revisions under consideration to improve tourism enabling	ASA revisions		

RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
<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>				Uruguay, Equador, Russia. Some may be applied administratively	<p>provisions.</p> <p>Negotiation and new signings expected</p>	<p>provisions.</p> <p>New signings</p>			

### 8.1.3 MEDIUM-TERM FINANCIAL RESOURCE PLAN

Pro g. #	Programme	Sub- Prog. #	Sub-Programme	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26
				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		3,274,381		3,274,381	3,301,089	3,308,539	3,317,669
		02	Tourism Support Services  (conducted through diplomacy, financial support by JAMVAC)							
<b>Sub-Total</b>										
<b>Sub-Total</b>										
	Programme Summary		Total Funding		3,274,381		3,274,381	3,301,089	3,308,539	3,317,669



**8.1.4 HUMAN RESOURCES CAPACITY PLAN**

Units/Divisions or Projects	Staff Complement	Planned 2022/23	Planned 2023/24	Planned 2024/25	Planned 2025/26	Financial Implication (2022/23)	Source of funding
Director of Tourism	7	7	7	7	7		
Finance	8	9	9	9	9		
Corporate Services	23	25	25	25	25		
Marketing	58	58	58	58	58		
Montego Bay Regional	24	24	24	24	24		
USA	24	24	24	24	24		
Canada	7	7	7	7	7		
UK	5	7	7	7	7		
Europe	2	2	2	2	2		
Total	158	163	163	163	163		



## 8.2. AGENCY – JAMAICA VACATIONS LIMITED (JAMVAC)

Jamaica Vacations Limited (JamVac) is an agency in the Ministry of Tourism of Jamaica, which was incorporated in 1978. The entity was born of an understanding that airlift was critical to the buoyancy of Jamaica's tourism industry. The agency over the years, filled a unique need in ensuring connectivity to Jamaica via airlift and in 2017 its mandate was expanded to include cruise tourism.

In an effort, to ensure the adequate availability of airlift, the agency ensures there is support to tour operators, chartered operators and to an extent some scheduled flights. In this aspect the role of the agency is integrally linked to the Jamaica Tourist Board (JTB). Other external partners that are integral to operations are the Airport operators and that Jamaica Hotel and Tourism Association (JHTA).

Cruise Tourism plays a vital role in the number of passengers who visit the island. Cruise also offers direct benefits to the Small and Medium Tourist Enterprises (SMTEs) sector. JamVac's role in this regard, is to create a demand for travel to Jamaican Ports through travel agency engagements and once on island, to ensure passengers enjoy an optimal experience, while ensuring increased revenue for partner enterprises. This engagement is realized, by ensuring great communication lines are kept with all Cruise lines, the agency engages partnerships with the Cruise Lines International Association (CLIA), the Florida-Caribbean Cruise Association (FCCA) and other related associations and organizations.

Internally the agency is linked to the Tourism Product Development Company (TPDCo) and the Tourism Enhancement Fund (TEF). Other integral partners include the Ports Authority of Jamaica (PAJ), the Urban Development Corporation (UDC), Municipal Corporations as landlords of craft markets, Association of Jamaican Attractions Ltd (AJAL) and Contract Carriage Operators' Associations.

The agency is governed by a Board of Directors chaired by Mr. Bertram Wright and its current Executive Director is Mrs. Joy Roberts.

### Vision Statement

Jamaica, a world class tourist destination, with accessible cruise and airlift connectivity, to ensure resilience and economic growth for its people.

### 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.

### Core Values

**People** - We value our people, encourage and accelerate learning, development and reward their performance.

**Integrity (Our core)** - We support an ethical environment by acting in an honest manner, being accountable for our actions and adhering to set policies and procedures.

**Excellence** -As a motivated people, in pursuit of being number one in the fulfilment of our mandate, and always in the interest of our country, Jamaica, we are committed to ensure Excellence is the hallmark of our actions at every stage of the company's operation.

## Strategic Objectives

- a) To increase visitor arrivals and earnings (MOT Pillar Tourism Marketing)
- b) To increase market awareness of Jamaica's tourism experience built on our unique natural and cultural assets (MOT Pillar Tourism Marketing)
- c) To increase the percentage of potential visitors who are desirous of vacationing in Jamaica (MOT Pillar Tourism Marketing)
- d) To increase through tourism diplomacy the number of airline gateways, seats, and cruise berths serving Jamaica (MOT Tourism support services)
- e) To increase through tourism diplomacy the number of visitors from traditional, new and emerging markets (MOT Pillar Tourism Support Services)
- f) To increase percentage of cruise passengers that disembark (Tourism/Cruise marketing)
- g) To exceed the level of satisfaction of cruise visitors with the experience of Jamaica (Tourism Marketing (B2C)
- h) To increase the number of calls made by cruise ships (Tourism Support Services)
- i) To increase the number of ports of call on an itinerary (Tourism Support Services)
- j) To increase the number of Cruise-lines that call on Jamaica (Tourism Support Services)
- k) To increase home port Activity (MOT Tourism support services)
- l) To create Cruise conversion strategy (MOT Tourism support services)

## 8.2.1 CURRENT PERFORMANCE

Name of Program	Performance Indicators	Major Achievements 2020/21	End of year target 2021/22	Major Achievements (April 2021-October)	2022/ 23 Budget (J'000)	YTD Expenditure (J'000)	Explanation/Comments
Airlift Support	Recover 300,000 additional seats over prior year	Committed 9, 284 passengers for summer and 296,499 passenger s for winter	200000	4000 pax delivered to date	250,000	10m	The opening and closure of borders along with country protocols have had a negative effect on pax arrivals
Cruise Engagement	Engaging Tour Operators, travel agents/cruise line executives/itinerary planners	Increased # of ships to Ocho Rios and Falmouth	200,k pax	15k	132,339	30m	The late and gradual reopening of ports due to CDC and country protocols continue to be a challenge
Grow airlift from new routes	Route study for flights to MBJ (2021/222) For flights to KIN (2021/22)  -Establish 3 new gateways annually	Work being done in Mid East	3000	-	2.5		Closure/suspension
Airlift- Trade shows Objective: to maintain partnerships relationships and engagements to new operators	Attend at minimum 2 international trade shows	2 in attendance	4	300 travel agents signed for training	16.4	2.5m	Many virtual done
Airlift training and development	Route development training program for Airlift Manager	None attended	1	0	1,m		No trainings attended
Cruise Satisfaction research/Happy or Not Monitors	Increase visitor satisfaction by 4 points 93%-97%	Acquired 4 more units	97%	93-94%	3m	3m	Program now in place along with a physical element allowing for greater information gathering
Cruise Trade Shows	Attend 6 trade shows	Attended 2/3 virtually 1 in person	4	1	16.4m		Conferences just reopening
Travel Agency Incentive program	Register CTA's on website	Increase registration by 20%	500	40	2.67		Little done due to suspension of business

Name of Program	Performance Indicators	Major Achievements 2020/21	End of year target 2021/22	Major Achievements (April 2021-October)	2022/ 23 Budget (J'000)	YTD Expenditure (J'000)	Explanation/Comments
	CTA sales to increase	Increase by 10-15%					Training and blitzes to take place
Cruise Digital Engagement Marketing To engage CTA's/Cruise line Itinerary planners/ Crew Use of social media platforms for engagement	Engagement of CTA's through website  Website: jamaicacruising.com,	Updates continued  Growth of social media platforms by 40% User engagement to increase by 50% Brand knowledge to increase by 30%	100% increase	4904 views	12m		Work to make website and social media platforms more relevant have continued. Targeting the 5 linkages in and around port areas now pursued
Cruise-Port Entertainment	Increase disembarkation	None	25%	10 engagements	30M	5m	
Cruise -stakeholder Management	Annual membership of cruise associations: FCCA, PAMAC and ASTA	Increased convos, consultation,			3.59m		On going communication
Cruise Advertising Marketing	CTAs, cruise operators and Crew	Had crew engage in Team Jamaica training			23m		
Cruise- Itinerary planning	Cruise operators	All ports set to add ships			1m		Meetings continue
Cruise conversion	JTB PICA				2m		Project to be put in place
Cruise- Home Porting	Increase home porting in Jamaica	Talks are advanced with necessary government agencies	1		35m		Consultation and collaboration to take place with stake holders/partners to further this KPI

### 8.2.3 MEDIUM TERM RESOURCE PLAN

Prog#	Program	Sub Prg #	Sub-Program	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26
				Approved	Revised	Estimated	Forecast	Forecast	Forecast
001	Airlift and Seat Support	01	Seat Support	307.6m	257.6	240.9	260.9	260.9	260.9
		02	Route Development	2.5	2,5	2.5	2.5	2.5	2.5
		3	Trade shows	6.6	6.6	5.6	5.6	5.6	5.6
		4	Training and development	1	1	1	1	1	1
			<b>Sub-Total</b>	<b>317.7</b>	<b>267.2</b>	<b>250</b>	<b>270</b>	<b>270</b>	<b>270</b>
002	Cruise engagement	1	Happy or not monitors	1m	1m	3m	3m	3m	3m
		2	Trade shows	16.3m	16.3.4m	41.4m	41.4	41.4	41.4
		3	CTA Incentive	2.67m	2.67m	3.0m	3m	3m	3m
		4.	Digital Engagement	7.6m	7.6m	12m	12m	12m	12m
		5.	Local Partnerships	6.5m	6.5m	6.5m	6.5m	6.5m	6.5m
		6	Port Entertainment	44.8m	44.8m	30m	30m	30m	30m
		7	Stakeholder- Management	2.9m	2.9m	3.5m	3.5	3.5	3.5
		8	Itinerary Planning	1m	1m	1m	1m	1m	1m
		9	Home Porting/	26.8m	26.8m	35m	35m	35m	35m
		10	Adverts/Marketing	22.73	22.73	23m	23m	23m	23m
		11	Port Operations			15m	15m	15m	15m
		12.	Cruise conversion			2m	2m	2m	2m
			<b>Sub Total</b>	<b>132.3m</b>	<b>132.3</b>	<b>165.4</b>	<b>165.4</b>	<b>165.4</b>	<b>165.4</b>
			<b>Total Funding</b>	<b>450.</b>	<b>399.5</b>	<b>430</b>	<b>450</b>	<b>450</b>	<b>450</b>

## 8.2.4 HUMAN RESOURCE CAPACITY PLAN

Unit/Division	Staff complement	Planned 22/23	Planned 23/24	Planned 24/25	Planned 25/26	Financial implication	Source of funding
Executive office	1	5	5	5	6		GOJ
Finance Team	2	3	3	3	3		GOJ
Corporate Services		6	6	6	6		GOJ
Airlift	1	1	1	1	1		GOJ
Cruise	1	6	8	8	8		GOJ
TOTAL	5	21	23	23	24		



### **8.3. AGENCY - TOURISM PRODUCT DEVELOPMENT COMPANY LTD. (TPDCo)**

The Tourism Product Development Company Ltd (TPDCo) is the central agency mandated to facilitate the maintenance, development and enhancement of Jamaica's tourism product. TPDCo, is a registered private company under the Ministry of Tourism and has been in operation since April 5, 1996. A Board of Directors, drawn from both public and private sectors, oversees the company's policies and strategic plans. Through its various departments, TPDCo works closely with all operators of tourism-related facilities to promote quality standards in order to satisfy visitors' demand and expectations. 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.

The Executive Director, Mr. Wade Mars, 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. Members of TPDCo's Board of Directors are drawn from both the public and private sectors.

The Agency collaborates with stakeholders to set and promote standards and guidelines for the industry in order to attain global competitiveness. TPDCo also designs, organizes and conducts training programmes to facilitate human resource development in the tourism sector.

TPDCo is charged with ensuring that the destination experience of visitors is one that is safe, seamless and secure. To that end, it works closely with Destination Assurance Councils and its varied departments are active in communities. The organization also strives to diversify the product through heritage & culture, community and eco-tourism to ensure greater inclusiveness through integration of host communities.

The agency has a number of core functions namely:

- Product Enhancement and Development
- Quality Management and Standards
- 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 \$1.1B 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.

#### **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 utilizing 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 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 to timelines and budgets.

### **Quality Management**

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 2025.

- Increased efficiency and viability of the four (4) unleased properties and attractions under the responsibility of TPDCo by March 2025.
- A pristine and functional product enhanced through continuous upgrading and maintenance of the natural and built environment through a 95% implementation rate by 2025.
- 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 2025.
- 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 2025.
- An environment created where visitors are safe, secure and enjoy a seamless experience by 50% by 2025.

### **Strategic Objectives**

- To enhance the appearance of the tourism product through the implementation of multiple beautification and transformational projects by 2026.
- To implement tactical programmes to reduce the levels of visitor harassment in resort areas, especially at cruise ports by 50% by 2026.
- To support the management of destination areas through the implementation of measures to increase sustainability and resilience.
- To develop human capital by increasing the number of trained and certified tourism workers by 12,000 by 2026.
- To increase licensing compliance from 51% to 80% by 2026
- To promote a more inclusive sector by increasing economic opportunities that improves the quality of life for all Jamaicans within the 7 destination areas by 2026.
- To increase the number of stakeholder groups who are more aware of the importance of the tourism industry by 80% by 2026.

### 8.3.1 CURRENT ORGANIZATIONAL PERFORMANCE

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2019/2020	End-of-year Target 2020/21	Major Achievements (Apr – Sept 2021)	2020/21 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Licensing of Tourism Entities	# JTB licences processed	2,900 JTB licences processed  (\$6,114,100.00) in fees collected	6,082 JTB licences to be processed	3,446 JTB licences processed	\$5,439,000		Due to the effects of COVID-9 pandemic, there was a decrease in number of applications and deferral of fees for the period April to October 2020 and a Waiver of fees for the period January to March 2021.
Maintenance of Database	# of Reports prepared on a monthly basis	48	48	28			
Duty Concession Management	\$706,200 in Fees collected	\$110,000 fees collected  42 applications reviewed with 80 vehicles granted concession	\$706,200 fees collected  12 monthly reports 4 quarterly 1 annual report prepared	\$115,000 fees collected			Due to the COVID-19 pandemic, there was a decrease in the number of persons applying for concessions hence the inability to meet the desired target.
Processing of Travel Agency applications	Accurate Database and well-maintained files  Applications processed within the agreed timeframe	Six (6) Travel Agency Certificates were issued for the period March 2020- April 2021  Two (2) assessments were done for the period under review	Files updated monthly  Four (4) Applications processed annually	No Travel Agency Certificates  13 Assessment of Travel Agencies conducted by the Product Quality			N/A
Gastronomy Initiative in Craft Markets	Vendors trained  Programme implemented	Jerk Vendors sensitized and trained  Approval granted by St. James Municipal	Programme implemented in Harbour Street and Old Fort Craft Markets	Jerk vendors Team Jamaica certified and trained in Conflict Management	\$500,000	\$160,000	Programme has been delayed due to non-arrival of ships to Montego Bay

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2019/2020	End-of-year Target 2020/21	Major Achievements (Apr – Sept 2021)	2020/21 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
		Corporation					
Relocation of Jerk vendors to Fort Street	Vendors relocated  Proper sanitary convenience in place	Jerk vendors and Stakeholders sensitized	Vendors relocated	Jerk vendors Team Jamaica certified and trained in Conflict management	\$5M	\$0	Awaiting approval for funding from the TEF
Public Restroom restoration in Falmouth	Rehabilitate public restroom to acceptable international standards	Public restroom was completed	Public Rest room completed and in defects liability stage	End of defects liability waiting on an official handing over		\$16,166,206.40	Restroom has been completed and is now in use. A maintenance programme should be considered as its not been managed properly.
Improvements to stalls in fruits lane in Destination Falmouth	14 stalls to be installed in the space to create a seamless shopping experience	8 stalls were completed	Remaining 6 stalls to be completed	All stalls completed but three not installed		\$4,721,345.70	Three vendors have been displaced due to Covid; they will be accommodated as soon as they return Awaiting the projects department
Entrance to Falmouth from Bogue Gate	To create a grand entrance to the Town that is fitting its Georgian Heritage	Architect from the Projects Department met with reps from the Municipal Corporation and the NWA	Develop a design for the project			J\$000	
Welcome to Falmouth Sign	Design a welcome to Falmouth directional sign that will be visible from the highway	Awaiting signoff from PD	Awaiting signoff from PD	Awaiting signoff from PD		J\$000	
The Proposed improvement to Falmouth Fishing Village	Upgrading of the Falmouth Fishing Village to	Awaiting approval	Awaiting approval			J\$000	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2019/2020	End-of-year Target 2020/21	Major Achievements (Apr – Sept 2021)	2020/21 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Serious Talk and Not Careless Endangerment Project in Kingston	Indigents benefits from kits issued	Over 2000 kits issued	Continuation of issuing masks and sanitizers	Targets met	3.5 mil	1.6 mil	-
Pixie Princess Programme in Destination Kingston	Community members participate in fun, safe and educational session	Over 7 training sessions completed	To train 720 individuals	Target met	720,000	180,000	-
Improvement of Roads to Attractions in Portland	100% in road access; significant improvement in road surface providing easier and smoother accessibility	Rehabilitation and patching of roadway leading to Rafter's Rest	To rehabilitate at least 2 Roads to Attractions  Continuous maintenance to increase level of visitor satisfaction	100% completion  Initiative well received	1.9mil	1.9mil	Work completed within timeframe
Regularization of the Blue Lagoon, Portland		Public sensitization meetings held with stakeholders	Regulations for the Lagoon approved  All Blue Lagoon Alliance fisherfolks trained	Awareness of the Regulations  Buy-in by landowners, Blue Lagoon Alliance, and stakeholders	1.5mil	000	20% progress

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2019/2020	End-of-year Target 2020/21	Major Achievements (Apr – Sept 2021)	2020/21 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Beautification and maintenance of selected areas in Portland & St. Thomas	Rehabilitation and spruce up of 2 parks	100% completion: Neville Antonio Park beautification works/spruce up executed	Execution of works for the Yallahs Park in St. Thomas	Yallahs Park Dilapidated building and retaining wall demolished  Area cleared  Perimeter fence erected	4mil	1.8mil	50% progress
Encouraging the reduction of tourism's ecological footprint in Portland	Selection of 2 beaches per quarter for clean-up.  To enhance the aesthetics of the resort areas	Long Bay Beach clean-up was approved and executed	Clean up and completion of Bowden beach in St. Thomas	100% completion in works at Long Bay Beach	4 mil	1.9mil	50% progress
Encouraging the reduction of tourism's ecological footprint in South Coast	Beach Cleanup exercises along the South Coast	Parrottee Bay beach Clean	Project Completed		1.235 M		
To implement Waste Management & Vector Control Plans for each Destination area (South Coast)	Vector Control along the South Coast	Several interventions have happened within Rocky Point, Parottee and Treasure Beach.		Phase 1 completed		4.422 M	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2019/2020	End-of-year Target 2020/21	Major Achievements (Apr – Sept 2021)	2020/21 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Beautification and maintenance of selected areas South Coast	Erection of Murals within the South Coast	Templates have been obtained and the DM is now working to secure suitable locations.		The artiste confirmed awaiting sketches.			
To facilitate the recycling of polyethylene and terephthalate plastic bottles in schools (St Ann/St Mary	A reduction in discarded PET bottles along the roadways and in waterways	Partnership formed with Recycling Partners of Jamaica and Ocho Rios Commercial Centre to acquire and install recycling cage	New partnership to be forged with PDCT to increase the number of collection points with recycling cages or bins	Recycling cage installed and remained in the parking lot of the Ocho Rios Commercial Centre and collections coordinated with RPJ			
Beautification of high impact areas in Destination Ocho Rios	Project completed to specifications and within budget  Increased levels of visitor/user satisfaction  Increased visitor safety level	Lawrence Park de-bushed and some rehabilitation effected through:  1. Tree-planting 2. basin cleaning 3. re-painting Beautification and improvement of selected areas in the Ocho Rios and Discovery Bay areas	1. Lawrence Park placed on a programme of maintenance  2. Other high-impact areas (gateways into Ocho Rios) beautified  1. Main areas in Runaway Bay and Ocho Rios kept clean and beautified	Front and rear of the Lawrence Park (site of the Marcus Garvey statue rehabilitated  Ocho Rios by-pass to DaCosta Drive and Milford de-bushed, desilted and curb rehabilitation effected	3674859.58  10,157,773 (Ocho Rios) 18,146,463.25 (Runaway Bay)	1837429.79	Lawrence Park plays a significant role in the Heritage of St. Ann's Bay and St. Ann and would benefit significantly with a maintenance programme in place.  Programme should be continuous and extended to the town of St. Ann's Bay, the parish capital which needs to be on a sustained programme cleaning and beautification.

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2019/2020	End-of-year Target 2020/21	Major Achievements (Apr – Sept 2021)	2020/21 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Tourism Training	Team Jamaica Training available island-wide  Industry workers Team Jamaica certified	22 Approved Training Partners operational  997 industry workers Team Jamaica certified	22 Approved Training Partners operational  1,200 industry workers Team Jamaica certified	22 ATPs operational  1,302 industry workers Team Jamaica certified			
	Skills Training - Increased number of industry workers certified	15 skills upgrading programmes held with 227 participants	Deliver 12 skills upgrading programmes with 180 participants	9 skills upgrading programmes delivered with 144 participants			
Customer Service sensitization programme	600 participants sensitized		600 participants sensitized	205 participants sensitized			
Public Awareness	HIV and AIDS Policy for Tourism	43 Awareness sessions with 1,413 participants	60 Public Education & Awareness sessions  10 policy consultations with executives	29 HIV/AIDS Awareness sessions held  18 policy consultations held			
Destination Assurance	Quality Assurance Assessments – 1680  Covid Certified Entities	1,737 targeted 701 achieved (40.4%)  1,653 covid assessments achieved (95%)  702 Covid Spot Checks achieved	1,680 targeted  1,680 targeted	754 QAA 175 compliant 579 not compliant  1,017 Covid Assessments 921 compliant 96 not compliant 784 assessed on the resilient corridor  34 restaurants covid-19 assessed 25 compliant 9 not	5.37m		Target not achieved due to Covid 19



PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2019/2020	End-of-year Target 2020/21	Major Achievements (Apr – Sept 2021)	2020/21 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
	River Rafting	9 assessments completed	12 targeted	compliant 291 covid-19 spot checks completed  12 bi annual assessments achieved in June / July 7 annual assessments achieved in October			
TUI / Travel Foundation / TPDCo Compliance Workshops	4 workshops planned	Not achieved due to covid 19 – postponed to 2021/2022	4 online webinars with 50 participants each targeted for Nov / Dec 2021	NA			
TPDConnect – Internal Newsletter	Number of reads and feedback received	3 issues published to date	6 issues to be published		Nil	Nil	Internal newsletter is designed and published in-house. It therefore does not attract a cost.
Youth Expo & Career Fair	Youth Expo and Career Fair - Expo staged	1 Virtual Youth Expo staged	2 virtual Expos	N/A	\$3M	\$458,952.45	Virtual Expo was more cost effective than Face to face
District constable program	-District Constables deployed within the resort areas. -Notable reduction in cases of harassment in resort areas.		200 DCs deployed.	125 DCs deployed. Recruitment for additional DCs in the antecedent stage.	\$2M	\$900,000.00	Training of DCs to commence in January 2022.
Social intervention program	At least one tourism sensitization sessions conducted in destination areas.	Seminars held in various areas namely, St. Ann, Negril, St. Catherine and Kingston.	Develop partnership with other public bodies to improve community outreach.	Seminars held in various areas namely; St. Ann, Negril, St. Catherine and Kingston.	\$1.5M	\$700,000.00	Increased focus on social media campaign to mitigate against COVID restrictions

### 8.3.2. PROGRAMMES AND SUB-PROGRAMMES FOR THE MEDIUM TERM

<p><b>Programme Objective:</b></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><b>Tourism Development</b></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><b>Programme Coordinator: Executive Director, Tourism Product Development Company</b></p> <p><b>Executive Director, Tourism Enhancement Fund</b></p>
<p><b>Supporting Ministry Programme/Sub-programme</b></p> <p>Tourism Development</p> <ul style="list-style-type: none"> <li>- Destination Assurance</li> <li>- Product Enhancement</li> </ul>	<p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>-Enhanced visitor experience through unique and diverse products and quality services offered.</li> <li>-An environment created where visitors are safe, secure and enjoy a seamless experience.</li> </ul>
<p><b>Staff Costs</b></p>	<p></p>
<p><b>Cash Grants</b></p>	<p></p>
<p><b>Administrative Costs</b></p>	<p></p>
<p><b>TOTAL</b></p>	<p></p>

### Programmes and Sub-Programmes for the Medium -Term

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Licence Processing					\$10.2M	\$12.2M	\$14.2M	\$16.2M	
Licensing of Tourism Entities	Environment created where visitors are safe, secure and enjoy a seamless experience.	# of JTB licences to be processed	3,446	6,082	5,377	5,410	5,447	5,539	TPDCo
Maintenance of Database		# of Reports on tourism enterprises	At least 4 reports per month	48	48	48	48	48	TPDCo
Duty Concession Management	Fees Collected Database maintained of car concession granted	Amount in fees collected	\$115,000 collected	\$706,200 collected	\$600,500 collected	\$622,380 collected	\$708,160 collected	\$708,160 collected	TPDCo
Travel Agency Database Management	Database of Travel Agencies and files maintained	Accurate Data base and well- maintained files	Database consistently maintained	Files updated monthly	Files updated monthly	Files updated monthly	Files updated monthly	Files updated monthly	TPDCo
	Four (4) applications processed	# applications processed within the agreed timeframe	No Travel Agency Certificates processed.	4	4	4	4	4	
Craft Skills Development					\$8.7M	\$8M	\$8M	\$8M	

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Craft Skills Development	Motivated, Professional, knowledgeabl e and skilled tourism work force.	-# craft producers trained  -#new skills introduced  - # quality souvenirs and trinkets available  - Destination recognition for craft and artefacts	254 traders trained in craft skills using seven (7) different media.	50 traders to trained in using three (3) different media	200 traders trained (5 different media and 4 new product designs.  100 Craft Traders in Skills Training  1 Craft Fair Executed	200 traders trained (5 different media and 4 new product designs)	200 traders trained (5 different media and 4 new product designs)	200 traders trained (5 different media and 4 new product designs)	TPDCo
Product Development and Community Tourism					\$5M	\$7M	\$9M	\$9M	
Increased Resilience of Tourism Sector	Create an inter-agency framework for cooperation in planning and implementatio n of environmental projects.	Business Plan revised	- No current baseline	Ecotourism/Envir onmentally responsible Business Plan(s)		One (1) property divested	-	1 Sustainable Business Plan finalised/reviewed	TPDCo
		Partnership established with Recycling Partners of Jamaica and businesses.	Proposal drafted and community site visits commenced	Recycling Partners of Jamaica partnership initiative	20 Tourism Entities  4 CTE	25 Tourism Entities recycling  3 CTE	30 Tourism Entities recycling  3 CTE	35 Tourism Entities recycling  3 CTE	
		Develop Plan established for Seville Heritage Park	20% completed		Preservation work of the ruins begin.  Implementation of agreed aspects of developmental plan (creation of ancestral	Implementation of agreed aspects of developmental plan (Entertainment zone and associated amenities, exposing and	Implementation of agreed aspects of developmental plan (expansion of heritage related activities to northern side of property)	Implementation of agreed aspects of developmental plan (expansion of heritage related activities to northern side of property)	TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
					villages)	preserving additional ruins)			
		Drax Hall Water Wheel developed.	30% completed	Owner identified and permission to maintain and preserve ruin attained. Ruin cleaned.	Maintain of the ruin and the general aesthetics	Maintain of the ruin and the general aesthetics	Maintain of the ruin and the general aesthetics		TPDCo
		Database for Jamaica's Heritage Assets - Mobile Application on 'Jamlconic Project'	30% completed	Completion of proposal and facilitate inter- departmental consultations	Database maintained	Database maintained	Database maintained	Database maintained	TPDCo
		Welcome to Port Royal Monument Development	40% completed		The completion and installation of a welcome monument	Monument assessment/mai ntenance and repair if necessary	Monument assessment/mainte nance and repair if necessary	Monument assessment/mainte nance and repair if necessary	TPDCo
Attractions Development	Create an inventory of all attractions and activities.	Database designed  Project Plan established	No themed database	Organized and comprehensive Street Food database.	3 Destination areas assessed and included in database	Productization of Street Food database	Productization of Street Food database		TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
		Branding strategy developed (colours, logos approved)		Branding strategies developed for prioritized heritage sites		Four (4) priority sites scoped for branding	Four (4) priority sites scoped for branding	Four (4) priority sites scoped for branding	TPDCo
		Business Plan Competition proposal approved.	No current baseline.			Business Plan Competition executed	Business Plan Competition executed		TPDCo
		The Zong Experience completed	20% completed	Proposal, drawings and artworks associated with the project	Installation of QR Code and allowance for public Wi-Fi	Installation of Augmented Reality to complement the monument	Monument assessment/ maintenance and repair if necessary	Installation of Augmented Reality to complement the monument	TPDCo
		# Storyboards erected	25% completed		Expand project to the South Coast and create databases for all storyboards	Update database and begin installation of QR Code on existing storyboards	Update database and install QR Code on storyboards existing storyboards Undertake maintenance and repairs if necessary.	Update database and install QR Code on storyboards existing storyboards. Undertake maintenance and repairs if necessary.	TPDCo
		Maintenance and management plan established for Bath Botanical Garden	20% completed		Begin the implementation of agreed aspects of the proposal.	Complete the implementation of the agreed aspects of the proposal	Monitor the maintenance of the property	Monitor the maintenance of the property	TPDCo
		Trans-Atlantic Slave Ports of Jamaica Memory/Legacy	30% completed	The Completion of research for the Trans-Atlantic	The completion and installation of monument for the county of	The completion and installation of monument for the county of	The completion and installation of monuments for the county of Cornwall	The completion and installation of monuments for the county of Cornwall	TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
				Slave Ports of Jamaica Memory/Legacy Project Proposal	Surrey.	Middlesex			
		Fort Montego Heritage Park Developed	30% completed			Secure relevant approvals and funding for implementation	Commencement of approved works	Completion of approved works	TPDCo
		# Heritage Brochures produced	30% completed			500	500	500	TPDCo
		Old Fort Craft Market Enhanced	30% completed			Complete architectural designs and Secure relevant approvals and funding	Implementation of approved aspects	Complete implementation of approved aspects	TPDCo
Community Tourism Development	Community Tourism Enterprise trained and developed	# CTEs/Cluster formed	-Site visit conducted at potential	Site visit and scoping conducted	2 new CTEs or Clusters	2 new CTEs or Clusters	2 new CTEs or Clusters	2 new CTEs or Clusters	TPDCo
		# participants in CTE/Cluster National Competition	-Training of 2 CTEs'/Cluster s members currently underway	Training for 4 CTEs  Competition conceptualised, proposal prepared and approved	4 CTEs and/or	4 CTEs and/or  At least 7 CTE or Cluster participants	4 CTEs and/or  At least 8 CTE or Cluster participants	4 CTEs and/or  At least 10 CTE or Cluster participants	

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
	Signage infrastructure to support the build-out of community tourism	# signs scripted and fabricated for installation  Proposals prepared for approval	Site visits and scoping conducted,  Scripts and proposal prepared  Proposal for installation submitted in July 2021	Scripts prepared and approved Signage installation completed	Scoping initiated, and execution begins	Infrastructure projects executed	Infrastructure projects executed	Infrastructure projects executed	TPDCo
	Research conducted and data collated on community experts	Research conducted  Repository of information created	- No current baseline		Data collection	Create Database/ Repository			TPDCo
Property Management	Monitor implementation proceedings for concession properties.	Development Plan prepared.  # tourism product and experience commercialized	3 of new natural and cultural heritage products commercialized  One (1) new tourism product and experience commercialized by graduates	Minimum 3 new natural and cultural heritage products commercialized	All approvals obtained for Folly Estate development partnership with UTECH	Implementation of Development Plan	Operating and continued development	Operating and continued development, as necessary and approved	TPDCo



SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
	Divestment and Subleasing of Attractions	# of properties divested	5	2	2.	2	1	Operating and continued development, as necessary and approved	TPDCo
Product Quality					\$5.3M	\$5.8M	\$6M	\$6.5M	
Quality Assurance Assessment	To raise service standards in keeping with International standards	# Quality Assurance Assessments conducted	754 entities assessed since April	1,680	1,680	1,700	1,700	1,700	TPDCo
Covid-19 Assessment and certification	A sector that adheres to protocols	# entities certified Covid Compliant	956 entities assessed since April	1,680	1,680	1,700	-	-	TPDCo
Covid-19 Spot Checks		# entities spot checked per annum	290 entities checked since April	1,680	1,680	1,700	-	-	TPDCo
TPDCo / Travel Foundation webinars	An informed sector that knows how to adapt to and be resilient in a pandemic	# of participants in the webinar	50 participants per webinar	200 sector persons complete webinar and are issued certificates of participation	New MOU to be signed	Webinar hosted.			TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
River Rafting Authority		# River Rafting entities licensed and raft captains certified by the RRA	12 entities licensed by RRA 141 raft captains licensed by the RRA	All 12 RRA entities licensed and certified. All raft captains licensed by the RRA	15 commercial entities 141 raft captains	15 commercial entities 141 raft captains	15 commercial entities 141 raft captains	15 commercial entities 141 raft captains	TPDCo
Carrying Capacity Study	Document to guide the sustainable use of the river	Terms of Reference completed	-	Study to be completed for White River	Commence consultation for White River study  TOR completed	Capacity Study completed	-	-	TPDCo
Visitor Information Programme	Informed visitors	Dissemination of information to visitors about things to do, places to go etc.	-	Kiosks not in use due to Covid-19 pandemic	Information disseminated	Information disseminated	Information disseminated	Information disseminated	TPDCo
JSIF REDI 2 Partnership	An industry that positively affects the quality of life for all Jamaicans	# Community members sensitized on the MOT Covid19 Health & Safety Protocols	-	150 community members sensitized on the MOT Covid-19 Health & Safety Protocols	-	-	-	-	TPDCo
Tourism Training					\$16M	\$16.5M	\$18M	\$20M	
Team Jamaica Training	Motivated, professional, knowledgeable and skilled tourism workforce.	# of ATPs  # industry workers Team Jamaica certified	22 ATPs operational 997 certified in Team Jamaica	24 ATPs operational 1,200 certified in Team Jamaica	2 additional ATPs  2,000 industry workers Team Jamaica certified	2 additional ATPs  2,000 industry workers Team Jamaica certified	3 additional ATPs  3,000 industry workers Team Jamaica certified	3 additional ATPs  3,500 industry workers Team Jamaica certified	TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Skills Training		# skills programmes delivered to X participants	15 Skills programmes (227 participants)	12 skills programmes (180 participants)	24 skills programmes (360 participants)	36 skills programmes (540 participants)	48 skills programmes (720 participants)	60 skills programmes (900 participants)	TPDCo
Customer Service Sensitization	Increase in customer service delivery of Craft Traders and Contract Carriage Operators	# Participants sensitized	0	600	900	0	0	0	TPDCo
HIV and AIDS Policy for Tourism	To safeguard the health of tourism workers in relation to HIV/STDs	# Public Education & Awareness sessions and participants  # policy consultations with executives	69 sessions 2,465 participants	60 sessions  10	72 sessions 1,080 participants  12	72 sessions 1,080 participants  12	84 sessions 1,260 participants  14	84 sessions 1,260 participants  14	TPDCo
Gastronomy Initiative	Environment created where visitors are safe, secure and enjoy a seamless experience	# Jerk vendors trained	Programme introduced in Harbour Street and Old Fort Craft Markets	Programme delayed due to Covid 19 and the non-arrival of Cruise Ships	-	-	-	-	TPDCo
Relocation of jerk vendors to Fort Street	An environment created where visitors are safe, secure	# Vendors relocated  Sanitary convenience in	Vendors trained and relocated	Project delayed due to funding from the TEF	-	-	-	-	TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
	and enjoy a seamless experience	place							
Destination Assurance					\$18M	\$16M	\$19M	\$21M	
Destination Assurance Council (DAC).	Strengthened Destination Assurance Councils to oversee the effective and efficient management of the Destination areas	Implementation of the Ministry strategic objectives  DACs fully operational	DACs in all destination areas strengthened and fully operational		Develop toolkits for all DACs  DACs fully functional	Develop Technical Assistance Programme	Develop Destination Certification System	Establish Regional Destination Management Organizations	TPDCo
3R Waste Management Programme in all Destination Areas	To create awareness of Environmental conservation	# of kgs of waste produced per visitor  # of waste stream recycled	Programme introduced in all Destination areas		Implement 3R Waste Management Programme in all Destination Areas	Implement 3R Waste Management Programme in all Destination Areas	Implement 3R Waste Management Programme in all Destination Areas	Implement 3R Waste Management Programme in all Destination Areas	TPDCo
Resilient Tourism Framework & Strategy in all Destination Areas	To ensure that all tourism entities have a Disaster Plan and receive training in Disaster Risk Management	% of tourism entities with Disaster Plans	Partner with the Ministry of Tourism and ODPEM to administer Disaster Risk Management training to tourism entities in		Implement Resilient Tourism Framework & Strategy in all Destination Areas	Implement Resilient Tourism Framework & Strategy in all Destination Areas	Implement Resilient Tourism Framework & Strategy in all Destination Areas	Implement Resilient Tourism Framework & Strategy in all Destination Areas	TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Waste Management & Vector Control Plans for each Destination area	Waste management & Vector Control Plans implemented	# of litres of water used per visitor  # of Kgs of waste produced	Waste Management and Vector Control in place		Implement Waste Management & Vector Control in St. Thomas and Portland	Implement Waste Management & Vector Control in Ocho Rios	Implement Waste Management & Vector Control in Montego Bay	Implement Waste Management & Vector Control in Falmouth, Kingston and South Coast	TPDCo
Maintenance and Beautification of Destination Areas	Improvement in aesthetics within the township with 2 murals per destination area	# of murals erected  Beautification and maintenance			2 murals erected  Beautification and maintenance	Beautification and maintenance	Beautification and maintenance	Beautification and maintenance	TPDCo
Implement a Disaster Risk Management and Climate change policy in Falmouth	Ensure that a Disaster Risk Management policy is in place at every property and ensure the local	# Of entities with a DRM Plan  # Of properties without	Constant consultation with stakeholders, MOT, and other agencies	Conduct audit to determine further needs	Conduct audit to determine further needs	Conduct refresher training and organize simulation where possible	Assess needs of the industry and determine next steps	Assess needs of the industry and determine next steps	TPDCo
St. Thomas Development Plan Initiative	Increased offering of natural & cultural heritage experiences in St. Thomas	Launch of St. Thomas programme and establish a wayfinding station in Yallahs	-	-	Launch of and Phase 1 implementation of St. Thomas Development Plan Initiative	Phase 2 implementation of St. Thomas Development Plan Initiative	Monitoring of areas implemented	Monitoring of areas implemented	TPDCo
Corporate Communications and Community Awareness					\$11M	\$12M	\$12.5M	\$13M	

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Animation Adventures of Sprucey and Limey	Create awareness among primage age children of the importance of the Tourism industry and improved attitudes	# of views shares and likes generated on social media	Previous animations done and posted	2	-	2	2	2	TPDCo
Virtual TPDCo Tourism Quiz Competition	Increased knowledge of the tourism industry among primary school students	# of participants, levels of engagement	In person quiz held previously but bearing in mind the peculiarities of the on-line environment	Research and determine modality, seek producer for curation of question bank and on-line staging	Host Virtual TPDCo Tourism Quiz	Host Virtual TPDCo Tourism Quiz	Host Virtual TPDCo Tourism Quiz	Host Virtual TPDCo Tourism Quiz	TPDCo
Youth Expo and Career Fair	Awareness on the sub- sectors in tourism among high school students between 4th and 6th forms	# of students logged on to the live stream and the level of participation/enga gement in same	Youth Expo & Career Fairs previously held in 3 resort areas	One virtual expo held on- line relevant groups targeted and engaged	Youth Expo and Career Fair				TPDCo
Tourism Summer Intern Programme	Students exposed to the working world through tourism entities and its subsectors	# of students placed in jobs	1000	1000	800				TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Public Awareness Programme	Increase Public Awareness of TPDCo's core business through Public Relations & effective media	# 60 hits across media platforms  # print media space and electronic media garnered		Multiple hits received across all media.	Collaterals and social media presence	Collaterals and social media presence	Collaterals and social media presence	Collaterals and social media presence	TPDCo
Website and social media management	Increase Public Awareness of TPDCo's core business through Website and social media content.	Functional website  Accurate content on media platforms  User interface and analytics	Stats (followers/subscribers) as follows: FB: 6,652 IG: 6,715 Twitter: 778 YouTube: 333	Increase of 50% across platforms	<a href="#">Website</a> Instagram Facebook Twitter LinkedIn	<a href="#">Website</a> Instagram Facebook Twitter LinkedIn	<a href="#">Website</a> Instagram Facebook Twitter LinkedIn	<a href="#">Website</a> Instagram Facebook Twitter LinkedIn	TPDCo
Visitor Safety and Experience					\$5M	\$5.5M	\$6.5M	\$7M	
District Constable program	Effective JCF focus in areas of interest.	300 DCs Deployed	200 DCs deployed.		200 DCs deployed.	300 DCs deployed.	300 DCs deployed.	300 DCs deployed.	TPDCo
Social intervention program	Increased VSE sensitization in destination areas.	# of persons impacted	100,000 persons impacted.		700,000 persons impacted.	750,000 persons impacted.	800,000 persons impacted.	850,000 persons impacted.	TPDCo
Anti-Harassment Strategy	Reduction in visitor harassment	Strategy implemented in destination areas.	Strategy implemented in 1 destination	Develop Anti-Harassment Strategy	Implementation of Anti-Harassment Strategy in 2	Implement strategy in 2 additional areas	Implement strategy in 1 additional area	Monitoring and evaluation	TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
			areas.		destination area	Monitoring and evaluation	Monitoring and evaluation		
Support to Strategic Policing	Effective policing of destination areas.	Effective JCF deployment.			Engagement with JCF in support of Tourism security issues.	Engagement with JCF in support of Tourism security issues.	Engagement with JCF in support of Tourism security issues.	Engagement with JCF in support of Tourism security issues.	TPDCo
Data Gathering & Analysis	Database created to allow hot spot mapping.	Data captured			Data captured	Data captured	Data captured	Data captured	
Security Communication Management	Increased tourism security awareness among security partners.	# of security partners impacted  # of security managers trained			28 Meetings with security partners  Security managers training	28 Meetings with security partners  Security managers training	28 Meetings with security partners  Security managers training	28 Meetings with security partners  Security managers training	
Sexual harassment policy	Reduction in cases of sexual harassment.	Policy developed and promulgated across the tourism sector			Implementation of policy in 2 destination area	Implement policy in 2 additional areas  Monitoring and evaluation	Implement policy in 1 additional area  Monitoring and evaluation	Monitoring and evaluation	
Projects					\$1.2B	\$1B	\$1.3B	\$1.5B	
Spruce Up Pon Di Corner	Product Enhancement MPs identify project within constituencies	# Projects implemented annually	Currently 35 constituencies have submitted projects which	48 projects completed	\$250M	\$250M	\$250M	\$250M	TPDCo



SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
			are moving toward completion.						
Tourism Resort Maintenance Programme	Resort areas that are aesthetically pleasing, sustainable and environmentally sound.	Verges and medians along main roads are maintained.	Currently in the 4th cycle of cuts for north and south coast and 5th cycle of elegant corridor.	5 Cycles for north and south coast and 7 cycles for elegant corridor.	\$600M	\$600M	\$600M	\$600M	TPDCo
Trench Town Performance Space Phase 3	Development of Community Based Tourism	Construction of performance stage, changeroom and bathroom facility	Project is currently in the concept stage	Completion of initiation documentation	\$20M				TPDCo
Seville Heritage Park Phase 2	Enhancement of Visitor Experience/Improvement & Expansion of the Tourism Product	The enhancement of the park.	Project is currently in the concept stage	Completion of initiation documentation	\$30M				TPDCo
Content Sports Complex Phase 2	Development of Community Based Tourism	Construction of a multipurpose facility and stands Project is currently in the concept stage	Project is currently in the concept stage	Completion of initiation documentation	\$40M				TPDCo
Alderton Rest Stop Phase 2	Development of Community Based Tourism	Construction of vending Stalls	Project is currently in the concept stage	Completion of initiation documentation	\$10M				TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Public Beach Upgrade Programme	Enhancement of Visitor Experience/Improvement & Expansion of the Tourism Product	Enhancing the facilities at public beaches for greater enjoyment.	Project is currently in the concept stage	Completion of initiation documentation	\$60M	\$60M			TPDCo
Beautification of the Mammee Bay Round-a-bout	Resort areas that are aesthetically pleasing, sustainable and environmentally sound	The improvement of aesthetic appeal of the area	Project is currently in the concept stage	Completion of initiation documentation	\$20M				TPDCo
Welcome to Falmouth Sign	Enhancement of Visitor Experience/Improvement & Expansion of the Tourism Product	The installation of a sign to welcome visitors to the town of Falmouth	Project is currently in the concept stage	Completion of initiation documentation	\$10M				TPDCo
Beautification of Corridor from NMIA to Kingston	Resort areas that are aesthetically pleasing, sustainable and environmentally sound.	Completed design and plan.	Project is currently in the concept stage	Completion of initiation documentation	\$15M	\$60M	\$60M		TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Black River Streetscape Phase 2	Enhancement of Visitor Experience/Im provement & Expansion of the Tourism Product	Extension of walkway, drainage, and beautification	Project is currently in the concept stage	Completion of initiation documentation	\$30M	\$60M			TPDCo
Bunny Wailers Museum	Development of Community Based Tourism	Rehabilitation of the structure and convert building into a museum	Project is currently in the concept stage	Completion of initiation documentation					TPDCo
Environmental Conservation and Coastal Management	Resort areas that are aesthetically pleasing, sustainable and environmental ly sound.	Completed Environmental Conservation and Coastal Management plan	Project is currently in the concept stage	Completion of initiation documentation	\$8M				TPDCo
Project Handover Ceremonies	Enhancement of Visitor Experience/Im provement & Expansion of the Tourism Product	Ceremonial handing over of projects	Creation of a list of projects which may need a ceremony	Finalization of list of projects which need ceremonies.	\$6M				TPDCo
Design and Development for Middle Quarters	Development of Community Based Tourism	Engage consultants to prepare detailed proposals to	Terms of reference for designer currently	Architect engaged and design work started.	\$10M				TPDCo

SUB-PROGRAMME									
RESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline (As at October 2021)	2021/2022 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
		upgrade the corridor	being prepared.						
Mammee Bay Water Wheel Beautification project	Resort areas that are aesthetically pleasing, sustainable and environmental ly sound	Beautification of the historic ruin and surroundings	Project is currently in the concept stage	Completion of initiation documentation	\$5M				TPDCo

**8.3.3. MEDIUM-TERM FINANCIAL RESOURCE PLAN**

Prog. #	Programme	Sub- Prog. #	Sub-Programme	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26
				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	Destination Assurance	1,697,538	2,133,150		2,172,032	2,427,012	2,841,566	3,142,855
<b>Sub-Total</b>							2,172,032	2,427,012	2,841,566	3,142,855
	<b>Programme Summary</b>		<b>Total Funding</b>							
			GOJ	1,671,139	2,076,250		2,116,584	2,377,279	2,791,05	3,093,206
			AIA	26,399	56,900		55,448	49,733	50,511	49,649

**8.3.4. HUMAN RESOURCES CAPACITY PLAN**

Units/Divisions or Projects	Staff Complement 2021/22	Planned 2022/23	Planned 2023/24	Planned 2024/25	Planned 2025/26	Financial Implication	Source of funding
Executive Office	5	7	7	7	7		GOJ
Product Development & Community Tourism	35	36	36	36	36		GOJ
Projects Department	21	24	24	24	24		GOJ
Product Quality & Tourism Training	51	65	65	65	65		GOJ
Corporate Communication & Community Awareness	5	6	6	6	6		GOJ
Corporate Services Facilities	24	25	26	26	26		GOJ
Human Resources Department	6	7	7	7	7		GOJ
Finance/Accounts Department	10	11	11	11	11		GOJ
Management Information System	9	11	11	11	11		GOJ
Audit and Risk Management	5	6	6	6	6		GOJ
Procurement	5	5	5	5	5		GOJ
Destination Assurance (Regional Operations)	13	18	18	18	18		GOJ
Licence Processing	8	10	10	10	10		GOJ
Visitor Safety and Experience	9	9	9	9	9		GOJ
Craft Unit	3	5	5	5	5		GOJ
<b>TOTAL</b>	<b>209</b>	<b>245</b>	<b>246</b>	<b>246</b>	<b>246</b>		



#### **8.4. AGENCY - TOURISM ENHANCEMENT FUND (TEF)**

The Tourism Enhancement Fund's role is to lead tourism innovation in the areas of transformational infrastructural and sustainable projects, human capital development and tourism linkages through the applied utilization of research data.

Utilizing its resources, the TEF partners with local, international, public and private stakeholders to advance the strategies of the Ministry of Tourism and its Agencies.

Our Core functions include:

- Innovation
- Human Capital Development
- Tourism Linkages
- Collection of Fees from Incoming Air and Cruise Passengers
- Research and Development
- Sustainable Infrastructural Development
- Environmental Protection and Enhancement
- Financial Support for Small and Medium Tourism Enterprises

The Board of Directors represented by public and private representatives sector provides oversight for the work of the TEF. The Tourism Linkages Network and the Jamaica Centre of Tourism Innovation (JCTI) are further guided by expert councils namely the Tourism Linkages Council and the Board of Management of the JCTI.

##### **Vision**

To lead the enhancement of the Jamaican tourism product to become the most sought-after destination in the world.

##### **Mission Statement**

To innovate and drive sustainable development of Jamaica's tourism industry through the prompt collection of fees, prudent management of resources and research.

##### **Mandate**

- To promptly collect and reconcile airline and cruise fees, and transfer to the consolidated fund.
- To effect efficient execution of short- and medium-term development and infrastructural programmes to enhance the sector.
- To improve growth targets in the Tourism sector which will directly impinge on the national growth targets through linkages and other small and medium tourism enterprises (SMTes) programs that will create employment and wealth in the heart of Jamaican communities.
- Provide low cost financing to STME's through Approved Financial Institutions (AFIs)
- 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 development and rehabilitation of our heritage sites, in partnership with the JNHT.
- To facilitate Human Capital Development for workers, students and entrepreneurs.
- 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.
- Use Research and Development to Conceptualise Transformational projects

## 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 focused on ensuring that Jamaican employees are prepared to meet and exceed internationally benchmarked standards.
- iii. Stakeholders interested in entrepreneurship are able to access opportunities to join the tourism value chain through Tourism Linkages.
- iv. That TEF develops the data and analysis necessary to make the best decisions about what is required to deliver the best visitor experience.
- v. Jamaica's Natural Resources are enhanced through the systematic implementation of sustainable development projects
- vi. A robust cadre of SMTE's making a positive impact on the Tourism Industry
- vii. A diverse and prosperous tourism industry advised by cutting-edge research.

## Services

The Services provided by the TEF are:

1. Human Capital Development
2. Creating Access to the tourism Value Chain
3. Tourism Project Development Services
4. Grant Funding for Tourism ventures
5. Project Management Services
6. Low cost Financial Support through partner institutions to the Tourism Sector

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 development and rehabilitation of our heritage sites.

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 TEF will employ the following strategies to increase public awareness of its projects and programmes:

1. Communications Plan
2. Branding
3. Media Coverage
4. Social Media
5. Public Awareness Campaigns
6. Webinars/seminars

### 8.4.1 AGENCY'S CURRENT PERFORMANCE

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
<b>TOURISM DEVELOPMENT</b>  <b>Product Enhancement</b>  Product Development: Innovation-based Tourism Incubator	Tourism incubator established and operationalised  # of new tourism products and experiences commercialized  Incubator grant/loan programme established	N/A	Business plan to be developed.	Concept document completed.  Procurement for development of business plan 90% complete.	4,500	0.00	Contract is expected to be signed in November 2021 for start date in December 2021.
<b>TOURISM DEVELOPMENT</b>  <b>Product Enhancement</b>  Product Development  Business Continuity Plan Guidebook & Video Series	Guidebook developed  Video series developed  Train-the-trainer sessions held	N/A	Guidebook developed  Video Series developed  Train-the-trainer sessions held	Draft Guidebook developed.	16,747	6,540	Project is on track to be completed in April 2022.
<b>TOURISM DEVELOPMENT</b>  <b>Product Enhancement</b>  Product Development  Literacy App Pilot Project	A prototype developed  % of identified illiterate workers that completed the literacy curriculum	A prototype was developed, however, it was not up to the required standard and could not be within current budget	A submission be made to PIMSEC.  A requirements list be compiled.	Market research has been ongoing to determine the technical team and complete budget necessary to develop a functioning prototype.	TBD		

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
<b>PRODUCT ENHANCEMENT</b>  <b>Product Development</b>  Artisan Villages	Completion of the theming of Artisan Village at Falmouth (AVF)	<ul style="list-style-type: none"> <li>- Took delivery of Hampden Wharf</li> <li>- Received and approved Theming Plan for the AVF</li> <li>- Completed of Business Case for AVF</li> <li>- Developed an income generating plan for the AVF</li> <li>- Completed list of shop keepers for AVF</li> <li>- Complete fir draft of MOA with PAJ</li> <li>- Have buy in from JN to support the development of shop keepers at the AVF</li> <li>- Begin infrastructure development</li> <li>- Hire Consultant to develop and implement Entertainment Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare shop keepers for AVF</li> <li>- To implement the Theming Plan for the AVF</li> <li>- Transform Hampden Wharf into the AVF</li> </ul>	1. Completed list of individuals willing to take shops at Falmouth 2. Prepared Lease Agreement for shop keepers 3. Received BQ's for theming the AVF 4. Completed first DRAFT of MOA with PAJ 5. Implementing ICT programme 6. Implementing Entertainment Plan	\$88,000	\$78,000	Project delayed because of PAJ has not yet completed fixes at Hampden Wharf
<b>TOURISM BUSINESS DEVELOPMENT</b>  <b>Tourism Worker Development</b>  Certification	Increase the percentage of trained and internationally certified workers in the tourism sector	<ul style="list-style-type: none"> <li>- Increase in number of Certified Hospitality Supervisors</li> <li>- Increase number of certified Chefs</li> <li>- Increase number of persons with Customer Service</li> </ul>	<ul style="list-style-type: none"> <li>- 2,500 certified persons</li> <li>- 220 students in HTMP</li> <li>- 650 college &amp; high school students in SIP</li> </ul>	<ul style="list-style-type: none"> <li>- 1800 persons certified</li> <li>- 221 students in HTMP</li> <li>- 650 interns in SIP 2021</li> <li>- First JCTI Conference on Certification</li> </ul>	\$125,000	\$88,000	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
		Certification - Develop Database of Certified Workers - Develop LMS to serve people seeking certification - Implement Public Education Programme (PEP) - Implement HTMP certification for high school students Implement Summer Internship Programme (SIP)		- Hired Consultant to implement JCTI PEP			
<b>Tourism Business Development</b>  <b>Linkages Network</b>  Community/Backyard Farming Programme	50 persons to be trained.	42 persons were trained in this phase of the programme to supply the demands of the tourism sector.	To train an additional 25 farmers	The completion of the project will see the listed competencies set out for accomplishment within the twelve weeks covered and the participants equipped to further utilize the skills learnt to become a major player within the field of agriculture crop production.	6,000	5,765	
<b>Tourism Business Development</b>  <b>Linkages Network</b>  Entrepreneurial Coaching - In Poultry Farming	50 farmers to be trained across two parishes	18 farmers are currently being trained in St James	Train and develop an additional 20 farmers in St. Ann	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.	4,136	3,822	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
<b>Tourism Business Development</b>  <b>Linkages Network</b>  DJ Academy Jamaica	Training of DJ's employed in 10-15 hotels and attractions in areas of technical and soft skills (emotional intelligence)	167 DJs trained 14 participating entities including attractions.	Increase the number of participating entities	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	\$7,380	\$3,225	Programme offered online in 2020 via JCTI LMS due to Covid19
<b>Tourism Business Development</b>  <b>Linkages Network</b>  Christmas in July Event	Over 120 suppliers on display on Trade day	151 suppliers on display on trade day	After distribution of the CIJ 2021 Catalogue the increase of sale to over 20 million for exhibitors  45% of the 145 persons who participated in Christmas in July 2020 indicated earnings total \$8,214,000 from participating in the event. The remaining 65% indicated that they received increased sales lead and brand exposure	The Tourism Linkages Network executed a virtual staging of Christmas in July 2021. This annual event is leading a collaborative initiative in partnership with 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. The virtual staging saw over 10,000 views on Facebook, Youtube and Instagram.	11,000	10,918	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
<b>Tourism Business Development</b>  <b>Linkages Network</b>  Supply Chain Study	To assess the Tourism Supply chain in order to inform tourism supply chain optimization, and to identify tourism supply trends and patterns; and to explore ways to increase the uptake of locally produced goods and services by the tourism and hospitality sector		Completion of Study Engagement of Tourism Stakeholders		15,000	0,00	In the procurement process
<b>Tourism Business Development</b>  <b>Linkages Network</b>  Agri- Linkages Exchange (ALEX)	Further development of the website to manage number of farmers and hotels sign up	Stakeholder engagement meetings held with RADA marketing Officers and Consolidators	Ongoing stakeholders' engagements	Over 2350 farmers and 1365 benefitted from ALEX which Sold produce valued at JMD\$33,358,631.80 between January 2021 and October 2021	12,740	11,426	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
<b>Tourism Business Development</b>  <b>Linkages Network</b>  Food Safety Manual	The enforcement of Food Safety and sanitation standards and practices are essential for the health and wellbeing of tourism workers, guests, and agricultural suppliers alike. This is now critical as Jamaica battles with the COVID -19 pandemic.	Completion of the food safety manual	Sensitization sessions with Agricultural, Manufacturing and Tourism stakeholders	First draft of manual completed	3,745	1,877	
<b>Tourism Business Development</b>  <b>Linkages Network</b>  Tourism Demand Study Opportunities Forum	Over 80 properties and attractions participating in the study	60 properties and attractions participated in the study	Tourism demand study completed Opportunities Forum to be executed highlighting investment opportunities	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.	6,000	0	Due to COVID-19 opportunities forums were postponed
<b>Tourism Business Development</b>  <b>Linkages Network</b>  <b>Jamaica Blue Mountain Coffee Festival</b>	50 Exhibitors on display virtually on Festival Day	There was over 2472 views on YouTube for the event.  There were 42 manufacturers of coffee related products on display virtually	Increased awareness of the JBMCF brand.	<ul style="list-style-type: none"> <li>The Jamaica Blue Mountain Coffee Festival has become an annual event designed as the Caribbean's premier coffee festival, offering an immersive experience from farm to cup and also demonstrating our rich tradition of coffee production in the Blue Mountain region.</li> </ul>	\$8,450	-	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
<b>Tourism Business Development</b>  <b>Linkages Network</b>  CoVID19 Safety Manual for Jamaican Spa Sector	Development of a safety protocols manual for spa sector stakeholders	Launch and Publication of a CoVid-19 Safety Manual for Jamaican spas	Hosting of sensitization sessions and distribution of manuals to stakeholders	Virtual launch of Manual at Natural Skincare Product Development Workshop and distribution at the Jamaica Health and Wellness Tourism Conference	\$5,000	\$2,250	
<b>TOURISM BUSINESS DEVELOPMENT</b>  <b>Tourism Worker Development</b>  Learning Management System	<ul style="list-style-type: none"> <li>• Number of candidates enrolled</li> <li>• Number of certifications delivered</li> </ul> 2500 persons certified online	10,856 students enrolled ____ certifications delivered - certified online		Performance of the LMS Assessed.  Planning for 2 <sup>nd</sup> iteration in progress			
<b>TOURISM DEVELOPMENT</b>  <b>Tourism Business Development/ Tourism Worker Development</b>  JCTI Directory	Job directory completed  # of tourism workers in Job Directory  % of JCTI graduates on Job Directory	Job Directory completed  Onboarding of JCTI graduates	20% of JCTI graduates onboarded	Job Directory infrastructure 95% completed	\$2,000	\$978	
<b>Squatter Regularization</b>	<b>Squatter Regularization</b>	The regularization of 535 households in the Grange Pen community.	The construction continued.	Project in construction (62%) complete	300,000	250,931	Project is ongoing, despite delays in the on-site execution. The project manager is working to resolve challenges
<b>Emerging Resort Area support &amp; Development</b>	To support the development of resort towns through the creation and or improvement of	Selected projects were completed.	To commence selected project by the end 2021/22	The Design were completed and tender for contractors commenced.	55,000	11,278	None to report



PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
	attractions						
<b>TEF Beaches Programme</b>	The design and construction start of four (4) beaches by TEF	The projects were tendered.	Complete designs construction in fourth quarter 2021/2022 at: 1. Alligator Pond Beach 2. Rio Nuevo Beach 3. Winnifred Beach 4. Success Beach Pagee Beach	Completed Land Surveys for Priory Beach, Success Beach and Winnifred Beach.  Designs ongoing for Alligator Pond and Rio Nuevo Beach.  Contract signed for design architects for Priory and Winnifred Beaches.  Bill of Quantities and Mechanical/Electrical/Plumbing Designs are ongoing for Orchard Beach.  Tender for design architects for Pagee Beach and Success Beach.	240,000	183,447	Change in the methodology for the procurement of Design Consultants from Teams to Individual Professional Service Consultants (E.g. Architect, Civil Engineer.)  An islandwide beach clean-up project was executed in order to achieve expenditure targets.
<b>Enhancement of major roadways</b>	Rehabilitation works to roadways	The development of the scope of works for 2 projects were completed.  These are Raised Pavement Markers and Road Markings along Tourism Routes - Montego Bay to Negril and LED Street Lighting to Ocho Rios	To rehabilitate roadway and install raised pavement markers.  To commence the designs of the LED Street Lighting to	The tender for the road rehabilitation commenced and is expected to be completed in December 2021.	150,000	33,062	Project delays in the commencement of the designs and procurement for works on the projects

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021/2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
		to Runaway Bay.	Ocho Rios to Runaway Bay	No progress on this project due to issues with stakeholder agreements			
<b>Development Projects</b>	Upgrade to the electrical and aesthetic appeal of the Hip Strip – Montego Bay.	The scope development of the project	Designs for the Architectural Re-design of the Hip Strip as well as Electrical Engineering designs for the burying of electrical and communication lines.	TOR and Rough Estimate for the underground burying of electrical and communication lines. Tender for Electrical Engineering and Architectural Services.	190,000	108,456	Other development projects were implemented in order to achieve expenditure targets
<b>Roads to Attractions</b>	Rehabilitation works to roadways leading to Attractions Island wide	Rehabilitation of roads selected completed	To rehabilitate roads leading to tourist attraction	13 roads have been completed	300,000	94,456	None to report
<b>Eco Tourism Development to Sustain Protected Areas</b>	The maintenance and development of eco-tourism products		To support environmental stewardship initiatives	Expenditure targets achieved.	21,500	20,180	None to report
<b>Community Tourism Activities</b>	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	Expenditure targets achieved.	28,000	26,706	None to report
<b>Sponsorship Investment</b>	The sponsorship of various tourism initiatives		To provide sponsorship of a variety of tourism activities	None	15,500	6,500	Due to covid 19 restrictions several annual tourism initiatives have been postponed/delayed.
<b>Grant Funding</b>	Full utilization of funding for services and products to tourism stakeholders		Increased opportunities for funding tourism services and products to stakeholders	Expenditure targets achieved	100,000	73,670	None to report

#### 8.4.2. Programmes and Sub-Programmes For The Medium Term

##### PROGRAMME NAME: TOURISM DEVELOPMENT

<p><b>Programme Objective:</b></p> <p>To develop local tourism by making leisure and recreational activities accessible and attractive to Jamaicans.</p> <p><b>SUB- PROGRAMME OBJECTIVES</b></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><b>Description &amp; Context of the PROGRAMME:</b></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><b>SUB- PROGRAMME:</b> 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><b>Programme Coordinators - Executive Director Tourism Product Development Company and</b></p> <p><b>Executive Director Tourism Enhancement Fund</b></p>
<p><b>Supporting programme</b></p>	<p><b>Ministry</b></p> <p><b>Programme/Sub-</b></p>

Performance Improvement Plan

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/De pt/ Division
Squatter Regularization	Product Development	Slow pace of the construction	Improvement in resource allocation to the project.	Project Team to determine the resources and schedule to complete the project.	Contractor to provide revised schedule and dedicate resources to the project.	March 2022	49.6	TEF/Project s
Emerging Resort Area support & Development	Product Development	Approvals from statutory agencies	Improvements in the timelines for design. Stakeholder consultations with statutory agencies.	Statutory approval before the commencement of construction	Engagement of statutory agencies at an early stage in the projects.	March 2022	43	TEF/Project s
TEF Beaches Programme	Product Development	Delays in the procurement of consultants.  Delays in the hosting of Stakeholder consultations	Procurement of individual consultants as opposed to teams.  Changes to the design process and allowance for stakeholder involvement early in the project.	The establishment of the TEF Procurement Department has allowed for the completion and signing of contracts for professional services.  Signing of individual contracts for consultants.  Designs completed within schedule and construction estimates.	Procurement of individual consultants as opposed to teams	March 2022	103	TEF/Project s
Enhancement of major roadways	Product Development	Raised Pavement Markers and Road Markings along Tourism Routes - Montego Bay to Negri  Delays in the development and procurement of the projects.  Delays due to the	Improvement in the consultations with partners regarding the development of the projects	Projects developed within the scheduled timeframe	Monthly meetings with stakeholders to drive the project development process	March 2022		TEF/Project s

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/De pt/ Division
		length of the Procurement cycle.  The Bill of Quantities was received received mid-year  <b>LED Street Lighting to Ocho Rios to Runaway Bay.</b>  Delays due to stakeholders agreements			Seek PIMSEC approval			
Product Enhancement	Product Development  Resort Wi-Fi Connectivity	Constant shift in priorities with the GOJ partner with responsibility for wi-fi, i.e. Universal Service Fund.	USF to prioritize wi-fi in resort areas in order to submit project proposal and provide technical project management assistance.	Identification of priority resort areas complete.  Plan for the development of the resort area wifi submitted.  Procurement for at least one resort area started.	Submission of proposal.  Identification of funding between the two entities  Signing of MOU between TEF and USF  Assigning of USF staff specifically to this project.	April 2022	N/A	RRMD/TEF
Jamaica Centre of Tourism Innovation	Not enough hotels seeking certification for their staff	The impact of the Coronavirus and the lockdown is an issue, but this was true before	Need to increase certification: -Certified Hospitality Supervisor, -Culinary Arts- Middle Management.	Number of persons registering for each level of certification	Implementing: -Public Education Programme -High level meeting with JHTA	1 <sup>st</sup> and 2 <sup>nd</sup> Quarter 2022/3	\$10 Million	JCTI, a Division of the TEF

## PROGRAMMES AND SUB-PROGRAMMES FOR THE MEDIUM TERM

### PROGRAMME NAME: TOURISM DEVELOPMENT

<p><b>Programme Objective:</b></p> <p>To develop local tourism by making leisure and recreational activities accessible and attractive to Jamaicans.</p> <p><b>SUB- PROGRAMME OBJECTIVES:</b></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><b>Description &amp; Context of the PROGRAMME:</b></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><b>SUB- PROGRAMME:</b> 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><b>Programme Coordinator [if available]:</b></p>
<p><b>Supporting Ministry Programme/Sub-programme</b></p>	<p><b>TOURISM DEVELOPMENT - PRODUCT ENHANCEMENT &amp; BUSINESS DEVELOPMENT</b></p>

RESULTS MATRIX									
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)	
<b>PRODUCT ENHANCEMENT</b>  <i>Maintenance</i>	Rehabilitation works to roadways to enhanced visitor	Successful completion of 3 major infrastructure projects	N/A	N/A	Complete Improvement in Water Supply- Negril to Runaway Bay-	Complete construction rehabilitation of Roadway Leading to Bath Hotel and	Construction for 2 infrastructure development projects	Construction for 2 infrastructure development projects	TEF/ Projects

RESULTS MATRIX									
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)	
<b>/Rehabilitation of Tourism Areas</b>  Tourism Infrastructure Development Programme	experience through the provision of world class infrastructure	Intended Satisfaction rate of 90% from Visitors (measurement tool to be developed)			Canaan Well	Spa		\$400M	
					Commence construction rehabilitation of Roadway Leading to Bath Hotel and Spa	Complete construction West End Road	Design and Planning for 2 infrastructure development projects		
					Commence construction West End Road	Complete construction Salt Marsh to West Gate	\$450M		
					Complete RPMS -Negril Destination Area	Design and Planning for 2 infrastructure development projects			
					Commence construction Salt Marsh to West Gate	\$500M			
					\$670M				
<b>Capital Projects</b>  Renovation of Key Tourism Assets	Enhanced visitor experience through the provision of world class infrastructure	Rehabilitation/D evelopment of 1 Emerging Resort Area or Attraction	Completion of the construction of Devon House Courtyard.	Designs for the Devon House Courtyard Rehabilitation 100% complete	Designs at Devon House 100% complete	Construction at Devon House 50% completed	Construction at Devon House 100% completed		TEF/ Projects
			Completing the designs for Development of sewer system for Devon House	The Devon House Courtyard rehabilitation project was tendered for contractors.	Construction of 1 Project in Emerging Resort Area Complete	Construction of 1 Project in Emerging Resort Area Complete	Construction of 2 Project in Emerging Resort Area Complete	Construction of 1 Project in Emerging Resort Area Complete	
					Planning / design of 1	Planning / design of	Planning / design of 1 project in	Planning / design of 1 project in	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
			Design of Pop Up Kitchen to commence  Planning for the development of design for Salt River	Planning / design of 1 project in Emerging Resort Area Complete  \$55M	project in Emerging Resort Area Complete  \$90M	1 project in Emerging Resort Area Complete  \$85M	Emerging Resort Area Complete  \$145M	Emerging Resort Area Complete  \$60M		
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 75% complete	62% on Grange Pen Squatter Regularisation          \$300M	100% on Grange Pen Squatter Regularisation  Planning for Negril Squatter Regularisation  Planning for Montego Bay Squatter Regularisation  \$550M	  Negril Squatter Regularisation Construction start-up  Montego Bay Squatter Regularisation Construction start-up  \$450M	N/A  Negril Squatter Regularisation Construction 100%  Montego Bay Squatter Regularisation Construction start-up  \$450M	  Negril Squatter Regularisation Construction 100%  Construction for Ocho Rios squatter regularisation begins  \$400M	TEF/ Projects	
TEF Beaches	Enhanced visitor experience through the provision of world class	Construction of 4 Beaches	Complete and open Beaches	Complete Designs for 4 Beaches  Commence designs of 4	Construction of 4 Beaches  Complete designs for 4 beaches	Complete designs for four beaches  Construction completed for 4 beaches	Construction completed for three beaches  Designs for 3 beaches	Construction completed for three beaches  Designs for 3 beaches	TEF/ Projects	



RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
	infrastructure			Beaches  \$240M	  \$225M	Designs for 3 beaches  \$270M	  \$289M	  \$297M		
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 15 roads	Successful completion of 15 Roads  \$300M	Successful completion of 15 Roads  \$300M	Successful completion of 15 Roads  \$309M	Successful completion of 15 Roads  \$318.5M	Successful completion of 15 Roads  \$328M	TEF/ Projects	
Tourism Investment  Sponsorship Investment	To provide support through the sponsorship of various tourism initiatives	Further recognition of the tourism brand through sponsorship of a variety of activities	N/A	Brand recognition at varies tourism initiatives  \$15.5M	Increased brand recognition across the industry  \$30M	Increased brand recognition across the industry  \$33M	Increased brand recognition across the industry  \$35M	Increased brand recognition across the industry  \$37M	TEF/ Projects	
Tourism Investment  Grant Funding	To facilitate support to tourism related services and products	Increased opportunities for funding tourism services and products to stakeholders	N/A	Achieving expenditure targets  \$100M	Increase in services and products to the tourism industry  \$30M	Increase in services and products to the tourism industry  \$30M	Increase in services and products to the tourism industry  \$30M	Increase in services and products to the tourism industry  \$30M	TEF/ Projects	
Capital Projects  Development of Transformational Projects	Enhanced visitor experience through the provision of world class infrastructure	Construction of / Completion of 1 Transformational Project	1 Transformational Project executed	Commence design works for the Development of the Hip Strip - Montego Bay  \$190M	Development of the Hip Strip - Montego Bay – complete designs and commence procurement for works  Ocho Rios LED – Planning	Development of the Hip Strip - Montego Bay – Commence Construction commence  Ocho Rios LED – complete designs  Artisan Village - Ocho Rios –	Development of the Hip Strip - Montego Bay – Construction ongoing  Ocho Rios LED – Commence construction  Artisan Village -	Development of the Hip Strip - Montego Bay – Construction ongoing  Ocho Rios LED – Commence construction  Artisan Village -	TEF/ Projects	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
					Artisan Village - Ocho Rios –  Planning for Transformational Projects in other resort areas  \$313.95M	complete designs Complete design for Transformational Projects in other resort areas  \$450M	Ocho Rios – commence construction  Commence construction for Transformational Projects in other resort areas  \$550M	Ocho Rios – commence construction  Commence construction for Transformational Projects in other resort areas  \$600M		
Tourism Investment  Tourism Historic and Cultural Investment		Further recognition of the tourism brand through investments at cultural assets	1 community development project executed	Investment in 1 cultural product executed  \$32.5M	Investment in 1 cultural product executed  \$15M	Investment in 1 cultural product executed  \$15M	Investment in 1 cultural product executed  \$15M	Investment in 1 cultural product executed  \$15M	TEF/ Projects	
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  \$12M	50% reef coverage of the resort areas  100% increase in fish population in resort areas  \$25M	70% reef coverage of the resort areas  100% increase in fish population in resort areas  \$27M	90% reef coverage of the resort areas  100% increase in fish population in resort areas  \$28m	100% reef coverage of the resort areas  100% increase in fish population in resort areas  \$30M	TEF/ Projects	
Innovation-based Tourism Incubator	The identification, development	Tourism incubator established and	0 virtual tourism incubator	Business plan to be created	Identify partners for financing and technical support	2 products  \$36M	2 products  \$37M	2 products  \$38M	TEF/JCTI & RRMD	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
	and commercialisation of at least 2 new tourism product every two years.	operationalised  # of new tourism products and experiences commercialized  Incubator grant/loan programme established	0 tourism products and experiences  0 grant/loan programmes	\$4.5M	Framework & strategy to be operationalized  \$22M					
Business Continuity Plan Guidebook and Video Series	The tourism sector, specifically the SMTEs are to become more resilient to disruptions.	Number of entities with BCPs after watching video series  Number of training sessions conducted	0 entities  0 training sessions	BCP completed.  Train the trainer completed  Video series completed  Marketing and sensitization of BCP.	1 Online Training Session	1 Online Training Session	1 Online Training Session	1 Online training session		
Tourism Destination Risk Assessment	To provide a comprehensive risk assessment of Destination Jamaica on a biennial basis	1 risk assessment per year	0 risk assessments	TOR to be developed.  \$1.5M	Destination Risk Assessment and Risk Register to be developed.  \$4M		Destination Risk Assessment and Risk Register to be developed.  \$4M		TEF/RRMD MOT/TPMD	
TOURISM BUSINESS DEVELOPMENT/  Tourism Worker	To reduce illiteracy among tourism workers, thereby	At least 60% of identified illiterate workers will complete the literacy	A prototype developed and undergoing alpha and beta testing.	A prototype was developed; however, it was not up to the required	A submission be made to PIMSEC.  A requirements	\$3M  Prototype to be built and tested	N/A	N/A	TEF/ JCTI & RRMD	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
Development <i>Literacy App Pilot Project</i>	helping them to access training and certification programmes and to progress in their area of expertise	curriculum		standard and could not be within current budget.	list be compiled.  Developing to begin.  \$4.5M					
Tourism Worker Development <i>Learning Management System 2.0</i>	Second iteration of the learning management system to be developed & implemented.	# of tourism workers/student s online.	0 workers	10,856 tourism workers registered as of Nov. 2021 on JCTI LMS 1.0  LMS infrastructure to be developed.  Course offering and schedule determined  Begin tutor onboarding.	Updates to be made.  \$2M	Updates to be made.  \$2M	Updates to be made.  \$2M	Updates to be made.  \$2M	TEF/ RRMD & JCTI	
<i>JCTI Directory</i>	A database of all Jamaican tourism workers who have been certified through the JCTI or with approved certification	# of tourism workers in database,  % of JCTI graduates in database	0 workers	50% of JCTI graduates to be onboarded.  \$2M	Updates to be made.  \$2M	Updates to be made.  \$2M	Updates to be made.  \$2M	Updates to be made.  \$2M	TEF/ RRMD & JCTI	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
	bodies.									
TOURISM BUSINESS DEVELOPMENT/  Tourism Worker Development	Certifications	- Increase # of workers with international certification - Increase # of students studying hospitality, tourism and culinary arts with international certification			2100 graduates  \$59,000	2995 graduates  \$91,000	3380 graduates  \$93,000	3160 graduates  \$95,000	TEF/ Jamaica Centre of Tourism Innovation	
	Learning Management System (LMS)	<ul style="list-style-type: none"><li>• Number of candidates enrolled</li><li>• Number of certifications delivered</li><li>• Number of candidates certified online</li></ul>			-	-	-	-		
	-Culinary Arts 100	Chefs enrolled	54	100 Chefs certified	100 Chefs certified \$40,000	100 Chefs certified	100 Chefs certified	100 Chefs certified		
	Bartender Certification - 750 bar-tenders certified	Bartender certification	250	250 Bartender certification paused	350 Bartenders certified \$4,000	200 Bartenders certified	250 Bartenders certified	350 Bartenders certified		
	Hospitality & Tourism Management (HTMP	<ul style="list-style-type: none"><li>• Number of teachers certified to deliver HTMP</li></ul>		150 students pass Year 2 Exams	150 successful candidates \$25,000	250 students pass Year 2 Exams	0	450 students passes Year 2 Exams	0	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
	-65% success among high school students certified -teachers certified	• Number of students passing Year 2 exams								
	<b>Summer Internship Programme (SIP) - 650 interns 150 employers</b>	Placement of 650 interns	650	- Place 652 interns with 155 employers. Arrange bank accounts for all interns	650 Interns placed	800 Interns placed	850 Interns placed	900 Interns placed		
<b>PRODUCT ENHANCEMENT</b> <i>PRODUCT DEVELOPMENT</i>  <b>Artisan Village at Falmouth</b>	- Official Opening of Artisan Village at Falmouth (AVF)	-Evaluation Report on Management Company at AVF -Monitor income generating programme -Monitor visitor ship			Support for operations at Artisan Village at Hampden Wharf  \$88,000	- Support for the Artisan Villages  - Start the development of the Second Artisan Village  \$89,000	- Support for the Artisan Villages  - Continue the development of the Second Artisan Village  \$30,000	- Support for the Artisan Villages  -Open the Second Artisan Village  \$30,000	TEF/ Jamaica Centre of Tourism Innovation/ Craft Development Institute	
<b>TOURISM BUSINESS DEV.</b>  <b>Linkages Network</b>  Manufacturing Technical Working Group  <i>Christmas In July</i>	Increase Access to locally manufactured goods	Increased corporate orders for gifting of locally manufactured goods	Fifty (50) Million in sales for local manufacturers	Increase in sales of approximately \$10 million	1 Christmas in July Trade show held. Increased sales for approx. \$52M  \$12,000	1 Christmas in July Trade show held. Increased sales for approx. \$55M  \$12,500	1 Christmas in July Trade show held. Increased sales for approx. \$68M  \$13,000	1 Christmas in July Trade show held. Increased sales for approx. \$70M  \$13,800	TEF/Tourism Linkages Network	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
Linkages Network <i>Speed Networking</i>	Increased access to locally manufactured goods and services	5% increase in revenue generated by participating manufacturers	5 % increase in number of registered tourism entities	Increase in tourism stakeholders engagements	1 Speed networking event executed  \$7,250	1 Speed networking event executed  \$8,000	1 Speed networking event executed  \$8,500	1 Speed networking event executed  \$9,000	TEF/Tourism Linkages Network	
Linkages Network <i>Agri-linkages Exchange (ALEX)</i>	Increased access to local farmers and locally grown produce	5% increase in sales completed via the ALEX platform	5% increase in farmer and tourism properties registered on the Alex platform	Increase in sales generated on the online platform.	10% increase in sales generated on the online platform  \$15,000	15 % Increase in sales generated on the online platform  \$18,000	25% Increase in sales generated on the online platform  \$20,000	35% Increase in sales generated on the online platform  \$22,000	TEF/Tourism Linkages Network	
Gastronomy Network  <i>Jamaica Blue Mountain Coffee Festival and Culinary Trail</i>	To increase consumption of Jamaica Blue Mountain coffee while facilitating expansion of the industry using a festival and trail experience model as well as online engagement activations	5% increase in the number of participating coffee purveyours and producers of locally manufactured coffee infused products	41,761 persons reached via online platform	Increased number of exhibitors and patrons  Coffee Festival held with a 5% increase in the number of exhibitors and patrons  Private sector handover by year 2023	Execution of virtual activation of the Jamaica Blue Mountain Coffee Festival 2022  \$13,800	Planned handover to Private sector	-	-	TEF/Tourism Linkages Network	
Gastronomy Network  <i>Taste Jamaica Mobile app and website</i>	To map & provide access to culinary assets and experiences available across the island using	Number of monthly culinary listings  Number of monthly users and subscribers	500+ entities listed 100+ new monthly users	An increase in number of monthly users, subscribers and culinary listings	a 5% increase in the number of monthly users and listings  \$5,000	a 5% increase in the number of monthly users and listings  \$6,500	a 10% increase in the number of users and subscribers  \$7,000	a 15% increase in the number of users and subscribers	TEF/Tourism Linkages Network	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
	a website and mobile application To generate big data which can be analysed using data mining and research techniques to find solutions and correlations that are not easily discoverable with other types of available data.							\$7,800		
Taste Jamaica at the annual South Beach Wine and Food Festival (SOBEWFF)	To showcase the best of Jamaica as a premier Gastronomy destination in the Caribbean	Venue at capacity with 500 guests in attendance	Execution of Taste Jamaica at SOBEWFF	increased diversity in number of participating Jamaican Chefs	Taste Jamaica at SOBEWFF held  \$5,000	Taste Jamaica at SOBEWFF held  \$6,500	Taste Jamaica at SOBEWFF held  \$8,000	Taste Jamaica at SOBEWFF held  \$9,000	TEF/Tourism Linkages Network	
Sport & Entertainment Network  DJ ACADEMY Jamaica	To build the emotional intelligence and soft skills of DJs employed to the tourism	Increased number of DJs trained and number of participating locations	167 DJs trained across 14 participating tourism entities	A 5% increase in the number of participating entities and Djs enrolled	DJ ACADEMY Jamaica executed with a 5% increase in the number of participating entities and DJs	DJ ACADEMY Jamaica executed with a 10% increase in the number of participating entities and DJs enrolled	DJ ACADEMY Jamaica executed with a 15% increase in the number of participating entities and DJs	DJ ACADEMY Jamaica executed with a 25% increase in the number of participating entities and DJs	TEF/Tourism Linkages Network	



RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
	industry while positioning Jamaica as a destination for entertainment				enrolled  \$5,000	\$5,800	enrolled  \$6,200	enrolled  \$7,000		
Sport & Entertainment Network  <i>Top Events Jamaica Marketing Programme</i>	To utilize a variety of innovative, marketing communication s 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  \$8,000	a 10% increase in the number of users and subscribers  \$10,000	a 15% increase in the number of users and subscribers  \$12,000	a 20% increase in the number of users and subscribers  \$15,000	TEF/Tourism Linkages Network	
Shopping Network  <i>Style Jamaica Shopping Showcase</i>	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, 10 artisans have participated to date	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  \$10,000	Style Jamaica held with a 15% increase in the amount of business generated  \$10,800	Style Jamaica held with a 20% increase in the amount of business generated  \$11,200	- Style Jamaica held with a 25% increase in the amount of business generated  \$12,000	TEF/Tourism Linkages Network	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
Shopping Network  <i>Visualised database of shopping assets</i>	The geographic mapping of shopping assets located island wide to create baseline for shopping website	Design and development of a visualised online database (website) of shopping assets	565+ assets currently mapped and listed on website <a href="http://www.shoppingjinja.com">www.shoppingjinja.com</a>	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  \$1,200	15% increase in number of users and listings  \$1,365	20% increase in number of users and listings  \$1,500	TEF/Tourism Linkages Network	
Health and Wellness Network  <i>Natural Skincare Product Development Workshop Programme</i>	Increased use of indigenous raw materials in the manufacturing of skincare products in Jamaica which can also be supplied to the tourism industry	Number of workshop participants  Number of products brought to market through the programme	200+ local entrepreneurs have benefited from workshops	A 5% increase in the number of persons registered for workshop	2 workshops held  \$5,000	3 workshops held  \$5,000	3 workshops held  \$5,000	3 workshops held  \$5,000	TEF/Tourism Linkages Network	
Health and Wellness Network  <i>Jamaica Health and Wellness Tourism Conference</i>	To create an effective platform for knowledge exchange, multi-sectoral integration and presentation of research data insights on the global wellness tourism	5% increase in the number of attendees over prior year (partners and participating presenters)	Over 600 attendees over 2 days Virtual Execution 5 participating companies/exhibitors 35 local presenters	Production of post conference publication including presentations and profiles, etc.	Health and Wellness Tourism Conference held with a 5% increase in the # of attendees, participating companies and international presenters  \$11,000	Health and Wellness Tourism Conference held with a 10% increase in the number of attendees, participating companies and international presenters  \$12,200	Health and Wellness Tourism Conference held with a 10% increase in the number of attendees, participating companies and international presenters  \$14,000	Health and Wellness Tourism Conference held with a 20% increase in the number of attendees, participating companies and international presenters  \$16,000	TEF/Tourism Linkages Network	

RESULTS MATRIX										
Sub programme / Initiative	Intended Results	Performance Indicator	Baseline	2021/22 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Functional Agency/ Dept/ Div
					2022/23 (000)	2023/24 (000)	2024/25 (000)	2025/26 (000)		
	industry									
Health and Wellness Network  <i>Research and Development</i>	Fill the R&D knowledge gaps in health and wellness tourism while examining global trends and potential applications in the tourism industry	Completion of research projects and execution of sensitization programmes	Research initiatives: Development of CoVID19 Safety Manual for Jamaican Spa sector	Increased capacity of stakeholders to meet international and local safety standards to facilitate delivery of safe tourism product	Ongoing public sensitization programme with distribution of electronic and physical Manuals  \$5,000	Ongoing public sensitization programme with distribution of electronic and physical Manuals  \$5,000	Ongoing public sensitization programme with distribution of electronic and physical Manuals  \$6,500	Ongoing public sensitization programme with distribution of electronic and physical Manuals  \$6,500	TEF/Tourism Linkages Network	
Health and Wellness Network  <i>Visualised database of health and wellness assets</i>	The geographic mapping of shopping assets located island wide to create baseline for shopping website	Re-design of website and enhancement of a visualised online database (website) of health and wellness assets	1561 assets currently mapped and listed on website <a href="http://www.wellnessinja.com">www.wellnessinja.com</a>	A 5% increase in the number of listings and users	Updating of User interface  5% increase in number of users and listings  \$4,000	10% increase in number of users and listings  \$1,100	15% increase in number of users and listings  \$1,365	20% increase in number of users and listings  \$1,518	TEF/Tourism Linkages Network	
Knowledge Network  <i>Conferences, Workshops, Seminars, Summits,</i>	To facilitate research, data collection and dissemination of tourism specific information	Completion of research projects and execution of Forums, Seminars, Conferences	Hosting of conferences, forums, summits, seminars, lecture series	5% Increase in reach of organised activations such as forums, seminars, conferences in tourism	Completion of 7 week Virtual Knowledge Forum  \$5,000	conferences, forums, summits, seminars, lecture series held  \$6,500	conferences, forums, summits, seminars, lecture series  \$8,000	conferences, forums, summits, seminars, lecture series held  \$9,500	TEF/Tourism Linkages Network	
Staff Costs					\$301,034	\$312,935	\$325,306	\$338,167		
Administrative Costs					\$149,688	\$155,605	\$161,757	\$168,152		

### 8.4.3 MEDIUM-TERM FINANCIAL RESOURCE PLAN

DESCRIPTION	2021-24 (J\$'000)				
	Approved Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26
Tourism Product Development	2,361,816	2,524,490	2,597,997	2,618,694	2,839,660
Product Enhancement	2,120,979	2,271,253	2,337,386	2,356,007	2,554,807
Direction and Management	510,356	525,016	540,302	544,606	560,944
Human Capital Development	121,996	154,495	158,994	160,260	173,783
Maintenance/ Rehabilitation of Tourism Areas	1,235,000	1,150,000	1,183,486	1,192,915	1,323,189
Tourism Investment	253,627	441,742	454,605	458,226	496,892
Tourism Business Development	240,837	253,238	260,611	262,688	284,853
Tourism Linkages Network	159,846	158,698	163,318	164,620	178,510
Local Supply Chain Integration	80,990	94,540	97,293	98,068	106,343
<b>TOTAL</b>	<b>2,361,816</b>	<b>2,524,490</b>	<b>2,597,997</b>	<b>2,618,694</b>	<b>2,839,660</b>

#### 4.4 HUMAN RESOURCES CAPACITY PLAN

Units/Divisions or Projects	Staff Complement 2021/22	Planned 2022/23	Planned 2023/24	Planned 2024/25	Planned 2025/26	Financial Implication	Source of funding
Executive Office	5	5	5	5	5	\$0 M	MoF&PS
Internal Audit	1	2	2	2	2	\$3.7 M	MoF&PS
Corporate Communications & PR	2	3	3	3	3	\$3.3 M	MoF&PS
Human Resources & Administration	7	9	9	9	9	\$9.8 M	MoF&PS
Finance & Accounts	7	9	9	9	9	\$2.3 M	MoF&PS
Projects	7	7	7	8	8	\$0 M	MoF&PS
Tourism Linkages Network	6	7	7	7	8	\$5.3 M	MoF&PS
Jamaica Centre of Tourism Innovation	4	5	5	5	6	\$5.2 M	MoF&PS
Research & Risk Management	3	3	3	3	3	\$0	MoF&PS
Public Procurement	5	5	5	5	5	\$0 M	MoF&PS
<b>TOTAL</b>	<b>47</b>	<b>55</b>	<b>55</b>	<b>56</b>	<b>58</b>	<b>\$29.6M</b>	





## 8.5 AGENCY: DEVON HOUSE DEVELOPMENT LIMITED (DHDL)

Devon House Development Limited (DHDL) was incorporated in May 2001, with a mandate to revitalize the property, restore the Mansion to prime condition, and preserve its prestigious Heritage Site status.

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

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

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.

### Mandate

The governing policy of the Devon House Development Limited (DHDL) in its mandate to develop Devon House and the Devon House Experience is the Promotion of Sustainable Development and the Improvement of the Tourism Product. This is within the national framework of the Promotion of Tourism as an Engine to Stimulate Productivity, and Encourage Economic Growth in Jamaica. DHDL must achieve this mandate in an effective and profitable way.

In fulfilling the mandate, the expectation is that Devon House will be:

- Restored and preserved to retain its authenticity and grandeur for future generations;
- Developed as a viable world-class tourism attraction, offering modern amenities and support facilities relevant to today's market; and
- Turned around from a position of dependency and deficit to one of independence and profitability over a reasonable time frame.

## 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.

## Operational Strategies

### i. Strategy #1

There has been an increase in the number of complaints about the Devon House 'I Scream' brand as to the taste, consistency, flavour, etc. We need to identify that this brand belongs to Devon House and needs to be protected as being amongst the top four places to enjoy ice cream in the world and in keeping with us being a gastronomy centre. Devon House has implemented a quarterly Audit with Dr. Audia Barnett to ensure that the quality and consistency of the ice cream meets industry standards.

The 'Devon Duppy Drink', being a new product is in the pre-production phase and will be completed and sold in the next financial year.

### ii. Strategy # 2

Shop rentals have not been increased by the usual 10% yearly due to COVID-19 restraints. We do not foresee that we will be able to increase rentals in the upcoming financial year especially with the upcoming project of the renovation of the Courtyard. Focus will be placed on supporting the shops through Digital Marketing.

### iii. Strategy #3

Devon House continued to enjoy both local and overseas visitors to the property until earlier this year. Our new offerings included an updated 'Kidz Play Area' which is available for kids' birthday parties. Our investment in two bounce-about and a cotton candy machine had resulted in us increasing our revenue income significantly by both these offerings. In addition, Devon House will aggressively market and promote this area.

For the coming financial year 2022 -2023, we will be exploring new ideas to bring a continuous flow of visitors into the Courtyard. We are now in the process of having this area rehabilitated for a new experience for our visitors to enjoy. The timeline for the project to be completed is by late September 2022. We are exploring the idea of having more cultural events in the Courtyard to increase locals to visit the property.

### iv. Strategy # 4

- v. With the COVID-19 pandemic, Devon House has had to rely on the yearly subvention that government continues to provide for the property. We also have a public park which is funded from the operating income of the organization which is partially closed due to the protocols of the pandemic and reduced income inflows.



Due to the pandemic, we have had to look at our potential inflows (functions on lawns) and necessary outflows (reduce staff numbers and number of security personnel on property) and manage our operations within these strict cash management that will ensure that the property remains viable during the time that the pandemic is here.

viii. Strategic Outcome # 5

In support of the Ministry of Tourism's Blue Ocean Strategy, Devon House will drive new initiatives to increase revenue. These include the following:

- Devon House Gastronomy Tour
- Devon House Bar Hop
- Chef's Table in the Mansion
- Devon House Mansion Tour plus Flora
- Production of new Devon House Logo merchandise

### 8.5.1 CURRENT PERFORMANCE

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021 /2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
<b>Tourism Development</b>	<b>SUBJECT TO EXTERNAL FUNDING SOURCE: Funding by TEF</b>  Improvement of the physical environment for Staff, Tenants, and Visitors to the property- for a safe, secure, and delightful experience of a Heritage Site	Completion of Development Drawings	Rehabilitation of the Courtyard's Landscaping -90% in meeting targets	<i>Preparation of the Bills of Quantities completed. Procurement of Contractors for Construction to commence.</i>	70,000	4,902	Regarding the working drawings, attention was shifted to ensure that the requisite construction documents for the Rehab. of the Courtyard were completed to enable the commencement of procurement of a contractor.  Project Managed by TPDCo.
		Completion of Working Drawings -75%	Construction of Administrative Building- 85% meeting targets	<i>5% work completed as Design completed.</i>	110,000	0	
			Convert Kiosk on South Lawn to Bathrooms – 95% in meeting targets	<i>Converted to COVID-19 restricted holding area - Sick Bay</i>	3,000	0	Project on hold as no approved funding
			Car Park Rehabilitation works as currently dangerous to patrons and maximise the use of the parking spaces including the provision of a generator-		12,000	0	
			Electrical rewiring of the grounds which are hazardous to public safety and reduce electrical bills- 90% in meeting targets				Project on hold
			Installation of Solar Power for Well Usage – 85% meeting targets				
			Rehabilitation of the sewage structures from residential to commercial and joining to NWC main -90% in meeting targets		20,000	0	

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021 /2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
			Renovation of The Multipurpose Building- 100% meeting targets		3,000	0	On hold as no approved funding
			To implement a Surveillance and Analytics System for monitoring of the grounds- 5% in meeting targets	<i>Preparation of Preliminary Design – completed</i> <i>Preparation of Final Design – completed</i> <i>Preparation of Bills of Quantities – 95%</i>	37,600 3,000	0 722	Civil Engineering Consultancy Budget
		Completed and handed over by Contractor pending some remedial works	Noise Pollution Cancellation and enhancement of Green Space on the grounds– meeting 90% of targets	<i>Practical Completion with remedial works to be completed.</i> <i>Building in use since mid-June 2021</i>	16, 456	16,456	Lack of drawing details, Errors made in BQ, Poor Previous Construction
				<i>TEF approved funding of a Consultant for \$1.450M</i>	25,000	0	Procurement stage on hold.

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements s 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021 /2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Promotion of Tourism	<b>SUBJECT TO EXTERNAL FUNDING SOURCE:</b> <b>Funding by Department of Forestry</b>  Reduced Noise Pollution to our neighbors thereby reducing complaints by trees planted along northeast to southeast of property	First Phase of Project completed by planting 60 of projected 111 trees on North Lawn	Painting Interior of mansion- 95% meeting targets	<i>The Forestry Department dug holes prepared and planted out 60 trees on the East Lawns</i>	0	0	Project will be zero costs to DH  Second phase to be decided for timeline as DH needs to remove some of the foliage from Car Park #2
	<b>SUBJECT TO INTERNAL FUNDING SOURCE:</b>  Improvement of the physical environment for Staff, Tenants, and Visitors to the property- for a safe.	95% completed - Dining room, living room and Games	Implement and enforce COVID 19 protocols, in respect to the MOH mandate- 98% meeting targets				
			Pest control treatments- meeting 95% of targets	<i>100% completed - Dining room, living room and Games room painted.</i>			Interior of Mansion last painted 7 years ago. Challenge of termites

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021 /2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
	secure, and delightful experience	<p>room painted. Palm Hall not painted</p> <p>Maintain a COVID-19 clean and enforced protocols on property</p> <p>Scheduled rodent/pest/ insect &amp; termite treatments for the grounds by the preparation of Rodent baits stations &amp; spraying</p> <p>Recording of assets and labelling of rooms to implement</p>	Revise & Update of Asset Registry and Location List Commence – meeting 95% of targets	<p><i>98% compliancy on property</i></p> <p><i>70% as monthly preparations done but major termite treatment not being done</i></p> <p><i>All assets recorded on property. Rooms numbers 75% labelled.</i></p>	<p>600</p> <p>0</p> <p>4,366</p>	<p>642</p> <p>209</p> <p>226</p>	<p>Challenges with visitors being compliant with COVID-19 protocols – e.g. wearing masks 100% of time while on property. Budget was provided under the Cleaning &amp; Sanitation</p> <p>Schedule termite subterranean treatment not being done quarterly</p> <p>Labour costs to carry out work from April to October 2021</p>

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements s 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021 /2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
		proper Fixed Asset Register	<p>New product manufactured on DH's behalf where we purchase and sell to 3<sup>rd</sup> parties who sell on our behalf</p> <p>Specialised products ordered and branded with DH's Logo and sold to 3<sup>rd</sup> parties who will sell on our behalf</p> <p>Consultant procured to carry out Ice Cream quality tests quarterly to improve the quality of the Branded I Scream by carrying testing</p>		0	466	
	New Product Development	<p>Commission income on the sales of Devon House Signature Drink- 'Devon Duppy'</p> <p>Commission income on the sales of DH Logo Branded Merchandise</p>		<p><i>Manufacturer identified and three products developed to now undergo market testing of which of which one will be chosen</i></p> <p><i>Supplier identified. Logo items to be decided on and 1<sup>st</sup> order to be placed in November 2021.</i></p>	2,200	0	<p>First batch of order of product will be a minimum order of 150 cases of 12 bottles of 750ml each in January 2022</p> <p>3<sup>rd</sup> party identified to sell merchandise at DH Project was delayed to 2022/2023 and hence no budget this year</p> <p>The selling of DH Coffee Table Books will also be done by 3<sup>rd</sup> parties</p>

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021 /2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
	Product Enhancement	Quality of DH Branded ice cream seen quality reduced as by the number of complaints		<i>Two inspections and testing undertaken at the manufacturing factory with meetings held to discuss and implement improved procedures recommended by the Consultant</i>	0  900	0  372	Testing of samples done on inputs to ice cream (DH's cost).  Quarterly meetings held to discuss findings with manufacturer of the ice cream and timelines set for improvement of standards that are not being met.
<b>Tourism Marketing</b>	Increase Shop Rentals Revenue  Increase Tour Packages Revenue  Increase Outdoors Events' Revenue  Increase Indoor Events' Revenue		Increase Tenant Rentals-Target \$68.47M for year  Increase Tours – Net Target \$0.600M for year  Increase Outdoor Events – Net Target \$11.0M for year  Increase Indoor Events – Net Target \$0.240M for year	Down against YTD budget by \$10.025M  Over Budget by \$0.374M  Down against budget by \$5.342M  Budget for 2 <sup>nd</sup> half of year			Rebates up to 50% given to some Tenants during COVID-19 pandemic  Increasing our Social Media presence  Covid-19 restrictions including early curfew hours  Covid-19 restrictions hampering events

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2021)	2021 /2022 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
<b>Public Awareness Programme</b>	Team Jamaica Training		20% of Staff Trained			0	<i>Due COVID-19 no face to face training and budget constraints</i>
Tourism Worker Development Programme	4 days per year training per employee		4 Days Training			0	<i>Due COVID-19 no training has taken place.</i>



## 8.5.2 PROGRAMMES AND SUB-PROGRAMMES FOR THE MEDIUM TERM

PROGRAMME									
ESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2021/2022 Projected Outturn	Estimate s	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2021/22	2022/23	2023/24	2024/25	
Improvement in the Royalty Revenues Earnings	Increase Local Royalty Revenues from other associated Brands	Increase Annual Revenue Streams by \$8.486M		\$40.7291M	\$37.152 M	\$38.40M	\$40.704 M	\$43.553 M	DHDL
Construction of Administrative Building	Improvement of Common Area Facilities & Mansion (Subject to Funding from External Sources)	Improvement of the physical environment by conducting 3 different surveys amongst Staff, Tenants and Visitors to the property		J\$4.902M for Design of the Admin Building and Courtyard Rehabilitation (payment to Architects)			\$40.00M	\$50.00M	TEF, TPDCO DHDL
Courtyard Rehabilitation					\$35.0M	\$35.0M			TEF, TPDCO DHDL
Rehabilitation of the sewage plant from residential to commercial and joining to NWC Main (Including Consultancy Services)				\$40.6	\$3.0M	18.0M	\$19.6M		TEF, TPDCO DHDL
Surveillance and Analytics System (including consultancy services)				\$28.45M	0	\$28.45M			TEF, DHDL
Termite treatment		Reduced		\$4.0M	\$0.591M	\$1.98M	\$2.18M	\$2.40M	DHDL

ESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2021/2022 Projected Outturn	Estimate s	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2021/22	2022/23	2023/24	2024/25	
of Mansion and rest of property		destruction and repair costs for property							
Product Enhancement	Increase Tenants' Rentals	Increase Shops Rentals Revenue		\$68.477M	\$54.207 M	10% increase \$59M	10% increase \$66M	10% increase \$72M	DHDL
	Increase Tours	Increase Tour Packages Revenue by adding additional features (including flora)		\$0.60M	\$1.264M	280% increase \$4.80M	10% increase \$5.28M	10% increase \$5.81M	DHDL
	Increase Event Hosting Revenues	Increase Outdoors Events Revenue (including lawns)		\$9.80M	\$1.923M	\$8.56M	8% increase	7-8% increase	DHDL
		Increase Indoors Events Revenue by promoting partnerships with tenants (including Multipurpose Bldg. & Chef's Table)		\$0.72M	\$1.44M	100% increase	10% increase	8-10% increase	DHDL
	Increase in new products earnings	Commission on Sales of DH Logo Shop Merchandise through 3 <sup>rd</sup> parties		0	\$0.210M	471% increase \$1.20M	10% increase \$1.32M	10% increase \$1.452M	DHDL
		Commission on sales of Devon House Signature Drink		0	0	\$3.0M	\$3.3M	\$3.63M	DHDL, DH BOARD

ESULTS MATRIX									
Programme/ Sub programme	Intended Results	Performance Indicator	Baseline	2021/2022 Projected Outturn	Estimate s	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept/ Div
					2021/22	2022/23	2023/24	2024/25	
		"Devon Duppy" by partnerships with Tenants (DH Bar Hop Night)							
Tourism Worker Development Programme	Increase number of staff doing Programme	4 days per year training per employee		0	0 days training	4 days training	4 days training	4 days training	DHDL
Public Awareness Programme	Increase number of staff undergoing Programme	Team Jamaica Training		0	20% staff trained	25% staff trained	30% staff trained	40% staff trained	DHDL

**8.5.3. MEDIUM TERM EXPENDITURE SUMMARY**

Programme	Sub- Prog. #	Sub-Programme	2020/2021	2021/2022	2021/2022	2022/2023	2023/2024	2024/2025
			Approved	Revised	Estimates	Forecast	Forecast	Forecast
			(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)
Tourism Development		Recurrent (for Salaries)	17,500	14,000	14,000	14,000	14,000	14,000
- Product Enhancement								
		Capital A TEF (Projects)	22,319	55,000	10,383	139,050	10,000	100,000
		Capital B TEF (Sponsorships)	0	0	0	5,000	5,000	5,000
<b>Sub-Total</b>			<b>39,819</b>	<b>69,000</b>	<b>24,383</b>	<b>158,050</b>	<b>29,000</b>	<b>119,000</b>

### 8.5.4 HUMAN RESOURCES CAPACITY PLAN

Units/Divisions or Projects	Staff Complement 2021/22	Planned 2022/23	Planned 2023/24	Planned 2024/25	Planned 2025/26	Financial Implication	Source of funding
Executive Office	2	2	2	2	2		Subvention 2022/23 of \$14M & own operations
Finance and Accounts Division	4	4	4	4	4		Subvention 2022/23 of \$14M & own operations
Property Management Department	15	15	15	17	17		Subvention 2022/23 of \$14M & own operations
Marketing & Events Department	4	4	4	4	4		Subvention 2022/23 of \$14M & own operations
Human Resources	0	0	0	0	1		Subvention 2022/23 of \$14M & own operations
Information Technology	0	0	0	0	0		Subvention 2022/23 of \$14M & own operations
<b>TOTAL</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>27</b>	<b>28</b>		

## 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 is owned by the Government of Jamaica and is an agency under the Ministry of Tourism.

The Centre is governed by a Board of Management supporting the field team of full-time professionals that provides daily management oversight, devising marketing strategies, cash management tools, developing operational systems and developing communications materials. These professionals consist of executives to include a General Manager, Directors - namely finance, sales and events and Culinary. Supporting the executive offices are senior managers, manager, human resources generalist and an operating team.

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, Latin America, 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 through training and development and meet and exceed customer expectation through our enhanced customer service programs. These programmes will tie into 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 in the Caribbean.

### **Strategic Objectives**

- Extend aggressive campaign in Latin America and maintain message across north America, Canada, and the Caribbean
- Institute industry specific training and performance measures through certification
- To improve service delivery standard

### **Strategic Outcomes**

- Increase footprint and presence in the Latin market and continue with the traditional markets
- Employees certified in their respective field of work
- Institution of smart meeting rooms, improved infrastructure, installation of marketing assets and event services applications.

### 8.6.1. CURRENT PERFORMANCE

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2022)	20 21/2022 Budget (revised) (J\$M)	YTD Expenditure (J\$M)	Explanation/ Comments
<b>Building Brand Awareness &amp; Consistent Messaging</b>	# or rotating ads through social media, MPI and HCP	45 completed for the year	15	30 completed to date	152, 377	85,431	Reduce hard collateral and increase online advertising
	# of online adverts	10 Completed for the year	15	8 - Designed, generated ads and infomercials for online advertising			Reduced based on pandemic
	Increase # of tradeshow/sales calls	11 tradeshow/s & 13 sales call	20/18	0			Came to a halt based on pandemic
	# of Multi-year contracts	4	11	0			Events postponed based on pandemic
	Increase presence in airport vicinity		1	1 - Designed and contracted billboard at MBJ			
	Monthly online activity		2	2 - Determined and actioned platforms for analytics (Yellow & HCP)			Limited due to lack of business based on pandemic
	Food and Beverage promotion and go live		4	2 - Designed social media campaign around F&B, planning and technology			Planning candidate in place
	# of planned events			1 - Created a planning framework Training methodology			
	Increase win ratio		1	30 - Continued digital marketing to stay top of mind			

PROGRAMME							
Name of Programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 – Oct. 2022)	20 21/2022 Budget (revised) (J\$M)	YTD Expenditure (J\$M)	Explanation/ Comments
	# Events (international)		45  >550  6  18	65 - Worked clicks and impressions for possible turn  3 - Promoted safe meetings  2			Reduced based on lack of business due to pandemic   Reduced based on pandemic
		13					
<b>Customer Service</b>			Property All	Sourced luminaires between 30 – 150 wats conversion  Assessed short – term savings between LED procurement and high energy consuming units	<b>101, 584</b>	<b>56,955</b>	Retrofit entire property for LED
<b>Human Capital Development</b>	# of employees trained	<ul style="list-style-type: none"> <li>Approx. 400 persons trained in culinary competencies and service etiquette</li> <li>50 permanent employees received ft skills training, 21 certified first aid, 19 occupational safety and 4 job hazard &amp; job safety analysis</li> <li>1 employee completed Knekt Event Mgmt Training</li> </ul>	55	10	<b>5,000</b>	<b>0.00</b>	Numbers reduced based on pandemic



### 8.6.2. PERFORMANCE IMPROVEMENT PLAN

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
<b>Brand Awareness and consistent messaging</b>	Marketing campaign in the international market	Partnership dedicated to MICE market	Partner with destination DMO's, CVB's, Planners and the Jamaica Tourist Boards	# of "Meeting Safe" sales prospectus disseminate # of Circulated online ads in Portuguese /Spanish and Sales Calls during the post Covid 19 recovery	Complete discussions with prospective partner, determine cost and MOU established	2022 for inputs to be in place and to disseminate and circulate	152, 377M	MBCC (PR/Marketing/Sales) and JTB
<b>Training and Development</b>	Training of employees	1. The effects of COVID 19 resulting in inability to financially fund area and execute training 2. Reduction in staff compliment due to Covid 19 pandemic 3. Challenges in onboarding of new candidates with required expertise	Improve and execute coordination with local training entities and implementation of MOU of programs	% completion of candidates trained with certificate of completion	Determine content of study, cost and company to complete study and assess MBCC last three (3) years' operating challenges and action areas for improvement	April 2022	5M	MBCC (HR, Sales and F&B)
<b>Customer service</b>	Project implementation with end result to satisfy customer service improvement	1. Due to cash flow challenges because of the pandemic. Budget was recrafted for continuity	Seek to undertake in upcoming fiscal	Number of procurements completed based on operational plan	1. Include in upcoming budget 2. Employ procurement officer	April 2022	101, 584	MBCC HR and Finance

### 8.6.3. RESULTS MATRIX

Programme Initiative	Intended Results	Performance Indicator	Baseline	2020/21 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Functional Agency/ Dept / Div
					2021/22	2022/23	2023/24	2024/25	
Product Development	Increase revenue	# of Events (international)		2	4	4	7	15	MBCC Sales
		% increase in revenue YOY		292746	270836	37%	8%	9%	MBCC Sales & Food and Beverage
	Increase presence in the local and international markets	Outcome: # Tradeshows/ Sales Calls	0 TS 11 SC	3 TS 8 SC	3 TS 18 SC	9TS 31 SC	12 TS 35 SC	15 TS 40 SC	MBCC Sales
		# of rotating ads	30	40	15	30	30	30	MBCC Sales
New Partnership & New Investments	Customer service improvement	# of repeat clients/events	15	15	15	25	30	35	MBCC Sales, Food & Beverage /Operation
Human Capital Development	Have a core of certified and trained employees	# of trained F & B employees	2	0	6	6	6	6	Food and Beverage
		# of trained Sales & Events employees	1	0	2	9	10	10	MBCC Sales
		# of permanent employees trained in soft skills	18	18	18	56	56	56	HR

**8.6.4 MEDIUM-TERM FINANCIAL RESOURCE PLAN**

Pro g. #	Programme		2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
			Approved	Estimates	Forecast	Forecast	Forecast
			(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)
001	Brand Awareness and consistent messaging		152, 377	223, 168	241,021	260, 303	281127
	Customer Service		113, 459	141, 340	152,647	164859	178047
	Training and Development		5000	7439	8,034	8677	9371
<b>Sub-Total</b>			<b>270, 836</b>	<b>371, 946</b>	<b>401, 702</b>	<b>433, 838</b>	<b>468, 545</b>
		Total Funding (OWN Source)	40, 680	141, 790	151, 546	182, 682	210, 885
		Total Funding (MOT)	230, 156	230, 156	250, 156	250, 156	257, 660
<b>TOTAL FUNDING</b>			<b>270, 836</b>	<b>371, 946</b>	<b>401, 702</b>	<b>433, 838</b>	<b>468, 545</b>

### 8.6.5 HUMAN RESOURCES CAPACITY PLAN

Units/Divisions or Projects	Staff Complement 2021/22	Planned 2022/23		Planned 2023/24	Planned 2024/25	Planned 2025/26	Financial Implication	Source of funding
		Budget – Mitigation	Budget –					
Sales, Events & Planning	3	3	8	8	9	9	An average of 5% increase in staff costs	Own Source
Finance	3	5	6	6	6	6		Own Source
Food & Beverage	2	3	6	6	6	6		Own Source
Executive Office	2	3	5	5	5	5		Own Source
Operations	8	12	31	31	31	31		Own Source
<b>Total</b>	<b>18</b>	<b>26</b>	<b>56</b>	<b>56</b>	<b>57</b>	<b>57</b>		

NOTES – For financial year 2021/2022, initial plans are reflected in said column. Due to Covid 19 mitigation plan and event calendar pipeline, staffing was reduced to a total of 18 for the financial year in addition to bringing in contracted labour for event management and periodic property/asset maintenance. For 22/23, both plans are proposed which is driven but business uptick – Mitigation Budget at 26 and increase business under normal operations at 56.



## 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 16<sup>th</sup> 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	2020/21 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)				Agenc y/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26		
Product Development	Generate revenue by offering additional guest services and Spa services	Modern Spa facility/Service implemented  % Increase in Revenue over the medium term	-	Provide guests with modern services Facilities	Increased revenue	Installation of: • Sauna and • Steam Room	Provide Hydrotherapy		BFH	
	Generate revenue by offering wider Food & Beverage services.	• Increased customer satisfaction  • Increased revenue	-		Construction of a Bar					
	Upgrading the facility: Overhauling inefficient mineral water catchment system and augmenting storage capacity	• Reduce hours and frequency storage tanks are empty. • Reduction in guest complaints and premature departures • More utilization: and by extension, more income.	-			• Replace decayed insulated pipes • Repair leaking storage tanks. Augment present storage capacity				
	A safe and secure environment for visitors	• Increased levels of safety and security	-	Relevant repairs completed	Installation of an Electronic Chair Lift					
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		

### 8.7.2 MEDIUM TERM EXPENDITURE SUMMARY

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure 21/22 (J\$ 000)	Projections 22/23 (J\$ 000)	Projections 23/24 (J\$ 000)	Projections 24/25 (J\$ 000)
Recurrent	16,100	17,100	18,100	18,100
Capital A				
Capital B	25,000	22,900	15,900	20,000
Appropriations in Aid				
<b>Total Funding Requirement</b>	<b>41,100</b>	<b>40,000</b>	<b>34,000</b>	<b>38,100</b>

### 8.7.3 HUMAN RESOURCES CAPACITY PLAN

Units/Divisions or Projects	Staff Complement	Planned 2022/2023	Planned 2023/2024	Planned 2024/2025	Planned 2025/2026
Total Complement	26	26	30	33	35





## 8.8 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. MEDIUM TERM PROGRAMME AND SUB-PROGRAMME

RESULTS MATRIX									
programme Initiatives	Intended Results	Performance Indicator	Baseline	2020/21 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
Product development	Enhanced the Organization's capacity to respond to emergencies	# of trained and certified guards on duty	2	2	3-4 certified guards on duty 24 hrs per day.  \$200,000.00 1 <sup>st</sup> quarter	\$,3,500,000	\$3,850,000	\$4,250,000	Milk River Hotel and Spa
	Enhance the capacity to be more self sufficient	% Increase in revenues Y/Y	-		10% increase  \$33,000,000	15% increase  \$38,000,000	18% increase \$44,800,000	20% increase \$53,000,000	
	Expand product offerings by offering additional service packages	% Increase in revenue	-		\$500,000	\$800,000	\$1,000,000	1,500,000	
	Improved customer satisfaction - Entertainment for guests	Improved entertainment for guest by adding Real TV Channels			\$281,716,000	\$237,600	\$261,360	\$287,500	
		Increase in # of monthly pool rentals			\$900,000 revenue	975,000	1,050,000	\$1,125,000	
		Increased # of weddings on property (complete wedding packages)			\$500,000 Facilitate weddings and wedding receptions for 20 – 100 persons on site and pool.	\$750,000 Facilitate weddings and wedding receptions for 20 – 100 persons on site and pool.	\$1,000,000 Facilitate weddings and wedding receptions for 20 – 100 persons on site and pool	\$1,500,000 Complete wedding and reception packages	
Tourism Worker Welfare	Provide employees with the necessary	# of Staff members HEART Certified in their area of		All employees certified in Level 1 –Level	Complete Level 3	Complete Level 2	Complete Level 1	Associate degree program for at least 2	

RESULTS MATRIX									
programme Initiatives	Intended Results	Performance Indicator	Baseline	2020/21 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
	tools to effectively carry out their jobs	Specialty		3 in their respective area of work by March 2022				employees	
		% of staff members to be Team Jamaica Certified			100% of staff member completing Team Jamaica Training				
Product Development	Develop a design to upgrade facilities	% Completion of a Business Case for Milk River's development	0	25% Completion	100% Completion				
	To foster private sector embracing of sustainable tourism (people, culture & environment	# of organised tours to Alligator Hole, God's Well & Alley Church			Enhance program by adding 2 tours directly from the hotel per day				
	Improve aesthetics for visitor satisfaction	# of Beautification projects undertaken			Implement program to maintain the verges leading to the facility				
	Improve aesthetics for visitor satisfaction	Fully refurbish bedrooms and Kitchen			Refurbished furniture and new linen	Change out all Formica furniture \$120,000 Change all analogy TV to LCD \$210,000	Upgrade of Kitchen Utensils / \$300,000	Upgrade of Kitchen & bedrooms / TBA	
	Improve aesthetics for visitor satisfaction	# of Bathrooms and upgraded and Furniture refurbished				Refurbishing of 12 Bedrooms and 11 bathrooms and addition of three (3) bathrooms			

RESULTS MATRIX									
programme Initiatives	Intended Results	Performance Indicator	Baseline	2020/21 Projected Outturn	Estimates	Projection (Forecast) & Costs (\$'000)			Agency/ Dept/ Div
					2022/23	2023/24	2024/25	2025/26	
	Upgraded Software for accounting & Front Office/reservations				Purchase 4 new computers for Office and Front Desk. Software installed and operational within project timeline with trained staff	\$600,000 Upgrade system to include online Reservations and Front Desk interface			

### 8.8.2 MEDIUM-TERM FINANCIAL RESOURCE PLAN

Prog. #	Programme	Sub- Prog. #	Sub- Programme	2021/22	2021/2021	2022/23	2023/24	2024/25	2025/26
				Actual Outturn	Approved	Revised	Estimates	Forecast	Forecast
				(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)
001	Tourism Development	01	Product Development			60,091,000	69,277,000	75,091,000	80,091,000
<b>Total</b>						<b>60,091,000</b>	<b>69,277,000</b>	<b>75,091,000</b>	<b>80,091,000</b>

### 8.1.3.HUMAN RESOURCES CAPACITY PLAN

Units/Divisions or Projects	Staff Complement	Planned 2021/2	Planned 2022/23	Planned 2023/24	Planned 2024/25	Financial Implication	Source of funding
HRM&A	27	29	32	35	40	Increase in wage bill will require an increase in GOJ support	Revenue /GOJ Sub Venture
Finance and Accounts Division	1	2	2	2	2	Increase in wage bill will require an increase in GOJ support	Revenue /GOJ Sub Venture
<b>TOTAL</b>	<b>28</b>	<b>31</b>	<b>34</b>	<b>37</b>	<b>42</b>		

## APPENDIX A – MOT'S BALANCE SCORECARD

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
<b>STAKEHOLDER PERSPECTIVE</b>						
Enabling Business Environment	To increase Jamaica's room stock	# of new rooms	5,000 rooms per year up to 2025.	<ul style="list-style-type: none"> <li>Shovel Ready Programme</li> <li>Fiscal Incentive</li> </ul>	JTB	
	To train and certify local tourism workers	# of persons receiving certification	5,000 local tourism workers per annum up to 2025.		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 2025.	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 2025.	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 2025.	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 2025.	Multi-Destination Marketing Agreement	JTB	
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 2025.	Spruce Up Jamaica	TPDCO	
	To get schools participating in recycling and anti-litter efforts	# of new schools enrolled in the recycling and anti-litter programme  # of schools that remain in the recycling and anti-litter programme	Ten (10) new schools annually in the recycling and anti-litter programme up to 2025. Maintain existing schools in the programme.	Spruce Up Jamaica	TPMD TPDCO	
	To develop new and upgrade	# of public beaches upgraded	Ten (10) public beaches across	Beaches project	TEF TPDCO	

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
	existing public beaches.		Jamaica by 2025.			
	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 2025.	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 2025.	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 2025.  80% of hotels and major attractions with an up-to-date Business Continuity Plan	Disaster Risk Reduction and Climate Change Adaption Project	TPMD	
Improved Public perception of the Tourism sector	To support major cultural, social and environmental projects as part of the Ministry's social responsibility	# of projects completed	At least 1 project completed per year	Alpha Boys Home redevelopment	TEF & TPDCO	J\$110M for Alpha Redevelopment
	To plan and implement a Public Awareness campaign through multiple	% of Jamaicans who have a positive perception of Tourism's contribution to the wider economic and social development	70% of Jamaicans have a positive perception of the Tourism Sector by 2025	Public Awareness Campaign	Corporate Communications	

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
	media channels					
<b>FINANCIAL &amp; FIDUCIARY PERSPECTIVE</b>						
Financial Accountability and Management	To embed the GOJ's Medium-Term Results-based Budgeting initiative within the MT.	Results-based Budgets prepared from 2021 onwards	Results based budgeting fully implemented within the Ministry of Tourism by 2024.	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 2054.	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 2025.	Privatization of BFHS & MRMB Project	SPED / TPMD / LEGAL	
<b>INTERNAL PERSPECTIVE</b>						
Effective Policy, Programme and Project Management	To select an Investment Manager and Fund Administrator	Operating and governance mechanisms established by the Investment Manager and Fund Administrator	Operating and governance mechanisms established to oversee Tourism Workers' Pension Scheme by 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 2025.	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 2025.	Destination Development & Management Project	SPED	
	To move the Destination Assurance Framework, the Water Sports	Approval of Policy by Cabinet by 2022	All policies approved by Cabinet by 2024	Policy Management	TPMD	



OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
	Policy, and the Tourism Networks Policy and Strategy, through the entire policy cycle					
	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 2023  Sensitization of the industry to be completed by 2025	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	
<b>LEARNING &amp; GROWTH PERSPECTIVE</b>						
People Capacity	To enhance human capacity through formal training	% of staff formally certified for substantive post	80% Staff trained and certified for their substantive posts by 2022	Human Capacity Project	Corporate Services/ SPED/ TPMD	
		% of staff that have been cross-trained	40% of Ministry staff cross-trained by 2022.	Human Capacity Project		
Technology, Innovation & Partnerships	To develop Jamaica as a globally recognized leader in research and consulting in the area of tourism resilience	Global Centre for Tourism Resilience operating and fully staffed	Global Centre for Tourism Resilience fully staffed and operating by 2022.	Global Centre for Tourism Resilience Project	Office of the HM./ TPMD/ SPED	

OBJECTIVES		MEASURES (Performance Indicators)	TARGETS	INITIATIVES	OWNER	BUDGET
	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	Organisational Restructuring to be completed by 2021	Organizational Restructuring	SPED / HR	

## APPENDIX C – MONITORING PLAN

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Executive Direction and Management	Tourism Strategy and Action Plan	Tourism Strategy and Action Plan document completed according to schedule	Stakeholder engagement completed  Landscape Assessment 50% complete	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 year	Stakeholder engagement for Negril Destination Management Plan completed  Landscape Assessment 50% complete	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 Kingston and Port Royal	Monthly	Destination Development and Management Plans for St. Mary	Monthly	Monthly project meetings
	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

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	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/TPDCo	Quarterly	Registered 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/TPDCo		<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Senior Manager's meeting</li></ul>
Enhanced Tourism Product with Internationally Competitive Standards	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	<ul style="list-style-type: none"><li>- Monthly reports</li><li>- Quarterly reports</li><li>- Site visits</li></ul>

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Increased Tourism Economic Impact		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	Implementation actions on schedule	Quarterly	Implementation actions on schedule	Quarterly	Implementation actions on schedule	Quarterly	Monthly/Quarterly reports
		JSIF/REDI Tourism Technical meetings held	Development of community tourism toolkit and preliminary training conducted	Provide Oversight to the Policy Coordinating Committee	Policy Monitoring Committee meeting every two months	Quarterly	Policy Monitoring Committee meeting every two months	Quarterly	Policy Monitoring Committee meeting every two months	Quarterly	Policy Monitoring Committee meeting every two months
				Continued collaboration with JSIF	Partnerships undertaken on key initiatives		Partnerships undertaken on key initiatives		Partnerships undertaken on key initiatives		Technical

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
					documents reviewed, advice and support provided		Technical documents reviewed, advice and support provided		documents reviewed, advice and support provided		
	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 monitor policy implementation	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
	Tourism Worker Skills Training Programme	Number of and percentage of Work Permits recommended disaggregate		Accept, screen, review and process applications and provide recommendations to the Ministry of Labour	2% less work permits recommended than previous year in	Quarterly	5% less work permits recommended than previous year in	Quarterly	8% less work permits recommended than previous year in	Quarterly	Quarterly reports

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
		d according to categories			areas where the Jamaican work force is adequately trained and suitably qualified		areas where the Jamaican work force is adequately trained and suitably qualified		areas where the Jamaican work force is adequately trained and suitably qualified		
	Tourism Worker Skills Training Programme	# of HIV Policy initiatives implemented	Discussions underway with TPDCo to formulate policy	Continued engagement with TPDCo	Policy developed and implemented by TPDCo	quarterly	Implementation actions on schedule  Monthly meetings held to monitor policy implementation	quarterly	Implementation actions on schedule  Monthly meetings held to monitor policy implementation	quarterly	Monthly reports  Quarterly reports
		Progress made towards initiating language training for the tourism sector	Preliminary proposal developed  Engagement with Ministry of Education	Commence consultations with key stakeholders to understand current strategies and plans	Development of course structure	quarterly	Implementation of courses	Quarterly	Implementation of courses	Quarterly	Quarterly reports
	Standards and Compliance	Progress made	Cabinet submission	Further consultation to be scheduled and	Cabinet submission	Quarterly	Drafting instructio	Quarterly	Amended legislation	Quarterly	Quarterly reports

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	Programme	towards the amendment of the Travel Agency Act	prepared and consultation held with the Ministry of Finance and Attorney General's Office	submission to made to Cabinet	tabled in Parliament for the amendment of the Act		ns issued for amendme nt		tabled in Parliament		
Enhanced Tourism Product with Internationally Competitive Standards		Progress made towards assessing and gazetting all registered Travel Agencies	1 Travel Agencies gazetted	Gazetting of Travel Agencies	Gazetting of Travel Agencies	Quarterly	Gazetting of Travel Agencies	Quarterly	Gazetting of Travel Agencies	Quarterly	Quarterly reports
		Amended Tourist Board Water Sport Regulation  Progress made towards the finalization of the Water Sports Policy	100% completion of proposed amendments to Water Sports regulation  1 <sup>st</sup> Draft of Water Sports Policy prepared	Stakeholder consultation to inform finalization of changes to water sports regulations	Policy document tabled as a Green Paper  Consultations on Green Paper	Quarterly	Policy revised and submitted as a White Paper	Quarterly	Policy implementation	Quarterly	Quarterly reports



Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	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
A Safe & Sustainably Managed Sector		# of Capacity Building training programmes and sensitization sessions completed annually	1 multi-hazard brief circulated	Plan and implement sensitization sessions at Resort Board and JHTA meetings	Minimum of 4 Multi-hazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings	Quarterly	Minimum of 4 Multi-hazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings	Quarterly	Minimum of 4 Multi-hazard briefs  Minimum of 4 Presentations at Resort Board and JHTA Area Chapter Meetings	Quarterly	Quarterly reports
		# of workshops held in multi-hazard capacity building programme	1 capacity building session in emergency operation centre management	Plan and implement workshops	1 capacity building session in emergency operation centre management	Quarterly	5 Business Continuity Planning workshops; 2 Initial	Quarterly	5 Business Continuity Planning workshops; 2 Initial Damage Assessment	Quarterly	Quarterly reports

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
			t ; 1 EOC orientation seminar held		nt ; 2 EOC orientation seminars held		Damage Assessm ent workshop held		t workshop held		
		# 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 n 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
	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	Programme completion report to be drafted	Programme completed- No future activities		Program me ended- No future activities		Programme ended- No future activities		

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
			Hazards, First Aid, Vulnerability Capacity Assessments, Damage Assessments NRM Consultant Hired; contract terminated								
		Climate Change and Tourism Strategy and Sector Plan developed by 17/18	Initial dialogue undertaken with MEGJC that has indicated plans to engage tourism sector as a priority	Draft conceptual framework developed in partnership with MEGJC	Conceptual framework developed and strategy and sector plan developed	Quarterly	Strategy and sector plan implemented	Quarterly	Continued implementation	Quarterly	Quarterly reports
	Sustainable Tourism Programme	Percentage take up of Small Accommodation Energy Conservation Loan Programme	0 applications received	Inform target audience of the availability and benefit of loan	10 applications received and processed	Quarterly	10 applications received and processed	Quarterly	10 applications received and processed	Quarterly	Quarterly reports

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
		Percentage take up of Community Tourism Loan	6 applications received		Full disbursement of loan		Full disbursement of loan		Full disbursement of loan		
	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 to sector  Tourism based Environmental needs assessment complete to inform development of projects by April 2018	Quarterly	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector  Project implementation commenced in Resort areas	Quarterly	3 Workshops  Tourism Sensitive Environmental Collateral material developed or revised for distribution to sector  Project implementation commenced in Resort areas	Quarterly	Quarterly report

Ministry Programme	Projects / Initiatives	Output Performance Indicator(s)	Baseline Data (2021/2022)	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 (2022/2023)		Year (2023/2024)		Year (24/25)		
					Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
					Projects developed and submitted to TEF for funding						



Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2021/2022)	Departmental-level major tasks to realise the objective of the programmes/ sub-programmes	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2022/2023)		Year (2023/2024)		Year (2024/2025)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Licence Processing	# of Tourism entities licensed	3,446	Licences processed for new and existing Operators according to the requirements of the Jamaica Tourist Board (JTB)	5,377	Monthly	5,410	monthly	5,447	Monthly	-Report on the number of licences approved by the Jamaica Tourist Board - Update the data base to reflect the licence status of the tourism entities. - Send correspondence to tourism entities that are not licensed
Team Jamaica	Number of ATPs increased from 20 to 22  2 Train-The-Trainer programmes  340 industry workers Team Jamaica certified	18 ATPs   4460 Team Jamaica certified	Promote Team Jamaica programme and provide easy access to Team Jamaica training	2 additional ATP contracted   1200	Monthly	2 ATP contracted  2000	Monthly	3 additional ATP contracted  2500	Monthly	Progress report Meetings with stakeholders
Skills programmes	# skills programmes delivered	15	Conduct Training Needs Analysis	12	Monthly	24	Monthly	36	Monthly	- Progress report - Meetings with stakeholders
HIV/AIDS Awareness Programme	# Public Education & Awareness sessions  # policy consultations with executives	60  10	Implement in all the training programmes delivered	60  10	Monthly	60  10	Monthly	72  12	Monthly	- Progress report - Meetings with stakeholders

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2021/2022)	Departmental-level major tasks to realise the objective of the programmes/ sub-programmes	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2022/2023)		Year (2023/2024)		Year (2024/2025)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Quality Assurance and COVID Assessment	# of entities assessed	754	1 QAA per entity per year	1,680	Annually	1,680	Annually	1,700	Annually	Quality Assurance Assessments
	# of entities assessed for Covid certification	1,017	1 Covid assessment per year	420	Quarterly	420	Quarterly	425	Quarterly	Covid compliance assessments
	# Spot checks	291	1 spot check per year	420	Quarterly	420	Quarterly	425	Quarterly	Covid compliance spot checks
Destination Assurance Council (DAC)	Implementation of the Ministry strategic objectives  DACs fully operational		Strengthen the Destination Assurance Councils to oversee the effective and efficient management of the Destination areas	Develop Technical Assistance Programme	Quarterly	Develop Destination Certification System	Quarterly	Establish Regional Destination Management Organization	Quarterly	
3R Waste Management Programme	# of kgs of waste produced per visitor # of waste stream recycled		To create awareness of Environmental Conservation	Installation of one (1) recycling cage per destination area	Monthly	Installation of one (1) recycling cage per destination area	Monthly	Installation of one (1) recycling cage per destination area	Monthly	
Resilient Tourism Framework & Strategy	% of tourism entities with Disaster Plans		To ensure that all tourism entities have a Disaster Plan and receive training in Disaster Risk Management	To implement one (1) Disaster Risk Management training seminar in all Destination areas	Quarterly	To implement one (1) Disaster Risk Management training seminar	Quarterly	To implement one (1) Disaster Risk Management training seminar	Quarterly	



Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2021/2022)	Departmental-level major tasks to realise the objective of the programmes/ sub-programmes	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2022/2023)		Year (2023/2024)		Year (2024/2025)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Waste Management & Vector Control Plans	# of litres of water used per visitor # of Kgs of waste produced		Waste Management & Vector Control Plans implemented	To implement one (1) Waste Management and Vector Control training session in all Destination areas	Quarterly	To implement one (1) Waste Management and Vector Control training session in all Destination areas	Quarterly	To implement one (1) Waste Management and Vector Control training session in all Destination areas	Quarterly	
Adventures of Sprucey & Limey	# episodes of animated for period 2022-2025	2 Episodes completed for 2020 and 1 being worked on for 2021-22	Select scripts with widest appeal, select animator and confirm voice talent for production of same.	2	Monthly	2	Monthly	2	Monthly	Meeting with animator - Progress reports - Review and approval of final product - Monitoring social media statistics after posting
TPDCo Tourism Quiz	# of participants, levels of engagement	Quiz last held 2019 featuring 32 primary schools	Source feasible platform and format for staging of quiz	1 major quiz hosted	Annually	1 major quiz hosted	Annually	1 major quiz hosted	Annually	Online monitoring of likes and shares If the quiz reverts to in person staging, then: monthly communication with schools initially and weekly communication once matches start, and with partners/sponsors

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2021/2022)	Departmental-level major tasks to realise the objective of the programmes/ sub-programmes	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2022/2023)		Year (2023/2024)		Year (2024/2025)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Youth Expo & Career Fair	# of students logged on to the live stream and the level of participation/engagement in same	Face to face Expos held over the last 2 years	Confirm format, procure provider for live streaming, presenters, host et al, promote and invite target group, seek partnerships for staging, decide on venue for limited participants	One major Expo yearly	Annually	One major Expo yearly	Annually	One major Expo yearly	Annually	On-going feedback from suppliers & partners. Running order and schedules/checklists, during event and administration of polls
Tourism summer Intern Programme	# of students placed in jobs		To place students in summer jobs across the island which will expose them to the working world through tourism entities and its subsectors	Place 1000 students in jobs across the island in the tourism sector and subsectors	Weekly	Place 500 students in jobs across the island in the tourism sector and subsectors	Weekly	Place 500 students in jobs across the island in the tourism sector and subsectors	Weekly	Communication with: Employers Students Paymaster MPs
District Constable program	300 DCs Deployed	200 DCs deployed.	Engage with stakeholders to execute activities.	Effective JCF focus in areas of interest.	Monthly	Effective JCF focus in areas of interest.	Monthly	Effective JCF focus in areas of interest.	Monthly	Stakeholder meetings, observation and progress reports.
Social intervention program	Tourism sensitization conducted in destination areas.	100 persons impacted.	Engage with stakeholders to execute activities.	Increased VSE sensitization in destination areas.	Monthly	Increased VSE sensitization in destination areas.	Monthly	Increased VSE sensitization in destination areas.	Monthly	Stakeholder meetings, observation and progress reports.

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2021/2022)	Departmental-level major tasks to realise the objective of the programmes/ sub-programmes	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2022/2023)		Year (2023/2024)		Year (2024/2025)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Anti -Harassment Strategy and Sexual Harassment Policy	Strategy implemented in destination areas.	Strategy implemented in 1 destination area.	Engage with stakeholders to execute activities.	Strategy developed and implemented.	Monthly	Strategy developed and implemented.	Monthly	Strategy developed and implemented.	Monthly	Stakeholder meetings, observation and progress reports.
Support to Strategic policing activities  Security Partners Engagement	Effective policing of destination areas.	Effective JCF deployment.	Engage with stakeholders to execute activities.	Effective policing of destination areas.	Monthly	Effective policing of destination areas.	Monthly	Effective policing of destination areas.	Monthly	Stakeholder meetings, observation and progress reports.

## 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
<b>Programme 1.0:</b>  Tourism Development – Capital Projects  <b>Objective:</b> 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>
<b>Programme 1.0:</b>  Tourism Development – Maintenance and Rehabilitation  <b>Objective:</b> 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
<b>Tourism Development</b>  <b>Tourism Investment</b>  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
<b>Product Development</b>  <b>Capital Projects</b>  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
<b>Programme:</b> TOURISM DEVELOPMENT/PRODUCT DEVELOPMENT/  <b>Subprogramme:</b> Resort Area Wi-Fi Connectivity  <b>Objective:</b> 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
<b>Programme:</b> TOURISM DEVELOPMENT/BUSINESS DEVELOPMENT  <b>Subprogramme:</b> 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><b>Programme:</b> POLICY PLANNING AND DEVELOPMENT/</p> <p><b>Subprogramme:</b> 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
<b>Programme 1.0: BUSINESS DEVELOPMENT: Tourism Worker Development</b>  <b>Objective:</b> 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>
<b>Sub-programme 1.0: BUSINESS DEVELOPMENT: Tourism Worker Development</b>  <b>Objective: 1:</b> To develop Artisan Villages; <b>2:</b> 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
<b>Programme 1.0: Gastronomy Network</b>  Product Development  <b>Objective:</b> To facilitate the development of Jamaica's gastronomy tourism product	If there is a decline in food safety standards this may <b>cause</b> a decline in positive perception of Jamaica's culinary/gastronomy product, which could <b>result</b> 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
<b>Programme 2.0: Knowledge Network</b>  Product Development  <b>Objective:</b> 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 <b>cause</b> a decline in user engagement and subscription which could <b>result</b> 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
<b>Programme 3.0: Health &amp; Wellness Network</b>	If there is an increase in the demand for products made from indigenous raw materials this may <b>cause</b> 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  <b>Objective:</b> To increase the production and use of locally manufactured products	could <b>result</b> in an inability to satisfy the market								
<b>Programme 4.0: Shopping Network</b>  <b>Objective:</b> 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
<b>Programme 5.0: Sport &amp; Entertainment Network</b>  <b>Objective:</b> To position Jamaica as a destination for sport and entertainment tourism	If event production quality is below international standards this may <b>cause</b> dissatisfaction in the marketplace which could <b>result</b> 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
<b>Programme 6.0: Agriculture Technical Working Group (ATWG)</b>  <b>Objective:</b> To sustain and create linkages between the tourism industry and the agricultural sector	Increased use of technology to source/procure produce may <b>cause</b> a disruption in the farmer's ability to supply which will <b>result</b> 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
<b>Programme 7.0: Manufacturing Technical Working Group</b>  <b>Objective:</b> To create and sustain linkages between tourism and productive sectors	Investment in research and development in manufacturing may <b>cause</b> a diversification of products in the marketplace which could <b>result</b> 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
						2021/2022	2022/2023	2023/2024

	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
						2021/2022	2022/2023	2023/2024
EXECUTIVE DIRECTION AND MANAGEMENT  - Policy Planning and Development	Tourism Strategy and Action Plan							
	Destination Development and Management Plan							
	Tourism Data Collection and Analysis							
	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	*	*	*
TOURISM DEVELOPMENT  - Destination Assurance	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.	*	*	
	Community Tourism policy and	Community is not cohesive	Medium	High	Consultation with the community to reinforce group	*	*	*

	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
						2021/2022	2022/2023	2023/2024
	Strategy Implementation				dynamics and team building. Engage SDC to conduct team building exercises with group.			
Tourism Inclusiveness Programme		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.	*	*	*
		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	High	High	Conduct the required assessment. Lobby MPs and	*	*	*

	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
						2021/2022	2022/2023	2023/2024
		inadequate to support proposed development.			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 harassment being committed by touts	High	Medium	Dc's, Curtesy Corps, Community consultation sessions	*	*	*
		Inadequate security personnel on site	High	Low	Ensure community buy in via consultation sessions	*	*	*
		No safety management plan being in place	Low	Low	Ensure that the CTE is licensed	*	*	*
		Defective and out dated safety equipment being utilized	Medium	Low	Ensure that the CTE is licensed	*	*	*

	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
						2021/2022	2022/2023	2023/2024
		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 adhered to - land tenure ship, business registration, enterprise licencing	Medium	High	Provide assistance in securing property lease, business registration etc. request a copy of all required documents.	*	*	*
		CTE's operating without the requisite public insurances	Medium	Low	Ensure that the CTE is licensed under the JTB Act	*	*	*
		Change in government resulting in a change in direction	High	Medium	Articulate the importance of the project showing its alignment with the company's mandate	*	*	*
		Project implementation becomes politicalized by the intrusion of	High	High	Prepare and implement stakeholder management plan	*	*	*

	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
						2021/2022	2022/2023	2023/2024
		MP's and Councillors who desire the utilization of specific workmen						
		CTE's operating without the requisite public insurances	Medium	Low	Ensure that the CTE is licensed under the JTB Act	*	*	*
		Projects being costed inaccurately.	Low	Low	Utilize costs that are verified by a certified Quantity Surveyor.	*	*	*
	<b><i>Spruce Up Pon Di Corner Programme</i></b>	MP's are tardy in selecting projects for implementation	Medium	High	Provide guidance and make suggestions of projects that could be implemented as required	*	*	*
<b>Product Development Programme</b>		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	High	Medium	Prepare and implement the stakeholders management plan	*	*	*



	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
						2021/2022	2022/2023	2023/2024
		overruns						
		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 implementation of projects under the programme.	Medium	Medium	Ensure that documents are prepared in time for procurement meetings. Get a copy of schedule for procurement meetings.	*	*	*
	<b>Rehabilitate /restore historic sites, attractions and birth places of National Heroes and Prime Ministers</b>	Disengaged stakeholders	High	Medium	Stakeholder consultation meeting.	*	*	*
<b>Product Development Programme</b>		Lack of community buy in as development is given priority over historic preservation	High	Medium	Conduct community consultation sessions and education programmes regarding the economics of restoration and preservation. Conduct charrette.	*	*	*
		Absence of documents that proves property ownership	High	Low	Provide assistance in obtaining proof of ownership and securing land tenure where required.	*	*	*
	<b>Resort Area Planning</b>	Stakeholders not properly identified and categorized	High	Medium	Prepare and implement stakeholder management plan	*	*	*

	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
						2021/2022	2022/2023	2023/2024
Product Development Department		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.	*	*	*
	<b>Faith Based Tourism</b>	Marketing support inadequate.	High	High	Confer with tour companies to ascertain their interest in selling these and what their customers require.  Agree on a number of properties that will make the market spend worthwhile	*	*	*
		Churches inability to meet required standards.	High	High	Reduction: Assist churches in seeking funding to upgrade.	*	*	*
		Conflict in scheduling tours and unplanned Church activities	Medium	Medium	Reduction: improve communication link with tour companies.	*	*	*
		Foreign language training	High	High	Cost sharing with Church	*	*	*
	<b>Sustaining the Environment &amp; Tourism (SET)</b>	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.	*	*	*
Product Development Programme		Inadequate funding	High	High	Reduction: Source sponsors to offset cost Obtain funding from TEF	*	*	*
		Lack of interest from targeted group	Medium	Medium	Reduction: Offer opportunities for economic improvement of self and community.	*	*	*

	RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES							
Programme / Sub-Programme	Project	Description of Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2	Year 3
						2021/2022	2022/2023	2023/2024
		Low on the priority list of the other agencies (e.g SDC)	Low	Low	Reduction; Sensitizing the Agencies about the importance to natural development the success of the programme will have on socio-economic status of the communities.	*	*	*
	<b>Privatization of Initiatives</b>	Properties not at a standard to attract investors	High	High	Upgrade properties	*	*	*
<b>Product Development Programme</b>		Lack of interest from Investors	High	High	Offering incentives that will allow Investors to benefit from the agreement. Provide marketing tools such as attractive brochures.	*	*	*
		Negative response from communities to the privatisation	Medium	Medium	Sensitization with emphasis on the both social and economic benefits for the community	*	*	*
	<b>Island wide Signage</b>	Funding for the project not approved	Medium	Medium	Suggest implementing the project on a phase basis	*	*	*
<b>Product Development Programme</b>		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	*	*	*
		Properties being affected by natural or man-made disasters	High	High	Ensure that insurance is in place at all times	*	*	*

	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
						2021/2022	2022/2023	2023/2024
	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	*	*	*
Linkages Network Programme		Local suppliers unable to supply the tourism sector	High	Medium	Acceptance – May occur as a result of natural and economic factors.  Provide support to develop funding proposal to establish centralised cold/dry storage and distribution facility for agricultural produce	*	*	*
		Inability of local suppliers to meet market requirements/standards	High	Medium	Sharing – Solicit financial support for supplier capacity building programmes through stakeholder organisations	*	*	*
		Market information not readily available and accessible	High	Medium	Reduction – Conduct Tourism Demand Study and disseminate information to relevant stakeholders. Devise strategies to implement recommendations to minimize leakages	*	*	*
		Changes in the demand for goods and services not captured in the Tourism Demand	Medium	Low	Sharing- Work with stakeholders to ensure full data capture	*	*	*

	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
						2021/2022	2022/2023	2023/2024
		Study						
		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	*	*	*
	Disaster Risk Management and Climate Change Adaptation Programme for the Tourism Sector	Low attendance of the tourism sector persons to capacity building sessions	High	High	<b>Sharing</b> –Use other agencies to bring the message <b>Acceptance</b> –Invite higher number than required to actual achieve designed outcome	*	*	*
<b>Multi-Hazard Contingency Programme</b>		Multiple disasters in a short time frame- Hurricanes, Oils Spills, prolonged rainfall, with	High	Medium	<b>Reduction</b> –Strengthen communication lines between the various subsectors so that response is quick in the event that aid is needed. Increase	*	*	*

	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
						2021/2022	2022/2023	2023/2024
		expectation for more based on MOT Office Data, gas leaks			the amount of multi-hazard information communicated to the sector.			
		Activities being delayed due to the demanding schedule of the ODPEM and the fact that it must respond to emergencies that arise.	High	High	<b>Reduction</b> –Inform the ODPEM of activities that requires their input as early as possible. Keep communication lines open to ensure that the date remains suitable for the respective officer(s) at the ODPEM.	*	*	*
		Low acceptance of the need to adapt to and mitigate against Climate Change	High	Medium	<b>Sharing</b> –Use other agencies to bring the message  <b>Reduction</b> – ncrease sensitisation and awareness initiatives re Climate Change	*	*	*
<b>Climate Change Programme for the Tourism Sector</b>	Small Accommodation Energy Conservation Loan Programme	Limited uptake of Energy Loans through TEF/JN	High	High	<b>Reduction</b> –Increase communication about the loan facility and benefits of the loan.	*	*	*
	Tourism Environmental (TESI)	Resort level projects not effectively implemented	High	Medium	<b>Sharing</b> –Engage agencies with relevant jurisdiction (environment, forestry, waste, other)to bring support  <b>Reduction</b> –Increase sensitisation and awareness and stakeholder buy-in	*	*	*
<b>Sustainable Tourism Programme</b>		Low Property level interest in environmental stewardship initiatives	High	medium	<b>Reduction</b> –Increase communication strategies including collateral material development about benefits of environmental stewardship for sector.	*	*	*

	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
						2021/2022	2022/2023	2023/2024
	Sustainable Destinations Alliance Initiative	Ineffective functioning Destination Stewardship Council	High	Medium	<b>Reduction</b> – Engage Ministerial Support for the initiative. Contract Destination Stewardship Manager	*	*	*
		Limited implementation of Destination Projects	High	Medium	<b>Reduction</b> – MoT strengthened leadership, oversight and coordination to support to implementation. Ongoing communication with local stakeholders	*	*	*
	Tourism and Environment Policy	Limited implementation and oversight through Monitoring committee	High	Medium	<b>Reduction</b> – X –Strengthened Monitoring of the outputs of the Committee and Secretariat.	*	*	*
		Limited monitoring and enforcement by State Agencies to support compliance	High	High	<b>Reduction</b> – Explore mechanisms to augment monitoring and enforcement through partnerships and funding	*	*	*
	Community Tourism	Limited implementation of activities in policy	High	Medium	<b>Sharing</b> –Use other agencies to support implementation  <b>Reduction</b> – Strong oversight by Community Tourism Oversight Committee  Encourage TPDCo to Increase capacity to implement with funding support from TEF	*	*	*
<b>Tourism Inclusiveness Programme</b>								

