



Public Scholarship and the Strengthening of Civil Society

Lessons from Jamaica

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**PUBLIC SCHOLARSHIP AND THE STRENGTHENING OF CIVIL SOCIETY
LESSONS FROM JAMAICA**

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Edited version of essay delivered by Gladstone Hutchinson at the Inter-American Development Bank Meeting of Caribbean Civil Society Consulting Groups (ConSOCs) Representatives and Liaisons, June 17, 2011, Kingston, Jamaica, and at the Inter-American Development Bank Annual Meeting of the Board of Governors, March 16, 2012, Montevideo, Uruguay. Edward Kerns, Donald Harris, Ute Schumacher and David Veshosky made important contributions to the public scholarship framework presented in this essay. Gladstone Hutchinson is on the faculty at Lafayette College. This essay was written and presented while he served as Director General and Executive Chairman, Planning Institute of Jamaica (PIOJ). Charles Clayton is Social Sector Specialist and Carmen V. Miller is Communication Specialist at the *Vision 2030 Jamaica: National Development Plan* Secretariat at the PIOJ. Comments are encouraged and should be addressed to hutchins@lafayette.edu and/or cclayton@pioj.gov.jm

Foreword

This paper reinforces the tenets and thrust of the Inter-American Development Bank's (IDB's) standard of consultation and collaboration among development stakeholders in our member countries.

It defines a strategic tripartite relationship that assigns more than just a mere feedback role to civil society organizations (CSOs), but rather recognizes them as one of the key drivers of national renewal and an important source of development initiatives. CSOs make a critical contribution to promote a public-private balance in the formation and application of national policies within an atmosphere of transparency and accountability.

The counsel espoused herein helps to reinvigorate the Bank's continuous quest of elevating the quality of its engagement with civil society, while it reminds government that shared aspirations and national consensus promotes an improved environment for inclusive policy and decision making.

Inter-American Development Bank

I. Introduction

This essay uses the context of the Inter-American Development Bank's (IDB) tripartite collaboration meetings between the Caribbean's civil society groups, governments and international development partners (IDPs) to discuss the role of public scholarship in a country's pursuit of modern development. We define public scholarship as collaborative knowledge-making with, for and about various publics and communities.ⁱ It derives its importance from the appreciation that meeting the challenges of modern national development requires holistic, comprehensive and synergistic collaboration between *differently-experienced* and endowed stakeholders, and between formal disciplines and *experiential* knowledge and knowledge-makers. Its utilization encourages modern development thinking to reach beyond the *wisdom* of conventional thoughts and approaches, and to become grounded in societal issues such as justice, equity, democratic inclusiveness and community empowerment. This approach and framework are necessary if the aspirational goals of various publics and communities are to meaningfully influence national development in the face of internal dislocations resulting from the pressures of globalization, rapid technological change and demands for sustained improvements in citizens' well-being.

The Civil Society Consultative Group (ConSOC) was formed through the instrumentality of the IDB to serve as a "forum for exchanging information, strengthening dialogue, and facilitating ongoing consultations between the IDB and the civil society organizations (CSOs) that are pertinent to the work of the Bank in the countries where it operates."ⁱⁱ The ConSoc partnership brings together three formidable players: the region's civil society groups that have played a critical role in its development and progress; the IDB as the "principal partner for development" of the region's economic and social sectors, and a champion of participation and consultation; and Governments, many of whom now recognize that such a partnership and collaborative relationship is fundamental to leveraging resources, building strong communities and nations, as well as strengthening and achieving a meaningful developmental process. If carefully nurtured, such a partnership is ideal for facilitating public scholarship as it can provide the optimal framework for fostering a respectful, inclusive atmosphere for discussion and decision-making about the countries' visions, plans, policies and programmes.

In Jamaica, the triad is an important vehicle for actualizing **partnership**, which is one of the key Guiding Principles of *Vision 2030 Jamaica - National Development Plan*.ⁱⁱⁱ The Jamaican people have deemed "effective partnership" a vital imperative for realizing their dreams and aspirations for a better life and well-being status for themselves and their country as reflected in their collective views articulated during island-wide consultations on the formulation of the Plan.

Against this background, the essay posits that *Vision 2030 Jamaica - National Development Plan* is a prime example of public scholarship. Public scholarship in this context highly values the acquisition and sharing of knowledge between formal scholars and citizens in the private and

public spheres; sees knowledge and knowledge-making as public goods; and emphasizes the democratic obligation of multiple stakeholders in the public domain to engage each other in inclusive and productive dialogue. The special role of international development partners (IDPs), and in particular the IDB, given its positioning as the “principal partner of development,” and in fostering public dialogue on development, is also discussed.

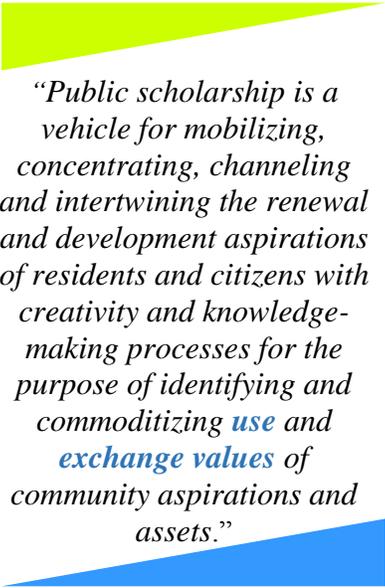
II. Public Scholarship

Public scholarship's collaborative and inclusive nature makes it an appropriate vehicle for the pursuit and achievement of development goals. Stakeholders in national development, such as the representatives in the IDB-ConSoc-Government triad, combine knowledge from across disciplines with creative human capital, localized knowledge and "experience" human capital of community members to create new conciliant knowledge on, or problem-solving about pressing development, well-being and civil society concerns.

What is crucial in this process is that the interdisciplinary nature of its engagement entails the strengthening of the capacity of residents of a community to be agents, if not owners, of the pursuit and realization of their development, well-being and freedoms. By this framing, public scholarship is both the organizing principle and the nexus for connecting the paradigm of our engagement and institutions, to the civic purpose and aspirations of communities, thereby giving us a use-inspired platform which bestows centrality to the agency of communities, to collaboratively engage in knowledge-making about the present and to imagine the future.

Public scholarship, therefore, brings a synthetic method which merges a variety of disciplines, be it art, science, cultural, social and business entrepreneurship, and sustainable design, into collaboration with communities and residents. It is a vehicle for mobilizing, concentrating, channeling and intertwining the renewal and development aspirations of residents and citizens with creativity and knowledge-making processes for the purpose of identifying and commoditizing *use and exchange values* of community aspirations and assets. At its core is an appreciation of the principal roles of creativity and entrepreneurship in the creation of modern "communities," and of the fact that the cultural and economic renewal and re-branding of a community is primarily about its created experience rather than about the inherent merits of its location, circumstance or historical and cultural assets.

This public scholarship process depends on the productivity of the collaboration between the differentially skilled and experienced partners, and is especially relevant in situations where ecological, social and/or economic distresses have robbed residents of the freedom to satisfy their basic needs and restricted their social and civic developments. By making residents equal and valued partners in problem-solving over their circumstances, it affirms dignity in self-agency and creates an important basic liberty that they have reason to value.



*“Public scholarship is a vehicle for mobilizing, concentrating, channeling and intertwining the renewal and development aspirations of residents and citizens with creativity and knowledge-making processes for the purpose of identifying and commoditizing **use and exchange values** of community aspirations and assets.”*

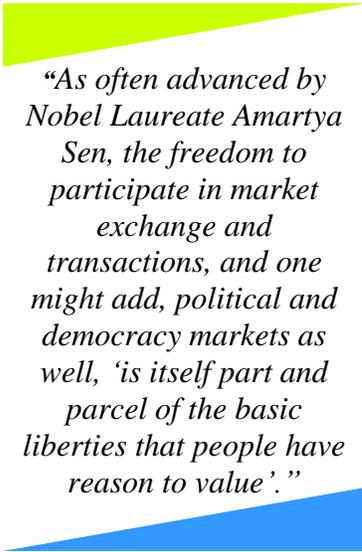
Public scholarship and institutional economy

In addition to its merits in aiding transformation at the level of individuals and communities, public scholarship is also an effective paradigm in the *economy* of institutional reform. That is, by virtue of its paradigm combining and commoditizing collaboration, localized “experience-knowledge” and community agency, it has the power to cajole cautious and conservative institutions and their officers into linking their modernization and relevance with their imagining, exploring and embracing engagement with difficult issues and the changes modern civil society demands. It therefore values and commoditizes malleability in institutional practices, and rewards new and dynamic organizations that can efficiently and competitively negotiate and transact the demands of becoming dynamically relevant in the new societal paradigm.

Nexus between markets and participatory development

This malleability is especially important in light of the crucial lesson of the challenges of the recent globalization and rapid technological change. This change has shown that that the real wealth and cause of global competitiveness of a nation rests on its human capital being dynamically productive, creative, entrepreneurial, and reinventing of itself. This process, as evidenced the experiences of countries during this period, in turn rest on a country’s democracy and democratization practices effectively serving as a market-place for the valuing and transacting of political ideas, civil society’s expressions and the aspirations of citizens’ collective will, in a manner that complements and synergizes with markets rationalization and efficiency of economic resources. The transparency, lucidity, feedback and synergistic properties inherent in this framework reduces “democracy market failure” and thereby promotes a national development that is inclusive, socially just, and redressing of the latent waste of capital that arises from the social dislocation and instability, marginalization and economic poverty of segments of the citizenry.

A complementary lesson to the challenges of nation-states responding effectively to globalization and rapid technology change is the evidence that that economies that are dominated by market-players with an unbridled thirst for profit-seeking will, as Muhammad Yunus points out, become afflicted with a “conceptualization failure, or a failure to capture the essence of what it is to be human, and a failure to appreciate that well-functioning markets can produce unpleasant results.” According to Yunus, “the modern conventional theory of business has often created a one-dimensional human being playing the role of



“As often advanced by Nobel Laureate Amartya Sen, the freedom to participate in market exchange and transactions, and one might add, political and democracy markets as well, ‘is itself part and parcel of the basic liberties that people have reason to value’.”

business leader and so-called entrepreneur. This person in this role is often insulated from the rest of life - the religious, emotional, political, and social dimensions. This person is dedicated to one mission only – maximizing profit - and is supported by other one-dimensional human beings who give their investment money to achieve this mission.” In quoting Oscar Wilde, Yunus states, “...they know the price of everything and the value of nothing.”^{iv}

Participation by citizens in product markets and political markets therefore have important social dimensions that go well beyond the instrumental benefits of economic efficiency, wealth creation and national economic development. According to Nobel Laureate Amartya Sen, the freedom to participate in market transactions, and one might add, political and democratic processes, “[are themselves] part and parcel of the basic liberties that people have reason to value.” They offer important intrinsic benefits through their transparency guarantees, inclusivity and opportunities for self-valuation and agency. Such participation gives important feedback on the valuableness and tradability of one’s individual and collective goals, and therefore fills a basic role in social living.

Within this construct nation-states will advance their well-being and national development goals only when the framework governing and incentivizing citizens’ behavior rewards the pursuit of self-interested actions that enhance the national interest by an amount greater than the sum of the private gains to self-interest maximizing individual citizens. Extending this logic, if the maximization of individual self-interest diminishes the national interest and wealth, i.e., the national “whole” is less than the sum of the individual gains to the private actions of citizens, as is often the case when corruption, environmental degradation, crime, criminality and tax cheating occurs, then it is reasonable to conclude that the institutional societal framework governing the structure of incentives facing individuals and entities is fraught with perverse incentives that are counter-productive to national development.

Arguably, the valuation and transacting of social aspirations and values, including heightened humanness, social justice, environmental stewardship, etc. through democratic markets, is the best way to build sustainable competitive and socially just economies in the new world economic paradigm of globalization and rapid technological change. To this end, therefore, the inclusiveness and inherently democratic character of public scholarship makes it an ideal platform from which to modernize communities and societies process in response to global challenges.

III. Public Scholarship: Jamaica's Experience

The challenge

Vision 2030 Jamaica - National Development Plan is a prime example of public scholarship in action. It represents the country's first longitudinal plan with a clearly articulated vision and four conciliant goals (see Appendix A).

The Plan embodies the collective aspirations of the Jamaican people and captures their vision of a Jamaica where justice, fairness, opportunities, hope and economic and human development are transitive and valued across all communities and residents, including those residing in volatile, vulnerable and squatter communities with high human insecurity. It has been conceived as a strategy to respond to the myriad of long-standing social and economic challenges from which the nation has suffered, and that now constrain national development.

These constraints include:

- low rates of economic growth
- high levels of debt
- fiscal deficits
- lack of economic competitiveness
- inefficient tax system
- labour market inefficiencies

Weak economic performance has been exacerbated by social as well as environmental constraints. The social side features volatility criteria such as:

- murders and shootings
- violence-related injuries
- presence of gangs

Crime and violence is cited as a primary factor impeding Jamaica's development and business activity, costing the economy some 5 to 7 per cent in output growth yearly.^v The country's murder rate has exhibited a worrisome upward trend for the better part of the past two decades. However, since 2012 this trend has been reversed and the rate has fallen from 62/100 000 in 2009 to 42/1000 000 in 2011 (see Appendix B). Further challenges are posed by the following vulnerability criteria:

- child abuse
- teenage pregnancies
- accessibility of communities for policing

- ex-convicts
- poverty
- presence of squatter settlements

Economic performance and national development have also been stymied by repeated exposure to natural disasters (hurricanes and floods), which results in dire consequences for human welfare and significant losses in capital stock. As reported in the *Vision 2030 Jamaica-National Development Plan*, “Between 2002 and 2007, Jamaica experienced six storm events (including three major hurricanes) and several flood events. These events combined, resulted in damage and losses amounting to approximately \$70.72 billion (in 2007 prices), equivalent to 3.2 per cent of GDP.”^{vi} The impact of natural hazards is further exacerbated by degradation of natural resources resulting from factors such as:

- poverty
- climate change
- water scarcity
- accelerated soil erosion
- land degradation

Of note, is the essential nexus between poverty and environment, which engenders a sort of vicious cycle whereby, faced with survival needs and few options, the poor may resort to degrading the environment, engaging in over-harvesting and unsustainable production practices that in turn diminish their options going forward and that of future generations. Thus in many instances the poor play a dual role, becoming both victims as well as agents of environmental degradation. In this context, it is noteworthy that poverty is largely concentrated in the mountainous interior of Jamaica where some 80 per cent of the country’s farmers eke out a living from rain-fed agriculture by farming on very steep slopes.

Towards a new paradigm for transformation – the role of public scholarship

The challenges outlined above call for a new paradigm that will put Jamaica on a path towards inclusive and sustainable growth and development. Key to overcoming ingrained challenges and vulnerabilities is designing a platform that offers society a way to reframe its reality and democratically renew itself. *Vision 2030 Jamaica – National Development Plan* constitutes such a platform.

Initiated in 2006 under the administration of the People’s National Party (PNP), the Plan was launched in 2007 under the Jamaica Labour Party (JLP) administration and continues to enjoy bipartisan support. In keeping with the Public Scholarship paradigm, it was crafted with direct input from a wide cross-section of Jamaican people, at home and in the Diaspora, through an extensive and inclusive consultation and collaborative knowledge-making process. Specifically, the published document acknowledges

“all those who contributed their resources, time and intellect to initiate, prepare and finalize the Plan, including: the Government of Jamaica and the Opposition which mandated and guided the process; the Ministries, Departments and Agencies; the Cabinet Office; the many stakeholders including students, academia, officials and technical staff in the public and private sectors; non-governmental organizations; the man-in-the-street; trade unions and civil society, who assisted in crafting the Vision and providing the scope and direction for the Plan.”^{vii}

As detailed in Box 1 (see Appendix C), the integral role of Civil Society in *Vision 2030 Jamaica* has extended well beyond the planning phase. Civil society organizations and their representatives are intimately involved at all stages— from communication and implementation to monitoring and evaluation.

Plan implementation is being pursued through seven consecutive three-yearly Medium Term Socio-Economic Policy Frameworks (MTFs) and twenty-nine (29) detailed Sector Plans which establish important milestones along the journey to 2030. In an effort to facilitate the assessment process, the Planning Institute of Jamaica (PIOJ) has developed a **National Dashboard of Indicators** of National Well-Being (see Appendix B) that is closely aligned with the National Goals and their corresponding Outcomes. The Dashboard lists the metrics that have been designed to track progress under the plan and reports on their past, current and targeted future values. These metrics reflect concurrence with the increasing global recognition of the limits of GDP as an indicator of economic performance, national development, social progress, and of the importance of data and evidence-based analysis in guiding public policy aimed at translating society’s collective conciliant aspirations into national development. Importantly, this framework of indicators provides a mechanism by which the Government of Jamaica (GOJ) is now being held to the *Vision 2030 Jamaica* goals by every civil society group, ministry and business interest.

The Jamaican people, through public scholarship, having decided that effective partnership is a vital imperative for realizing their dreams and aspirations for a better life and well-being status, have extended this approach from the *Vision 2030 Jamaica* experience, to the formulation of other policy initiatives, including the *Growth Inducement Strategy*, the *Community Renewal Programme*, the *Climate Change Adaptation and Disaster Risk Reduction Project*, and the *Pilot Programme for Climate Change Resilience*. Appendices C through E provide further details on these programmes.

IV. Closing Thoughts

The PIOJ believes that increased national awareness, coupled with humanizing the demands of making societal progress towards the nation’s shared aspirations, creates an improved environment for inclusive policy making and decision making involving stakeholders at multiple levels, including at the level of households, businesses, and civil society.

Public scholarship at once offers both social capital and public capital towards the achievement of this end. Social capital strengthens the relationships between groups and fosters greater intergroup dialogue. Public capital represents important transparency guarantees and accountability on government’s collaborative partnership, facilitation, contributions and role in the process of national development and serves as a platform for the transformation, modernization and development process.

Within this relational paradigm it is important that civil society fulfills its organic role of giving the nation the holistic and comprehensive real-time feed-back essential to crafting development plans that are ‘people-oriented’ and citizen-centered. This will promote a better balance in public policy and private sector economic choices between macroeconomic and microeconomic issues as they relate to well-being and development issues, and the placing of a primacy on “human development” in public policy planning. Towards this end it is critical that:

- civil society groups be among the drivers of our national renewal and development initiatives and pressure government into integrity of commitment;
- civil society stakeholders guard against becoming advocates for narrow profiteering, rent seeking or special interests, or themselves violating the important market tenet and arrogating to themselves the arrogance of the moral superiority and righteousness of their issues, rather than respecting the process of being a part of a market competition of ideas; and that
- Government agencies, and especially the PIOJ in its chief advisory role, while remaining grounded in evidence-based statistical and empirical analysis and policy framing and advice, actively practice a recognition that the process of knowledge-making through Public Scholarship must also draw on the input and expertise of civil society.

As an organization that “recognizes the growing importance of civic participation in the design and implementation of development projects”^{viii} and in fostering public dialogue, the IDB should:

- strive to facilitate the provision of the enabling environment for the collaborative process;
- promote initiatives to improve quality of life and stimulate economic development;
- offer financial resource and technical advice;
- be sensitive to the extent to which its assistance coincides with country priorities - social, economic, environmental and governance.

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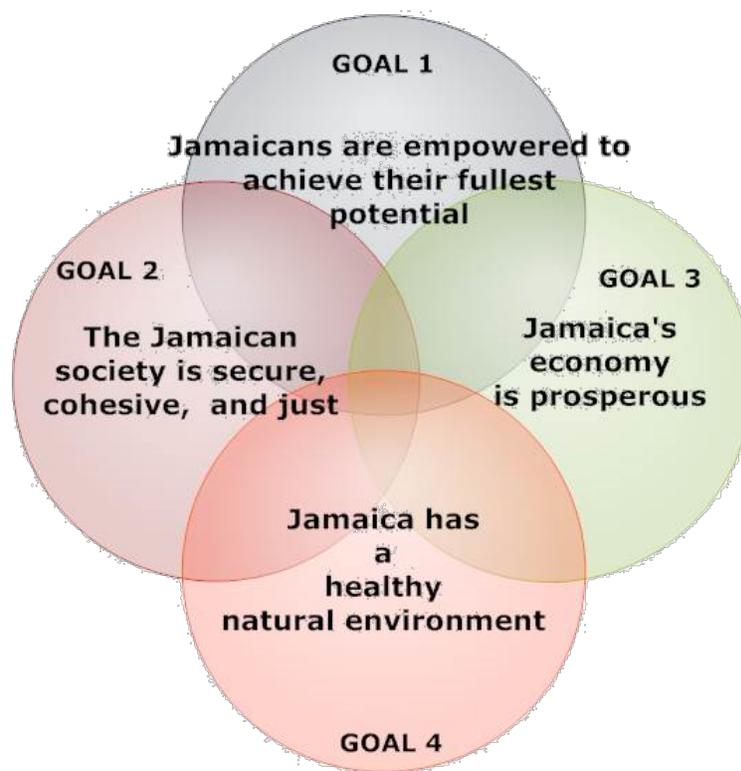
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APPENDIX A

Figure 1
NATIONAL GOALS



APPENDIX B

Table B.1: National Dashboard of Indicators
Vision 2030 Jamaica – National Development Plan

Main Reporting Area	Key Indicators	Past	Present	Future		
		1995	2009	2010	2015	2030
National Goal 1: Jamaicans Are Empowered to Achieve Their Fullest Potential						
Health Status	Life Expectancy at Birth (Years)	71.3 (Avg 1989-91)	72.7 (Avg. 2006-08)		73.4	76.4
Education Status	Adult Literacy Rate (%)	75.4	86.8	91.7 (1)	≥ 91.6	≥ 98.3
	Gross Enrolment – Tertiary Level (%)	9.5	30.8	32.8 (2)	35-45 (Prov.)	50-70 (Prov.)
	Results in CSEC (% passing ≥ 5 subjects)	15.9 (1998)	35.9	36.7	40-50 (Prov.)	60-80 (Prov.)
Labour Force Quality	Labour Force Certification (% of Labour Force)	9.4	20.1	21.2	60	90
National Goal 2: The Jamaican Society is Secure, Cohesive and Just						
Security Status	Major Crime Rate/ 100,000 Population	616	438	409	182	43
	Murder Rate/ 100,000 Population	31	62	53	42	10 (3)
Security Status	Case Clearance Rate (%) (Resident Magistrate Court)	97.8	80.1	94.0 (4)	95.0 (Prov.)	100 (Prov.)
National Goal 3: Jamaica's Economy is Prosperous						
Economic Growth	Real GDP Growth Rate (%) (5)	2.2	-0.8	-1.7	5	5

	GDP Per Capita (US\$) ⁽⁵⁾	2,346	4,832	4,891	6,629	23,567
Employment	Total Unemployment Rate (%) ⁽⁵⁾	16.0	10.6	11.5	7.5	4-5
National Goal 4: Jamaica has a Healthy Natural Environment						
Environmental Stewardship Status	Environmental Performance Index	74.7	79.1	58	≥ 82.2	≥85

Notes:

- (1) Based on *Jamaica Survey of Living Conditions Literacy Module, 2008*
- (2) Final figures for 2009/10 school year
- (3) Represents benchmarking to global average
- (4) Not including data on Traffic Matters
- (5) Economic indicators refer to 3-year moving averages (excluding future targets)

APPENDIX B: 2

BOX I

ROLE OF CIVIL SOCIETY IN *VISION 2030 JAMAICA*

Civil society plays an important role in all aspects of the *Vision 2030 Jamaica – National Development Plan*, including planning, implementation, monitoring and evaluation, and communication.

Planning

- (1) Representatives of civil society organizations and private individuals **participated on all of the thirty-one Task Forces** that were established and in existence between 2007 and 2009 to develop detailed Sector Plans for each of the social, economic and environmental areas of national development. These Sector Plans were then integrated into the overall *Vision 2030 Jamaica – National Development Plan* and the Medium Term Socio-Economic Framework (MTF) 2009 - 2012 that sets out the priorities for the first three years of the Plan. Civil society representatives also participated in the expert panels that reviewed the draft versions of the Sector Plans and the integrated National Development Plan.
- (2) Thousands of civil society members have **participated in the several rounds of island-wide consultations** that have been held from 2007-2010 on *Vision 2030 Jamaica*, and their inputs have contributed to the development and ongoing elaboration of the Plan.
- (3) In the most recent exercise, the PIOJ partnered with the Social Development Commission (SDC) to hold a **series of workshops** in every parish island-wide over the period November 2010 – February 2011 **to train SDC staff and community leaders** in applying the Popular Version of the Plan to development planning at the parish and community levels; and create knowledge and understanding of key elements of the plan amongst diverse publics.
- (4) **Civil society is involved in the planning process to develop the seven consecutive three-yearly MTFs beginning with the 2009 - 2012 Framework** which will set out the priorities for national development to 2030.

Continued ...

APPENDIX B: 2 (cont'd)

BOX I

Implementation

- (5) Civil society organizations contribute to the implementation of *Vision 2030 Jamaica* through the **alignment of their programmes, plans and projects with the national goals, outcomes and strategies** and with the various Sector Plans.
- (6) Civil society organizations also have the opportunity to **participate in key initiatives such as the Community Renewal Programme** that contributes directly to the achievement of the goals of *Vision 2030 Jamaica*.

Monitoring and evaluation

- (7) Civil society organizations also will **participate in the process to prepare and review progress reports** beginning with the current 2009 – 2012 report on the implementation of *Vision 2030 Jamaica*.
- (8) Civil society representatives also **participate as members of the Thematic Working Groups (TWGs)**, 18 of which have been established from a projected 27, as part of the monitoring and evaluation framework for *Vision 2030 Jamaica*. TWGs help to plan, implement, monitor and evaluate strategic priorities and actions; track indicator progress; identify and mobilize resources for the sector or thematic area; promote new policies and projects; share information, knowledge and expertise; and ensure concerted and coordinated technical support towards national development. It is expected that approximately
- (9) Civil society also can play an important role in **holding their political representatives and public sector agencies accountable** for the implementation of the Plan.

Communication

- (10) Over the period 2007-2011 many knowledge/awareness/discussion sessions have been held with civil society stakeholders on the *Vision 2030 Jamaica – National Development Plan*. **These presentations strengthen the capacity of civil society to champion the Plan** within their respective stakeholder groups.

Source: Planning Institute of Jamaica

- (11) Civil society also has the opportunity— through the various information channels that have been developed including the *Vision 2030 Jamaica* website, Facebook page, Popular Version (including a Braille version), the Information Video, and audio book **(in production)**— **to help communicate the key elements of the Plan** and engage all levels of the society in the dynamic process of national development.

APPENDIX C

Fostering Growth and Community Development –

The Growth Inducement Strategy (GIS)

The *Growth Inducement Strategy (GIS)* provides a coherent and comprehensively structured package of strategies and initiatives to systematically attack binding structural constraints and achieve sustainable economic growth with social equity. Its main strategic focus areas are:

- macroeconomic stability
- competitiveness and growth
- social inclusion and national security
- climate change
- human capital development
- energy

The GIS, whose strategic framework is illustrated in Figure C.1, offers specific growth-focused policy proposals that aim to provide a practical vehicle to carry *Vision 2030 Jamaica* forward in the short and medium term. As such the *GIS* is fully consistent with the long-term development plan and fully aligned with the MTF (see Figure C.2). And with public scholarship the central guiding paradigm, the *GIS* was formulated in close consultation with relevant community and civil society groups, representatives of numerous Ministries, Departments and Agencies, private sector groups and academia.

Figure C.1
GIS Strategic Framework

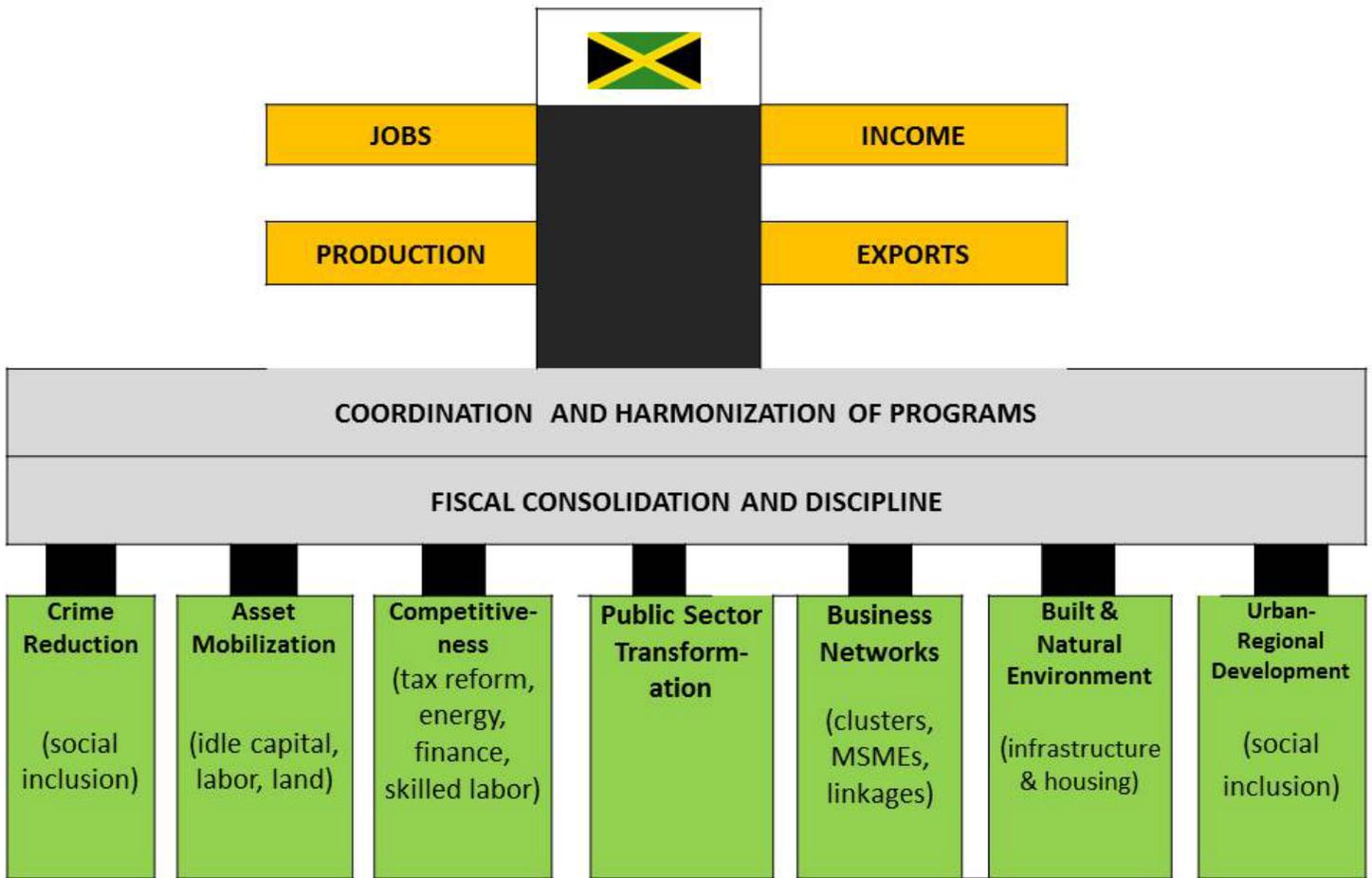


Figure C.2

Alignment of Growth-Inducement Strategy Components
With Vision 2030 Jamaica

Growth-Inducement Strategy			Alignment with Vision 2030 Jamaica - MTF		
Strategic Focus	Agenda		National Outcome	National Strategies	Priority Sector Strategies / Actions for Years 1-3
1. Social Inclusion	Community Renewal Programme (CRP); 100 targeted communities throughout Jamaica		Security and Safety	Strengthen the capacity of communities to participate in creating a safe and secure society	Improve the implementation of targeted community interventions
2. Asset Mobilization	Asset Class	Agenda Item			
	Financial	Loan portability	An Enabling Business Environment	Increase access to capital	Develop and implement measures for expansion of the domestic capital market
		Secured transactions			
		Jamaica Mortgage Bank			
		Credit Bureau			
	Real Property (land)	Land registration and title	An Enabling Business Environment	Ensure a facilitating policy, regulatory and institutional framework for business development	Improve processes related to land ownership, titling and transfer
		Probate & land transfer			
		Real Estate Investment Trust			
Government Property	Sugar industry privatization	A Stable Macroeconomy	Ensure fiscal and debt sustainability	Undertake divestment of non-core GoJ assets	
	Jamalco divestment				

Figure C.2 (cont'd)

3. Competitiveness	Programme	Agenda Item			
	Tax Policy Reform	Tariff structure review	A Stable Macroeconomy	Develop an efficient and equitable tax system	Undertake fundamental tax reform to increase efficiency, simplicity and equity of the tax system
		Tax waiver reform			
		Consolidate statutory deductions			
	Energy	National Energy Policy Action Plan	Energy Security and Efficiency	Diversify the energy supply	Finalize and promulgate the new Energy Policy
		Net metering/net billing			Ensure appropriate integrated policy framework, legislative and institutional framework for the energy sector
	Manufacture	Industry Modernization Program; factory space; GOJ procurement	Internationally Competitive Industry Structures	Develop company sophistication and productivity	Develop the capacity of local companies in process, materials and energy efficiencies
Agriculture	Diversify, modernize traditional farming; PMOs; greenhouses			Develop a diversified range of agricultural production including higher value-added production	
Exports	NES - Implementation Plan			Develop and implement the National Export Strategy	
Human Resources	Training, certification	World-Class Education and Training	Expand mechanisms to provide access to education and training for all including unattached youth	Increase the use of technology-driven training programmes	

Figure C.2 (cont'd)

3. Competitiveness	Programme	Agenda Item			
	Tax Policy Reform	Tariff structure review	A Stable Macroeconomy	Develop an efficient and equitable tax system	Undertake fundamental tax reform to increase efficiency, simplicity and equity of the tax system
		Tax waiver reform			
		Consolidate statutory deductions			Improve and rationalize tax administration and payment processes
	Energy	National Energy Policy Action Plan	Energy Security and Efficiency	Diversify the energy supply	Finalize and promulgate the new Energy Policy
		Net metering/net billing			Ensure appropriate integrated policy framework, legislative and institutional framework for the energy sector
	Manufacture	Industry Modernization Program; factory space; GOJ procurement	Internationally Competitive Industry Structures	Develop company sophistication and productivity	Develop the capacity of local companies in process, materials and energy efficiencies

Figure C.2 (cont'd)

4. Business Networks	Sector	Agenda Item			
	Tourism & other services	Health/medical/heritage tourism	Internationally Competitive Industry Structures	Develop economic linkages and clusters	Develop new tourism market segments
		Sports			Promote Jamaica as a sports tourism destination
		Entertainment, crafts, food, attractions			Increase opportunities for products and services in the creative industries
	ICT	Regional ICT centers			Expand ICT-focused business parks for major service providers
	Government	Public sector procurement			
	Logistics Hub	Logistics infrastructure initial phase	Strong Economic Infrastructure	Develop Jamaica as a regional logistics hub with multimodal transport linkages	Coordinate and rationalize plans for logistics facilities at Port of Kingston, Vernamfield and Caymanas
MSMEs	Capacity building; 5-yr tax holiday	An Enabling Business Environment	Develop the capabilities of micro, small and medium-sized enterprises	Provide training and capacity development for MSMEs	

Figure C.2 (cont'd)

5. Built Environment	Sector	Agenda Item			
	Infrastructure	Jamaica Development Infrastructure Program	Strong Economic Infrastructure	Expand and rationalize land transport infrastructure and services	Improve and rationalize the road transport infrastructure
		Negril Beach Restoration			
	Housing	Various projects, island-wide			
6. Urban-Regional Development	Programme	Agenda Item			
	Community Renewal Program	100 targeted communities	Security and Safety	Strengthen the capacity of communities to participate in creating a safe and secure society	Improve the implementation of targeted community interventions
	Development Projects	Downtown Kingston Redevelopment			
		West Kingston Commercial Lifestyles Center			
		Port of Falmouth	Strong Economic Infrastructure	Expand and diversify maritime infrastructure and services	Facilitate the smooth development of strategic maritime infrastructure for cargo and passengers
		Montego Bay Convention Centre	Internationally Competitive Industry Structures - Tourism		Develop Montego Bay Convention Centre

Source: Compiled by the PIOJ

APPENDIX D

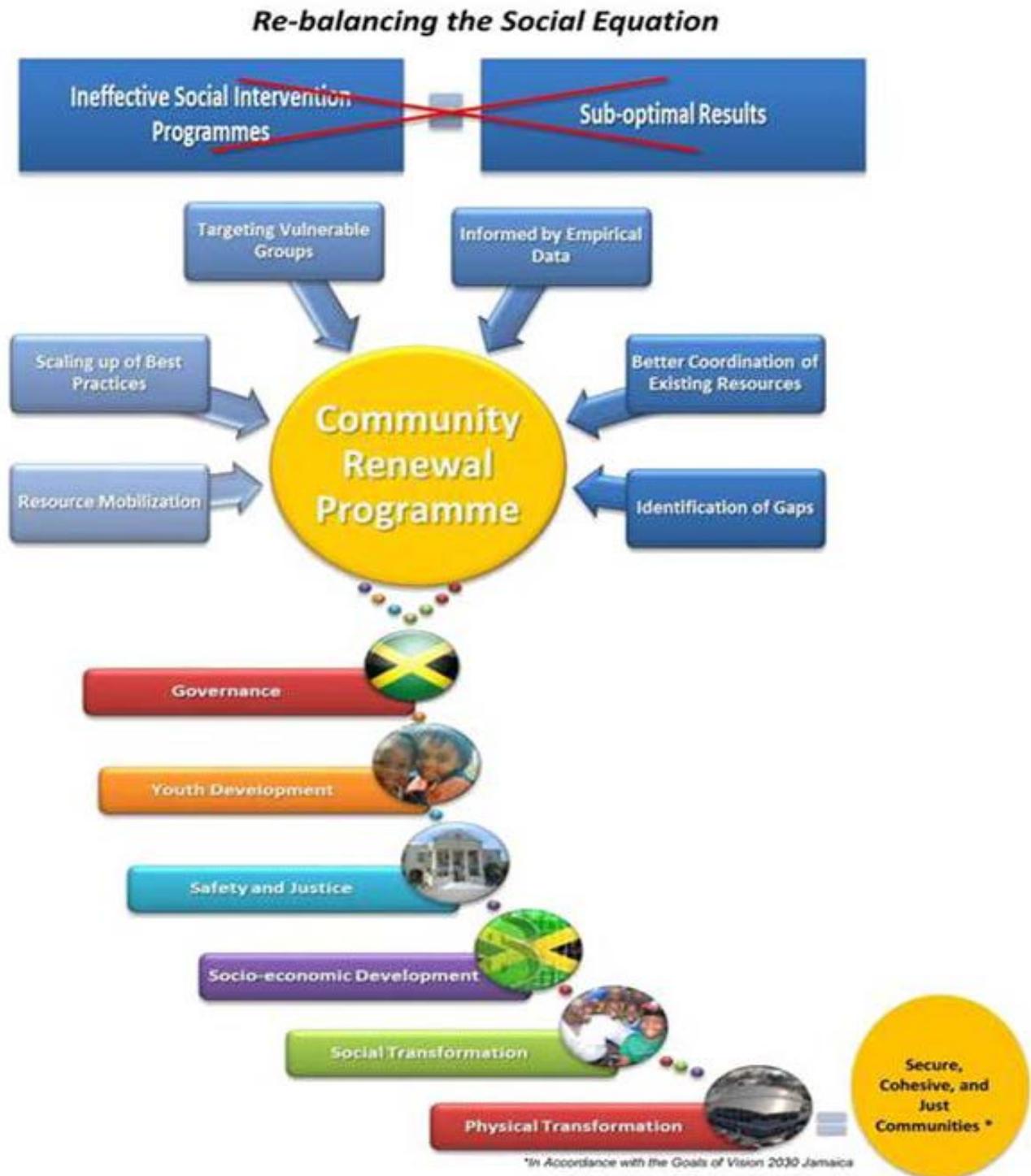
The Community Renewal Programme

Having determined violent crimes to be one of the nation's most pressing concerns, *Vision 2030 Jamaica* targets the restoration of security and safety as a critical National Outcome. The "gradual intervention in targeted communities that are most vulnerable and among population segments such as young males"^x has been identified as a primary area of policy focus, and the *Community Renewal Programme (CRP)*, with its emphasis on individual empowerment and community development, acts as a vehicle to foster the harmonised and holistic approach to the implementation of these interventions.

The *CRP* which has been conceptualized as a "platform for the coordination and enhancement of the delivery of government and civil society services to volatile and vulnerable communities,"^{xi} is a cornerstone of the *Growth Inducement Strategy* (see Figure C.1). The Programme was developed in response to a continuing cycle of violence and social disquiet in volatile and vulnerable communities across Jamaica. It was recognised that despite ongoing programmes of intervention in these communities, their character and socio-economic status remained, in the main, unchanged. Within this context, consultations were held with stakeholder groups from these communities and experts from the public and private sectors. In addition, background information on the communities was collected and analysed. Arising from these, the *CRP* was developed as a comprehensive programme of interventions for the 100 most volatile and vulnerable communities in the five parishes with the highest murder rates across the island. It integrates partnership between MDA's and non-state actors both private and non-private to deliver services to those are in need. The *CRP* Framework puts the community at the centre stage of the social and economic development process using organic features and lesson learned to transform lives. The programme is to run for 10 years initially.

Figure D.1

Community Renewal Programme (CRP)



APPENDIX E

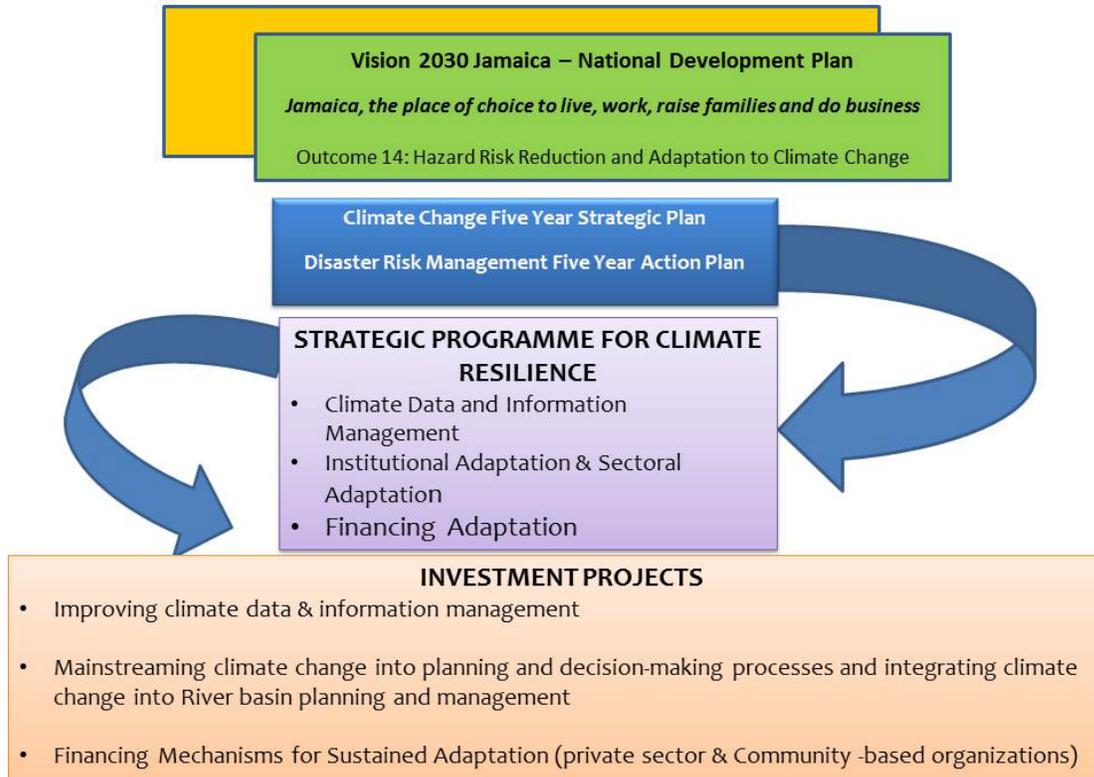
Hazard Risk Reduction and Adaptation to Climate Change

The *Climate Change Adaptation and Disaster Risk Reduction Project* addresses the nation's preparedness to develop a risk management approach to abating the potential damages from known climate hazards whose impact can be offset and withstood by taking appropriate preventative, mitigating and adaptation measures. An integrated disaster risk management approach is a fundamental principle on which *Vision 2030 Jamaica* is built and which informs the country's thrust towards dealing with climate change. It is for this reason that "*Climate Change Adaptation, Hazard Risk Reduction, and the Sustainable Use and Management of our Natural Resources*" are Key Outcomes under Goal 4 of the Plan: "Jamaica has a *healthy natural environment*". In keeping with this philosophy, the mantra of the PIOJ is that development and sustainable freedom is about our country achieving a balanced stewardship between the demands of the natural environment, the demands of the built environment, and the demands on both to deliver sustained improvements in the well-being of residents.

Public scholarship advances the ability to knowledge-make in all the related areas of this quest. For instance, it enhances one's ability to understand how, in the desperate circumstances created by rural poverty, differently experienced and challenged residents can collectively make the environment more resilient through the rehabilitation of watersheds; the restoration and protection of coastal and marine ecosystems; through capacity building within key institutions; and general awareness in building practices.

Figure E.1

**Strategic Programme for Climate Resilience -
Linkages with Existing Climate Change Planning Framework**



Source: Jamaica Strategic Programme for Climate Resilience (Oct. 2011), PIOJ

Notes

ⁱ This definition borrows from Julie Ellison and Timothy Eatman (2008).

ⁱⁱ <http://www.iadb.org/en/civil-society/civil-society-consulting-groups-consocs,7238.html>

ⁱⁱⁱ *Vision 2030 Jamaica – National Development Plan* is the country’s first long-term national development plan and is aimed at achieving developed country status by the year 2030. It was formulated with the input of the Jamaican people through island-wide consultations and enjoys bipartisan support.

^{iv} Yunus (2007, p. 18).

^v Hutchinson and Harris (2012, p. 19). Referencing UNOCD and World Bank studies, Artana et al. report “that approximately 5% of GDP is devoted to prevent violence or afford its consequences, including government spending on crime control (3.1 % of GDP), private expenditures on security (1.3% of GDP), public health costs of treatment to victims or perpetrators (0.3% of GDP), private health costs on violence-related hospitalizations (0.1% of GDP) and direct production related losses due to mortality and morbidity of workers because of crime (0.2 % of GDP).” (2010, p. 104/5)

^{vi} *Vision 2030 Jamaica – National Development Plan* (2009, p. 245)

^{vii} *ibid*, p. XIV

^{viii} Inter-American Development Bank – *The IDB and Civil Society* (Brochure) p. 1

^x *Vision 2030 Jamaica* (2009, p. 106).

^{xi} Hutchinson and Harris (2012, p. 240).