



Jamaica's National Aid for Trade Strategy

Partnerships towards Sustained Economic Growth and Development through Trade



2011

Government of Jamaica

Photo credits: All photos courtesy of JAMPRO Trade and Investment Jamaica, with the exception of the one on the bottom, far right.

Table of Contents

::	Acronyms and Abbreviations / v
::	Foreword / vii
::	Acknowledgements / ix
::	Executive Summary / xi
1	General Objective / 1
2	Trade Snapshot and Justification for Aid for Trade / 3
2.1	Macro Environment / 3
2.2	Structure and Pattern of Trade / 4
2.3	Trade Policy and Institutions / 5
2.4	Regional Integration / 5
2.5	Preferential and Regional Trade Agreements / 6
3	Mainstreaming Trade into National Development Plans / 9
4	Existing Donor Support and Aid Flows / 11
5	Identification of Priority Pillars for Development / 13
6	Sectoral Challenges and Cross-Cutting Issues / 15
6.1	Network Infrastructure / 16
6.1.1	Transport and Logistics / 16
6.1.2	Information and Communication Technology (ICT) / 17
6.2	Competitiveness / 17
6.2.1	Trade Facilitation and Customs / 17
6.2.2	SPS/TBT Standards / 18

6.2.3	Trade and Climate Change /	18
6.2.4	Private Sector Development /	19
6.3	Export Diversification and Trade Development /	20
6.3.1	Value-Added Production /	20
6.3.2	“Brand Jamaica” and Geographical Indications /	21
6.3.3	Fair Trade /	21
7	Recommendations for Implementation – The Action Matrix /	23
8	Implementation of The National Aid for Trade Strategy /	25
8.1	AfT Focal Point /	25
8.2	Implementation Scheme /	25
8.3	Sustainability /	26
9	Monitoring and Evaluation /	29
9.1	Monitoring /	29
9.2	Evaluation /	30
10	List of Documents Reviewed /	33
::	Annex I: Action Matrix – Jamaica’s National Aid for Trade Strategy /	38
::	Annex II: Existing Donor Support and Aid Flows: Details of Ongoing Projects /	52
::	Annex III. Context and Methodology /	58

Figures

Figure 1: Selection/Approval Process Flow of Aid for Trade (AfT) Projects / 28

Tables

Table 1: Jamaica’s Merchandise and Service Trade, 2001–2009 (Billions of U.S. Dollars) / 4

Table 2: Existing Donor Support and Aid Flows (June 2011) / 11

Table 3: Pillars for Development and their Relation to Sectoral Challenges and Cross-Cutting Issues / 15

Table 4: Proposed Monitoring Framework for Jamaica’s Aid for Trade Strategy / 31

Boxes

Box 1: Doing Business in Jamaica / 20

Box 2: Overview of the Performance Monitoring and Evaluation System (PMES) / 29

Acronyms and Abbreviations

ACP	African, Caribbean and Pacific Group of States	ICT	Information and communication technology
ACS	Association of Caribbean States	IDB	Inter-American Development Bank
BOJ	Bank of Jamaica	IDP	International development partner
CARIBCAN	Caribbean-Canada Trade Agreement	ITC	International Trade Centre
CARICOM	Caribbean Community	JAMBIS	Jamaica Business Information System
CARIFORUM	Caribbean Forum of African, Caribbean and Pacific States	JAMPRO	Jamaica Promotions Corporation
CDB	Caribbean Development Bank	JCSI	Jamaica Coalition of Service Industries
CIDA	Canadian International Development Agency	JTAT	Jamaica Trade and Adjustment Team
COTED	Council for Trade and Economic Development	LDC	Least developed country
CSME	CARICOM Single Market and Economy	MDAs	Ministries, departments and agencies
DFID	Department for International Development	MFA&FT	Ministry of Foreign Affairs and Foreign Trade
EC	European Commission	MFN	Most Favoured Nation
EDF	European Development Fund	MIIC	Ministry of Industry, Investment and Commerce
EPA	Economic Partnership Agreement	NES	National Export Strategy
EU	European Union	NIP	National Industrial Policy
FTA	Free Trade Agreement	NSA	Non-state actor
		ODA	Overseas development assistance

OECD	Organisation for Economic Co-operation and Development	STATIN	Statistical Institute of Jamaica
OTN	Office of Trade Negotiations	SVE	Small vulnerable economy
PIOJ	Planning Institute of Jamaica	TBT	Technical barriers to trade
PMES	Performance Monitoring and Evaluation System	TPR	Trade Policy Review
SPS	Sanitary and phyto-sanitary	USAID	United States Agency for International Development
		WIRSPA	West Indies Rum and Spirit Producers Association
		WTO	World Trade Organization

Foreword

It is imperative that Jamaica move to build capacities to increase production and diversify exports in order to generate employment and income leading to positive economic growth. As a small, open, highly indebted middle income developing country, international trade is an indispensable requirement for Jamaica. It is thus essential for the country to be fully integrated into the international trading system and reap tangible benefits in order to realize sustained economic growth and development. Jamaica must be able to produce and export high quality goods and services capitalizing on the renowned “Brand Jamaica”. Our goods and services must compete at the national, regional and international levels in market places which are highly competitive and which are still experiencing difficult economic conditions. Trade, therefore, is a priority for the Government which has taken steps to integrate it into the country’s National Development Plan—Vision 2030 Jamaica, in order to ensure that there is coherence and cohesion between trade-related strategies, programmes and projects.

Aid for Trade is a relevant and necessary source of financing. Jamaica’s National Aid for Trade Strategy was formulated through

consultations which included all the country’s partners and extended to the highest levels of government. This level and scope of consultations was important to ensure support and ownership which are critical factors in the implementation of the Strategy. In order to address the country’s supply-side constraints, it is essential that the Strategy be successfully implemented. In this context, the Government of Jamaica recognizes that monitoring and evaluation of the implementation phase is critical.

Jamaica sees Aid for Trade as a means of strengthening the foundation on which the partnership between the public and private sectors and civil society can stimulate investment in trade-related projects. Jamaica also values its partnership with its international development partners, who have consistently provided their support, and, who, we are confident, will continue to make significant contributions in the future. Thus, a very important component of the National Aid for Trade Strategy is the Action Matrix which outlines the pillars for which Jamaica requires additional support to build on existing structures and interventions. The Strategy focuses attention on strengthening institutions, developing expertise, building

infrastructure and making the necessary adjustments to attract capital and technology transfers for the development of the productive sectors.

The focus of Aid for Trade is now on results and we hope that at the next WTO Global Review of Aid for Trade, Jamaica will be able to report on the positive results achieved from this Strategy.

The Government of Jamaica considers this National Aid for Trade Strategy to be a vital tool for trade-related development. We are committed to working with all our

partners at the national, regional and international levels to reap its benefits, so that an enabling business environment can be created and Jamaica can become more productive and competitive in international trade.

Kenneth Baugh

Deputy Prime Minister and Minister of
Foreign Affairs and Foreign Trade

Kingston, Jamaica

August 2011

Acknowledgements

Jamaica's National Aid for Trade Strategy, *Partnerships towards Sustained Economic Growth and Development through Trade*, was prepared by the Ministry of Foreign Affairs and Foreign Trade with the support of the Integration and Trade Sector of the Inter-American Development Bank. The Strategy was prepared under the direction of the Deputy Prime Minister and Minister of Foreign Affairs and Foreign Trade, Dr Kenneth Baugh and the Ambassador Evadne Coye, Permanent Secretary. Marcia Thomas, Under Secretary-Trade coordinated the development of the Strategy which was drafted by Franzia Edwards, Consultant, and her support team. Technical and other inputs were provided by Cheryl Spencer, David Prendergast, Patrice Laid-Grant and Simara Howell.

With approval and input at the highest level of government, critical feedback and contributions for the document were received after widespread consultations which included individual interviews, focus groups and a Validation Workshop held on 2 May 2011.

The project was coordinated by Krista Lucenti,¹ Integration and Trade Economist, and overseen by Carolyn Robert, Coordinator of the IDB Aid for Trade Initiative. Input provided by IDB included comments from peer reviewers Krista Lucenti, Mario Umana, Carolyn Robert, Matthew Shearer, Martin Molinuevo and Valerie Lacarte (Integration and Trade Sector); Claudia Stevenson (Capital Markets and Financial Institutions); and Julian Belgrave (Country Office Jamaica). Cristóbal Vásquez Ramírez (IDB) coordinated the publication of the Strategy with support from Ron Webber (editing) and Sandra Reinecke (typesetting).

The preparation and publication of the Strategy was facilitated by financial contributions from the United Kingdom's Department for International Development (DFID) to the IDB Aid for Trade Strategic Thematic Fund.

The methodology² presented in this document has been applied by several Caribbean countries in the context of the preparation of the Aid for Trade Strategies elaborated within the framework of their WTO Trade Policy Review.

¹ Kristal@iadb.org.

² The methodology is available for download at www.iadb.org/INT.

Finally, the Ministry would like to express their appreciation to Jamaica's trade-related stakeholders across the public and private sectors; the trade representative of

the opposition party; labour; civil society; and international development partners who gave their time so generously for the preparation of this Strategy.

Executive Summary

Jamaica's National Aid for Trade Strategy, *Partnerships towards Sustained Economic Growth and Development through Trade*, articulates the country's trade-related priorities and proposes a tool for seeking aid and investment. This ensures focused access to and utilisation of prospective resources by identifying key technical assistance gaps, including activities which complement similar regional initiatives, which will increase the return from available and potential resources. Consistent with the evolving international framework of Aid for Trade, development of Jamaica's Strategy is grounded on the premise that technical and financial resources should be sought and deployed to strengthen the trade sector through export expansion and diversification. To accomplish this aim, the Strategy facilitates dialogue with international development partners (IDPs) and investors (both local and foreign).

The Strategy draws on results from the February 2011 Jamaica Trade Policy Review by the World Trade Organization (WTO), which includes a chapter on Aid for Trade and provides a comprehensive overview of the macroeconomic, administrative and legal factors affecting the country's performance

in international commerce. Consistent with the WTO process, the United Kingdom's Department for International Development (DFID), through the Inter-American Development Bank (IDB), is assisting countries such as Jamaica in the elaboration of national Aid for Trade Strategies. The Strategy also builds on existing development plans such as the Vision 2030 Jamaica—National Development Plan (Vision 2030 Jamaica);³ the National Export Strategy (NES);⁴ the Growth Inducement Strategy for Jamaica in the Short and Medium Term⁵ and other key policy initiatives with components to foster trade and economic expansion.

Jamaica currently faces a high level of public debt, sluggish economic growth and lower tax revenues than targeted. Labour productivity has also fallen relative to labour costs, contributing to a decline in overall competitiveness. The adverse effects of the global economic downturn on domestic economic activity, coupled with the scarcity of internal resources for development after debt servicing, have only deepened the problem. At the same time, Jamaica has good social indicators and is consistently classified as a middle-income country, which restricts its ability to access grant and

³ <http://www.vision2030.gov.jm/>.

⁴ <http://www.jamaicatradeandinvest.org/nes/>.

⁵ <http://www.pioj.gov.jm/>.

concessional financing. Given the tight fiscal space and the stringent steps being taken by the government to bolster the economy, a strong case can be made for a strategic and targeted injection of Aid for Trade resources over the medium term to grow the economy by boosting exports as envisaged in Vision 2030 Jamaica. In addition, targeted support for long-term initiatives such as loan financing to upgrade plant, equipment and technology for the tourism and mining sectors as well as for physical infrastructure will also be sought (see Annex I).

Formulation of the Strategy was approved at the highest level of government, and consultations were undertaken with the public and private sectors, civil society (including labour), as well as the Cabinet and the opposition party representative responsible for trade. More information on the context and methodology of the Strategy is provided in Annex III. The Strategy validates previously identified priorities as pillars for development, namely (a) network infrastructure, (b) competitiveness and (c) export diversification and trade development. These

pillars include sectoral challenges and cross-cutting issues such as: transport and logistics; ICT; SPS/TBT standards; climate change; private sector development; value-added production; “Brand Jamaica,” geographical indications, and fair-trade. These issues and recommendations on how to address them are covered in Chapter 6.

The Strategy goes beyond the simple analysis of trade challenges in Jamaica; specific recommendations are made to address the priority needs and a monitoring and evaluation scheme is suggested to ensure a successful implementation. The Strategy also consolidates and improves coordination between ministries, departments and agencies (MDAs) and will be integrated into Jamaica’s Whole-of-Government Business Plan—the budgeting, monitoring and evaluation mechanism for national projects which is currently being rolled out by the Cabinet Office to effectively measure progress and results. A successful implementation of the Strategy will translate into improvements towards sustained economic growth and development.

1

General Objective

Jamaica's National Aid for Trade Strategy is designed to clearly articulate the country's consensus priorities for negotiating access to and efficient use of aid and investment to bolster its international trade. The Strategy draws upon the framework of progress being made by many developing countries in attracting and using Aid for Trade and is based on the premise that technical and financial resources should be sought and deployed in a manner which will

expand and diversify exports. Accordingly, the Strategy calls for building on and improving coordination between government ministries, departments and agencies (MDAs); creating a list of specific projects based on needs identified by stakeholders (see Action Matrix, Annex I); creating a monitoring and evaluation mechanism for the implementation of the Strategy; and initiating a dialogue with local and foreign donors and investors.

2

Trade Snapshot and Justification for Aid for Trade

2.1 Macro Environment

The Jamaican economy is considered highly open, with external trade (exports plus imports of goods and services) accounting for more than 87 percent of GDP in 2009.⁶ Consequently, it is vulnerable both to external shocks and to natural disasters. Jamaica is dependent for energy generation and transport fuel on imported petroleum and, therefore, is vulnerable to cost fluctuations which impact its competitiveness. Jamaica is also characterised by weak supply-side capacity, which coupled with its open economy, makes it vulnerable to the impact of both regional and global trade liberalisation.

During the past decade, Jamaica's macroeconomic environment has been characterised by low growth (averaging 1 percent per year) and high inflation,⁷ low productivity, a large and persistent current account deficit, and tax revenue shortfalls.⁸ According to the Jamaica Productivity Centre, labour productivity during the years between 1973 and 2007 declined at an average annual rate of 1.3 percent. Similarly, total factor productivity for the period 1973–2005 declined at an average rate of 1.7 percent annually. Meanwhile unit labour costs rose by

0.4 percent per annum, suggesting a decline in competitiveness triggered by labour productivity falling faster than wages (1.3 percent versus 1.2 percent).⁹

Jamaica's ratio of public debt to GDP was 123 percent at the end of 2009.¹⁰ With interest payments accounting for 60 percent of public revenue, the government cannot adequately invest in productivity-enhancing social and economic infrastructure. However, the primary adverse consequence of this has been a "crowding out" of private sector investment; that is, excessive government borrowing drives up interest rates, increasing the cost of borrowing and thus investment for private individuals and firms.

In January 2010, the government introduced the Jamaica Debt Exchange, which provided some fiscal relief by retiring high-priced domestic bonds and replacing them at lower rates of interest. The government signed a 27-month Standby Agreement with the International Monetary Fund for balance-of-payment support of US\$1.27 billion in February 2010. This is expected to assist the country with the necessary economic reforms to address its debt situation and to weather the economic downturn. Additionally, the government has been

⁶ WTO Secretariat, *Trade Policy Review Report on Jamaica*, February 2011.

⁷ WTO Secretariat, *Trade Policy Review Report on Jamaica*, February 2011.

⁸ Planning Institute of Jamaica, *Economic and Social Survey 2009*, (Kingston: PIOJ, 2010).

⁹ Jamaica Productivity Centre, "Jamaica: Productivity Summary Report 1972–2007."

¹⁰ WTO Secretariat, *Trade Policy Review Report on Jamaica*, February 2011.

divesting government-owned entities such as Air Jamaica, sugar factories and estates which operate at a loss.

Jamaica's GDP per capita was measured at US\$4,575 in 2009,¹¹ which makes it a middle-income developing country as classified by the United Nations. The country's high level of debt, combined with its middle income status, makes access to grant resources from IDPs and loan financing at concessionary rates more challenging. Yet, given the steps taken by the Government of Jamaica, and the overall macroeconomic environment, a strong case can be made for an injection of Aid for Trade resources over the medium term to strengthen the economy through boosting exports, as envisaged in Vision 2030 Jamaica. Since these steps require close monitoring of all public expenditure (including grants), the National Aid for Trade Strategy will be aligned with the Whole of Government Business Plan to ensure that all of its initiatives are in sync with Jamaica's overall economic framework. In tandem with the stringent fiscal measures being taken, this is expected to enable long-term stability in the economy thus reducing the reliance on aid over time.

¹¹ Planning Institute of Jamaica, *Economic and Social Survey 2009*, (Kingston: PIO), 2010),

2.2 Structure and Pattern of Trade

Jamaica's predominant sources of export income from primary commodities, light manufacturing and tourism have traditionally been dwarfed in value by imports of petroleum, food, transport vehicles/equipment and other manufactured goods. First as a colony and subsequently as an independent nation, Jamaica's role in the global economy has largely been as a producer of raw materials/primary products for European and other markets. During the past decade, the trade deficit has been trending up, peaking in 2008. This trend however is closely linked to those in labour productivity, total factor productivity and unit labour cost reported previously.

To keep up with a global paradigm shift towards significantly reduced and falling preferential treatment for traditional raw materials and primary products, Jamaica is seeking to exploit niche markets where its unique products and services are competitive and can be compensated adequately. Under the aegis of the National Export Strategy (NES), eight priority export sectors have been identified, namely: agro-

**TABLE 1/
Jamaica's Merchandise
and Service Trade,
2001–2009
(Billions of U.S. Dollars)**

	Average 2001–2004	2005	2006	2007	2008	2009
Total Imports (Goods)	3.624	4.885	5.041	6.748	8.465	5.064
Total Exports (Goods)	1.232	1.514	1.989	2.224	2.439	1.316
Trade Balance (Goods)	-2.392	-3.371	-3.052	-4.524	-6.026	-3.748
Total Imports (Services)	1.604	1.722	2.021	2.282	2.367	1.882
Total Exports (Services)	2.061	2.330	2.649	2.707	2.795	2.703
Trade Balance (Services)	0.457	0.608	0.628	0.425	0.428	0.821
Total Imports (Goods and Services)	5.228	6.607	7.062	9.03	10.832	6.946
Total Exports (Goods and Services)	3.293	3.844	4.638	4.931	5.234	4.019
Total Trade Balance (Goods and Services)	-1.935	-2.763	-2.424	-4.099	-5.598	-2.927

Source: International Trade Centre, Trade Statistics for Business Development.

processing, aquaculture, coffee, fashion, mining and minerals, education, entertainment, and information and communication technology (ICT).

2.3 Trade Policy and Institutions¹²

The WTO's recent Trade Policy Review of Jamaica (February 2011) provided a comprehensive overview of the country's trade policies and practices, and the final report included a chapter on Aid for Trade. The formulation of the National Aid for Trade Strategy was guided by the 2001 Trade Policy,¹³ Vision 2030 Jamaica, the NES and the aforementioned WTO Trade Policy Review.

Jamaica's trade policy targets increased production and exports. As a member of the Caribbean Community (CARICOM) and guided by the provisions of the Revised Treaty of Chaguaramas establishing the CARICOM Single Market and Economy (CSME), Jamaica actively negotiates multi-lateral, regional and bilateral agreements to secure its trade interests and enhance trade performance (see Sections 2.4 and 2.5). Its goal in these agreements is to maintain and improve market access and penetration while also maintaining and improving performance in the domestic market and facilitating measures to address supply-side constraints. Despite having preferential market access (via the Lomé Conventions, the Caribbean Basin Initiative (CBI), CARICOM, and the Caribbean—Canada Trade Agreement (CARIBCAN)), Jamaica did not maximise the benefits from these arrangements due to its declining productivity. The Government of Jamaica has determined that its trade agreements should promote trade and contain a strong

development component. In the multi-lateral WTO negotiations, Jamaica continues to advocate for rules that account for the concerns of small vulnerable developing economies, preserve the policy space to implement critical development programmes, and allow flexibility for adjusting to changes in the international economic environment.

Jamaica's Ministry of Foreign Affairs and Foreign Trade (MFA&FT) has the responsibility for formulating foreign trade policy and negotiating trade agreements, and is supported by the government's other MDAs,¹⁴ particularly with respect to implementation. The Foreign Trade Division in the MFA&FT also coordinates the work of the Jamaica Trade and Adjustment Team (JTAT), which brings together representatives from MDAs, private sector and civil society in a consultative mechanism to inform the development of trade policy and trade negotiation positions.

2.4 Regional Integration

Jamaica is a founding member of the Caribbean Community and Common Market, which was established by the Treaty of Chaguaramas in 1973. In 1989, the CARICOM Heads of Government decided to deepen integration by establishing the CSME¹⁵ to allow for a single economic space¹⁶ among its members to promote their internationally competitive production of goods and provision of services. To facilitate this, the original treaty was modified by nine protocols to form the Revised Treaty of Chaguaramas in 2001. Jamaica enacted the Revised Treaty into domestic law in 2005 under the Caribbean Community Act.

¹² Section extracted with some minor modifications from the Government of Jamaica's Policy Statement in the *WTO's Trade Policy Review Report, February 2011*.

¹³ The trade policy is currently being updated and will be aligned with Vision 2030 Jamaica.

¹⁴ The other trade-related Ministries are namely, the Ministries of Industry, Investment and Commerce; Finance and the Public Service; Agriculture and Fisheries; Energy and Mining; Tourism; and Transport and Works; as well as the Office of the Prime Minister. The trade-related departments and agencies include the Planning Institute of Jamaica, Jamaica Customs, the Trade Board and the Jamaica Promotions Corporation.

¹⁵ As of March 2011, CARICOM comprises 15 member countries: Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago. The Bahamas, Haiti and Montserrat, however, are not participating members of CSME.

¹⁶ Article 78, par. 2(a) of the Revised Treaty allows for "full integration of the national markets of Member States of the Community into a single unified and open market area." In accordance with Articles 30 and 46 specifically, but also within Chapter Three of the Revised Treaty, CARICOM nationals would have the right in this single economic space to freely establish businesses within the CSME; provide services; travel, live and work in Member States; and move capital.

Jamaica currently participates in several Aid for Trade programmes in the region funded by the European Union as well as the governments of Canada and the United Kingdom. Given the apparent shift by major IDPs from national to regional programming, the Government of Jamaica anticipates increasing its requests to these programmes to complement initiatives at the national level while continuing to benefit from other regional efforts by CARICOM to garner Aid for Trade.

CARICOM Member States are currently seeking resources for important regional projects in (a) maritime transport, (b) ICT, and (c) standards/sanitary and phyto-sanitary (SPS) measures. The first two are considered transformational and likely to have the greatest benefit on people in the region,¹⁷ while the last is critical for strengthening the trading position of Member States. The IDB is financing important elements of the maritime transport project in addition to their existing trade-related programming. However, funding is also being sought from other IDPs for these major projects. Additionally, the region has developed studies in key areas under the auspices of the Regional Preparatory Task Force of the EPA to identify needs for support (at both the national and regional levels) to enable the Caribbean Forum (CARIFORUM) to meet the commitments made with the EU.¹⁸

In addition to Jamaica's integration into the CSME, Jamaica benefits from functional cooperation within CARIFORUM—a subgroup of African, Caribbean and Pacific States (ACP)—as well as the Association of Caribbean States (ACS).

2.5 Preferential and Regional Trade and/or Investment Agreements

Jamaica's world trade has been governed by the General Agreement on Tariffs and Trade (GATT) since it formally joined in 1963. The primary markets, the USA, the EU, Canada and CARICOM, have been governed by respective preferential arrangements; namely, the CBI, the Lomé Conventions and the Cotonou Agreement, CARIBCAN and the Treaty of Chaguaramas. Up to the time of the GATT Uruguay Round negotiations, Jamaica's participation in the multilateral trading system was limited due to the special and differential treatment arrangements accorded to developing countries, including non-reciprocal preferential trade arrangements such as the Generalized System of Preferences (GSP) and others provided specifically by trading partners. The conclusion of the Uruguay Round with increased emphasis on trade liberalization, stricter rules on the granting of the Most Favoured Nation (MFN) waivers, more stringent dispute settlement measures, and the establishment of the World Trade Organization (WTO) required deeper integration into the multilateral trading system for developing countries, except the Least Developed Countries (LDCs).

As a small developing economy, to remain competitive, Jamaica's positions in the multilateral trading system have been largely defensive focused on preserving policy space, preventing further erosion of preferences, maintaining special and differential treatment and securing technical assistance and support for capacity-building.

¹⁷ As mandated by the Thirty-First Meeting of the Conference of CARICOM Heads of Government, July 2010.

¹⁸ The studies cover (a) technical barriers to trade, (b) sanitary and phyto-sanitary measures, (c) public procurement, (d) personal data protection, (e) e-commerce, (f) customs and trade facilitation, (g) competition policy, (h) competitiveness and innovation, (i) agriculture and fisheries, (j) social factors, (k) investment and business facilitation, and (l) environment.

Successful challenges through the WTO's dispute settlement mechanism to the unilateral non-reciprocal preferences accorded to ACP countries under the ACP/EU Lomé Conventions and the Cotonou Agreement introduced a new era of reciprocal arrangements between the ACP and the EU. Thus, the ACP Caribbean Forum (CARIFORUM), which includes Jamaica, negotiated the Economic Partnership Agreement (EPA) with the EU signed in October 2008. The EPA is a comprehensive reciprocal trading agreement which has CARIFORUM countries liberalizing their markets on a phased basis. It also includes services, various trade-related measures and dispute settlement provisions.

The CARICOM Member States are currently negotiating a reciprocal trade and development agreement with Canada which, on completion, will supersede the non-reciprocal CARIBCAN arrangement.

As a member of CARICOM, Jamaica is also party to partial scope and free trade agreements with Colombia, Venezuela, the Dominican Republic, Cuba and Costa Rica. Jamaica is committed to implementing

its obligations under all trade agreements which it has negotiated.

A possible conclusion of the Doha Round combined with FTAs, will result in increased liberalization and further shrinking of policy space for small developing countries, such as Jamaica. Some concessions may be retained by small vulnerable developing economies (SVEs) through the Doha Round negotiations. It has been postulated that "Jamaica's poor economic performance over the years, coupled with weak supply response and lack of product and market diversification have resulted in a failure to take meaningful advantage of market access opportunities provided by the multilateral trading system, FTAs and non-reciprocal preferential schemes".¹⁹ The challenge for Jamaica now is to embrace this reality of a changing trade environment and use available development cooperation to strengthen its supply side capacity to take real advantage of all trade arrangements available to it. Sustained improvements in productivity across all sectors will be critical in this effort.

¹⁹ MFA&FT Paper "Review of Participation in Free Trade Agreements (FTAs) and the WTO", 2009

3

Mainstreaming Trade into National Development Plans

Jamaica has a long history of development planning, commencing with the first ten-year plan in 1959 and followed by subsequent five-year plans (the last covering 1990–95).²⁰ Jamaica’s current national development plan—Vision 2030 Jamaica—is the first long-term plan which targets achievement of developed country status. Vision 2030 envisions Jamaica as “the place of choice to live, work, raise families and do business” and establishes four national goals: (1) Jamaicans are empowered to achieve their fullest potential; (2) Jamaican society is secure, cohesive and just; (3) Jamaica’s economy is prosperous and (4) Jamaica has a healthy environment. Aid for Trade will support the last two goals in particular, however, attaining and sustaining these goals will depend on continuous improvement in productivity.

A number of national and sectoral development plans,²¹ which form components of Vision 2030 Jamaica and have significant trade components, are either active or have been completed recently. These shorter-term plans reinforce Jamaica’s prioritisation of long-term needs, emphasising economic growth through trade as a core vehicle for achieving development. The Government

of Jamaica has devised several such instruments, including the Medium-Term Socioeconomic Policy Framework which coordinates economic, social, environmental and governance objectives in three-year intervals, the first covering 2009 to 2012, and the Growth Inducement Strategy for Jamaica in the Short and Medium Term. In addition, a National Strategy Policy was crafted to incorporate Jamaica’s security objectives, goals and responsibilities.²² The Growth Inducement Strategy being spearheaded by PIOJ will be supported by the Aid for Trade Strategy to the extent that it is successful in supporting initiatives which spur economic growth. The Government of Jamaica is also implementing a Public Sector Modernisation and Vision Strategy (2002–12) to improve public service provision and accountability with regard to sustainable development, governance, values and principles and regeneration of the civil service, customer service, resource management and accountability, managing people, performance management, and technology.²³

Trade is considered to be appropriately mainstreamed in these plans and strategies, both policy-wise and operationally.²⁴ Aid for Trade has a critical role to play in further

²⁰ Hopeton Peterson, “Sustainable Development Planning Frameworks—the Jamaican Experience” (paper, expert group meeting Institutionalising Sustainable Development Indicators for Measuring Progress of National Strategies, Barbados, September 17–19, 2009): http://www.un.org/esa/dsd/dsd_aofw_ind/ind_pdfs/egm0909/Jamaica.pdf.

²¹ Examples are the National Export Strategy (2009) and the National Agriculture Strategy (being finalised).

²² Jamaica-European Community, “Country Strategy Paper and National Indicative Programme for the Period 2008–2013”: http://ec.europa.eu/development/icenter/repository/scanned_jm_csp10_en.pdf.

²³ Government of Jamaica Office of the Cabinet, Public Sector Modernisation (July 2010): http://www.cabinet.gov.jm/files/docs/MVSP_Govatyourservice.pdf?phpMyAdmin=36964530831c7b5cd24342ae2600c405.

²⁴ WTO Secretariat, *Trade Policy Review Report on Jamaica*, February 2011.

mainstreaming trade policy into Vision 2030 Jamaica and its component plans by garnering resources for key initiatives designed to spur international commerce. One such effort is the planned revision to align the country's existing Trade Policy (2001) with Vision 2030 Jamaica to ensure that all relevant policies, plans, projects and programmes at the national and regional levels are in coherence. The revised policy

is intended to complete the integration of trade into national development efforts launched with the drafting of Vision 2030 Jamaica. The National Export Strategy, a key component of Vision 2030 Jamaica, will play a prominent role through its targeting of niche overseas markets to drive economic growth. Most of the capacity needs and initiatives identified in the NES would benefit from Aid for Trade.

4

Existing Donor Support and Aid Flows

As of August 2011, many of Jamaica's trade-related projects and programmes are supported by lending or grant operations from the Caribbean Development Bank (CDB), the EU, the IDB, Canada, the People's Republic of China, the

United States, DFID, and Spain. A list of these projects can be found in Annex II.

Table 2 provides a summary of the major trade-related sectors financed, notably transportation/infrastructure, agriculture, governance, and competitiveness.

IDP	Sectors	Amount (millions)	Financing Type
CDB	Transportation	US\$162.0	Loan
	Agriculture	US\$20.7	Loan
IDB	Energy	US\$0.4	Grant
	Transportation	US\$65.0	Loan
	Agriculture	US\$21.0	Loan
	ICT	US\$0.9	Grant
EU	Transportation	US\$16.8	Grant
	Agriculture	US\$91.7	Grant
	Climate Change	US\$5.8	Grant
Canada/CIDA	Agriculture	CAN\$5.0	Grant
	Governance	CAN\$26.2	Grant
	Competitiveness	CAN\$20.0	Grant
	Capacity building (public/private)	CAN\$0.7	Grant
	CSME	CAN\$15.7	Grant
U.S./USAID	Transport	US\$5.0	Grant
	Agriculture	US\$1.8	Grant
	Governance	US\$0.6	Grant
	Economic growth	US\$1.0	Grant
DFID	Trade	£5.0	Grant
	Competitiveness	£10.0	Grant
People's Republic of China	Export	US\$100.0	Loan
	Infrastructure	US\$45.0	Loan
Spain	Agriculture	US\$2.0	Grant

TABLE 2/
Existing Donor Support
and Aid Flows
(June 2011)

Source: The Planning Institute of Jamaica.

5

Identification of Priority Pillars for Development

In keeping with the country's response to the 2009 WTO-OECD Aid for Trade questionnaire²⁵ and considering the context of priorities ranked by CARICOM, trade actors in Jamaica identified the need for a stronger donor focus on the development of both public and private sector institutional capacity, better predictability of Aid for Trade funding, and increased budget support. In the WTO questionnaire, Jamaican trade actors (government and private sector) also identified the three national pillars for development as areas for Aid for Trade assistance: (1) Network infrastructure; (2) Competitiveness and (3) Export diversification and trade development.²⁶ The private sector as well as civil society sees the importance of their evolving role in accessing Aid for Trade resources for national development plans and policies and are gearing up for full participation in the process. Consequently, the private sector is currently lobbying for an export-led national trade policy, which is timely since Jamaica's existing policy is under revision. Additionally, several key public-private partnerships are being pursued to implement the NES.

Beyond these priorities, there is general consensus that good governance and a conducive policy and regulatory environment play a critical role in facilitating trade. Consequently, keen attention is being placed on the following governmental initiatives, seen as key to a successful Aid for Trade Strategy: (a) Modernisation of the public sector, ensuring coherence, coordination and sharing of information among MDAs and; (b) Facilitation of business practices, including the "One-Stop Shop" for statutory requirements which involves multiple MDAs, improves access to financing, and develops infrastructure. The Growth Inducement Strategy addresses much of this.

The consultation process for the development of the National Aid for Trade Strategy reviewed these priorities with respect to the current trade and economic environment. The pillars remain very relevant and are the best available for bolstering and revitalising Jamaica's economy through trade. The next section explores the recommendations for addressing the sectoral challenges and binding constraints to trade which have been identified and prioritised for action.

²⁵ The Aid for Trade questionnaire prepared by WTO/OECD formed part of the preparations for the 2nd WTO Global Review on Aid for Trade (July 2009). Countries were asked to identify their plans with respect to Aid for Trade.

²⁶ Export diversification was originally identified as the third pillar in the questionnaire, but was expanded during preparation of the Aid for Trade Strategy to include trade development.

6

Sectoral Challenges and Cross-Cutting Issues

Sectoral challenges and cross-cutting issues are organised under the pillars for development defined in Table 3 and the specific projects to address these issues are listed in the Action Matrix (Annex I). According to stakeholders, these programmes would address the key trade-related technical assistance and investment gaps. As gender needs may vary in trade-related projects, a more gender sensitive approach should be taken in the formulation and implementation of these technical assistance activities.

Aid for Trade support requested for priority needs identified by stakeholders includes the following:

- ❖ Capacity building including training, networking, strengthening of human resource capacity, and productivity enhancement and innovation;
- ❖ Funds to enhance and support Jamaica’s participation in international negotiations;

Development Pillar	Sectoral Challenges and Cross-Cutting Issues
<p>Network Infrastructure: The systems and linkages which facilitate the production of goods and services, allow for smooth access of products to markets, lend themselves to exploitation for economic gain, and include both physical (land, sea and air) as well as virtual network infrastructure (ICT).</p>	<p>Transport and logistics Information and communication technology (including education and creative industries)</p>
<p>Competitiveness: Actions which make the country better able to adjust to and compete in a more liberalised global environment. It includes meeting regulations and standards in international agreements as well as economic, productive and other changes needed to ensure that the country’s exports earn maximum returns and that imports (especially those needed for local production) meet national requirements and support national goals.</p>	<p>Trade facilitation and customs SPS/TBT standards Trade and climate change Private sector development</p>
<p>Export Diversification and Trade Development: This includes utilising every available comparative advantage, such as Brand Jamaica, to identify export products which would improve Jamaica’s export earnings.</p>	<p>Trade development (including services and agriculture with a focus on NES priority industries) Value-added production Brand Jamaica and geographical indications Fair trade</p>

TABLE 3/ Pillars for Development and their Relation to Sectoral Challenges and Cross-Cutting Issues

Source: Author.

^a Agro-processing, coffee, mining and minerals, fashion and accessories, education, ICT, entertainment, aquaculture

- ❖ Technical assistance and transfer of knowledge/information through exchanges and consultancies to build productive capacity;
- ❖ Funds for equipment and other technological advances;
- ❖ Financing for trade-related businesses, including grants, concessional loans, guarantees and venture capital;
- ❖ Funds for research towards technological and policy development.

Although some proposed initiatives fall under the purview of more than one pillar, they have been categorised where the majority of the recommended actions are likely to fall. For example, trade development could conceivably fall under *competitiveness*. However in Jamaica it is better associated with *export diversification* since the country's traditional exports (such as sugar, bauxite, and ready-to-wear garments) are on the decline and exporters are seeking new, high-value and value-added products to expand their sectors.

In addition to the public sector's key role in facilitating private sector trade performance, Jamaica has a history of mutually beneficial public-private partnerships. Many of the proposed initiatives in the Action Matrix are examples of public-private partnerships and are, in some cases, inter-related. For instance, the proposal to transform Jamaica into a Caribbean Logistical and Transshipment hub is closely aligned with the proposal for the Single Window (Action Matrix: Projects 1.1 and 2.1). Initiatives identified to ensure safe food production and increase productivity are also critical to the success of the regional Hub and Single Window and entail actions on the part of both public and private

sector. These priority initiatives identified for Aid for Trade assistance are important ingredients of an overall package of support for carrying out and integrating key elements of Vision 2030 Jamaica, the NES, and related national strategies and plans to strengthen the economy through trade. Additionally, although the proposed initiatives are attuned to agreed-upon national priority areas, it should be noted that spin-off benefits will accrue to other sectors and products or services.

The priority initiatives proposed for Aid for Trade support, along with recommendations, are organized by development pillar in the following subsections.

6.1 Network Infrastructure

6.1.1 Transport and Logistics

Developing Jamaica's capacity to be a regional transportation and logistical hub is a priority initiative of Vision 2030 Jamaica and the Medium Term Socio-Economic Policy Framework. This phased endeavour will require significant investment in energy and transport infrastructure and will facilitate (a) improvement and rationalisation of the road transport system; (b) completion of an island-wide highway network; (c) expansion of domestic and international air transportation facilities and services; (d) continuous rehabilitation of roads, especially agricultural feeder roads which are affected by natural disasters; and (e) capacity building to develop and implement design and maintenance codes, standards, policies, regulations and practices for sustaining network infrastructure. The logistics and transshipment hub is key for Jamaica to reduce its cost of doing business (for both imports and exports) and is expected to become a source of revenue/

income for both government and the private sector as they service the region by amalgamating cargo to create economies of scale.

6.1.2 Information and Communication Technology (ICT)

ICT underpins many of the proposed initiatives for Aid for Trade support as Jamaica strives to improve its use of information and communications technology. In addition to providing connectivity to create trading system efficiencies, targeted ICT systems support the move towards paperless operations with fewer process steps in the business of trade. The tradable service sector as a whole stands to benefit from the focus on ICT, with sports, health tourism, educational services, and back-office support such as telemarketing providing new, improved and potentially lucrative products for export.

A primary constraint for the ICT sector is the need for a digital switchover, with television broadcasting moving from analogue to digital broadcasting frequency. Digital broadcasting significantly compresses radio frequencies and frees up space for more channels as well as for other uses such as mobile and broadband services. Increasing the number of available channels will affect cultural producers since it increases demand for content. Jamaica's cultural footprint far surpasses its size. The country is considered wealthy in the production of film, theatre, music, dance, poetry and other content with potentially significant export-earning prospects. Creative industries have a place in Vision 2030 Jamaica and can be a transformative social force by generating employment opportunities for persons who possess marketable artistic talent. Digital broadcasting of local content generates a niche product for sale globally to a much larger

client base—particularly to the Jamaican diaspora in the U.S., Canada and the United Kingdom. Through this venue Jamaica can capitalise on its natural talent, using its cultural industries to grow economic returns while enhancing the national brand for value-added products. Jamaica's competitive advantage in other areas such as sports can be packaged in similar fashion. The government is pursuing funding for a study to survey the field and navigate ways to maximise economic returns. Capacity building is needed to negotiate the nexus between ICT and cultural industries and to develop the necessary policy, legislative and regulatory framework. This framework must be flexible, responsive and in accord with international standards and best practices. Appropriate financing mechanisms and investors for re-tooling and modernisation are also needed.

6.2 Competitiveness

6.2.1 Trade Facilitation and Customs

While the elimination of trade barriers is a fundamental element to encourage trade, the movement of goods across border must be facilitated in order to explore the full potential of trade arrangements. In this regard, the WTO suggests two ways of facilitating trade: Cutting red-tape at the point where goods enter a country and; providing access to information on other countries' importing and exporting regulations and customs procedures.²⁷ In fact, the lack of transparency is costly for both exporters and importers as it increases the risk of delays in the delivery of goods.

Given the objective set by the Government of Jamaica to become a world-class multi-modal logistics and transshipment hub, challenges related to trade regulation

²⁷ WTO, www.wto.org.

must be addressed in a systematic manner. In this regard, the stakeholders consulted maintain that the implementation of a Single Window System is a priority for Jamaica. This system will allow interaction with international traders at a single point within the government on customs procedures for all goods while providing access to a simplified submission procedure for regulatory documents. Moreover, partnerships among ministries and between the public and private sector will serve as a basis for a complete review and simplification of the import/export procedures as they affect all parties involved.

Gaps identified in the area of customs include the development of risk management systems, post-audit control and appeals procedures. Improved customs and trade facilitation procedures and the removal of bottlenecks could lower the high cost of doing business in Jamaica (see Box 1, section 6.2.4).

6.2.2 SPS/TBT Standards

Standards for SPS measures and for technical barriers to trade (TBT) need to be improved and TBT legislation needs to be drafted and aligned to access more markets under existing and prospective trade agreements. This includes the development of a system for absorption and traceability certification of goods. Internationally accredited food microbiology laboratories need to be established, staffed and equipped; regulatory bodies or inspectorates need to be strengthened; and research capacity is needed to assess the use of pesticides in the objective of producing safe food. A National Food Safety Policy which takes a holistic approach to SPS-related matters has been drafted to provide the framework

for guiding development of the food safety system and will soon be reviewed by the Cabinet of the Government of Jamaica.

Technical assistance is needed to increase consumer awareness (especially on imports) and for MDAs to share critical information about SPS rules and regulations with businesses, particularly in regard to rules of origin. The JAMBIS database must be adequately resourced to play this important role since it will provide information on both imports and exports.

6.2.3 Trade and Climate Change

Current international negotiations focus on reducing carbon emissions and imposing standards on countries for industries such as alumina and cement smelting and on methods of electricity generation. If a country's carbon intensity does not meet international standards, its export market could be disrupted. In the case of tourism and Green Globe Certification for example, energy source and utilisation, recycling and water conservation are some of the criteria which define whether a destination qualifies as "green" with respect to climate change. Climate change issues will therefore trend toward a more eco-sensitive tourism industry. Tourists seeking to live a green lifestyle at home will now ask questions about where they vacation, such as: "do you recycle water, how do you heat your water, how do you handle waste, and what are your facilities for saving energy?" For agriculture, criteria such as non-use of nitrogen pesticides (which add to greenhouse gases), use of drip irrigation, use of high-yield grain varieties and use of improved farm management techniques will define whether products are "green."

These new issues and the criteria they bring impact trade by defining the quality

of production. The significant costs of dealing with new climate change-related nontariff barriers, environmental standards and border measures impose a significant burden on small and vulnerable economies like Jamaica's. To cope, trade policies supportive of climate change mitigation must be developed. Gearing toward the "greening" of tourism and agriculture is in keeping with the country's goal of producing more high-value niche products for export since green products are able to attract premium prices in their respective markets.

Jamaica needs capacity building to support mitigation and the adoption of new methods and technologies to transform its economy, particularly in tourism and agriculture, as well as to monitor progress towards meeting global requirements.

6.2.4 Private Sector Development

Governments can provide a facilitative environment to foster investment and trade. This can play a key role in entrepreneurs' commitment to business investment in Jamaica and their capacity to compete in global markets and generate resources to spur the economy. Business support organisations (both public and private) also provide joint services and technical resources, as well as assistance at the firm level. Financing the NES to support the export sector is deemed critical. In particular, the NES Secretariat (located at the Jamaica Promotions Corporation, JAMPRO), private sector and priority sector associations, and individual firms must be properly resourced to provide the necessary coordination and assistance to exporters. This includes access to appropriate forms of financing including production loans (working-capital facilities and longer-term loans for capital intensive mining interests)

as well as venture capital; capacity building for business excellence and technical skills within exporting firms to ensure reliable product supply, improve organisational agility and foster innovation for growth; facilitating study missions to benchmark world-class processes and systems to learn and adopt best practices; developing the local business services market to support existing and potential exporters on a path to continuous improvement of business excellence and productivity and conducting industry studies to better understand the potential for providing new export products and services and creating linkages and local supply chains to spur small business growth and development. These studies must lead to focused strategies and action plans to implement their recommendations.

While prevailing interest rates remained high, local investors had little incentive to take investment risks in product innovation or the upgrading and retooling of plants. The policy shift to low interest rates has attracted investors seeking higher returns, and the export-related initiatives from NES are now much more attractive. Additionally, the search for new, non-traditional markets has shifted the focus of exporters from North America and Europe towards Latin America and the Caribbean. Language differences are no longer seen as insurmountable barriers as business operators find ways around them, including learning basic business terms to communicate with clients and hiring translators for more complicated transactions.

The high cost of doing business in Jamaica is partly the result of comparatively high energy costs. Several factors are responsible, including inefficient infrastructure for energy generation and distribution,

BOX 1/ Doing Business in Jamaica

"Doing Business 2011—Jamaica" is a summary extracted from a wider World Bank report comparing business regulations in 183 economies (Jamaica is ranked 81st). The report, produced annually, is based on criteria needed to start a small- to medium-size business which is domestically owned and located in the country's largest business city. The survey in the report examined important topical areas, including (a) Starting a business; (b) Registering property, with the assumption that the entrepreneurs did not own the property; (c) Paying taxes, (d) Enforcing contracts and (e) Closing a business.

The survey assumes that all procedures are available to the entrepreneur and that all entities function without corruption and that the business is a limited liability company. The report covers a list of countries undertaking positive reforms in doing business, comparing the same criteria used in the survey. National economies were ranked on the number of impact reforms. The report also includes a summary table of the procedures and costs of starting a business in Jamaica, including procedural timelines.

The government is pursuing several interventions as part of its public sector modernisation, which is expected to reduce the cost of doing business such as promoting interagency connectivity—allowing for documents to be submitted to a single agency, processed by all relevant MDAs and returned in a timely manner. These reforms are in various stages of implementation, and additional resources are needed above those already identified.

Source: World Bank, *Doing Business*, 2011.

²⁸ Elizabeth Parsan, "Aid for Trade: A Caribbean Perspective, Caribbean Regional Negotiating Machinery," Caribbean Regional Negotiating Machinery, Barbados (2006).

²⁹ WTO Secretariat, *Trade Policy Review Report on Jamaica*, February 2011.

³⁰ The JCSI is a key facilitator providing single voice at the national and regional levels for the service sectors for all trade in services matters to the key service sector stakeholders and public and private sector agencies. JCSI was created using the CARICOM model for coalitions of service industries and has prioritised: ICT, health & wellness, maritime, creative industries and professional services

³¹ Government of Jamaica's Policy Statement in the WTO *Trade Policy Review Report on Jamaica*, February 2011.

and dependence on petroleum. The Government of Jamaica's National Energy Policy seeks to address these constraints by facilitating greater energy diversification, including increasing the use of renewable sources. As a result technical assistance is needed to explore up-scaling new sources such as solar and water-based power generation and to modernise the country's energy distribution systems.²⁸

In addition to trade in goods, services make up over 70 percent²⁹ of the Jamaican economy, and the government has prioritised the need to increase the downstream and upstream linkages between the services sector (especially the tourism,

entertainment and creative industries) and traditional sectors such as agriculture and fisheries (including aquaculture). A critical initiative to support these linkages would be the establishment of a fully automated financial trading system. To facilitate this, the databases of the Statistical Institute of Jamaica (STATIN) need to be developed further, with an emphasis on the trade in services, and the capacity of national service providers needs strengthening to meet international certification standards.

The Jamaica Coalition of Service Industries (JCSI),³⁰ which acts as a national focal point for service industries, has indicated a need for capacity building to better support the development of a sustainable services sector. Product development and more efficient production techniques need to be addressed through the promotion of technology transfer to boost competitiveness, particularly in agriculture. Support is also needed for better market infrastructure to lower postharvest and logistical costs.³¹

6.3 Export Diversification and Trade Development

6.3.1 Value-Added Production

Jamaica's agricultural sector needs to produce value-added products, with a focus on agro-processing, to combat the erosion of preferential markets for primary goods and the impact of natural disasters. While ongoing EU adjustment assistance for the sugar and banana industries has funded diversification in local communities, more support is needed for export diversification, the development of new high-value products, and for branding, marketing, and distribution of products derived from agriculture.

Value-added production and price positioning is highly influenced by quality. Programs to improve standards of products, processes and skills must be prioritised to create higher value-added products and services not only in agro-processing but in all priority industries.

6.3.2 “Brand Jamaica” and Geographical Indications

Jamaica has a culture of respecting intellectual property such as trademarks and patents but its enforcement system is fledgling and requires support, particularly for public education efforts to raise awareness of requirements and the trade sanctions which could be imposed on Jamaica by the WTO and the United States under existing agreements if commitments are breached. Central to its campaign to benefit from and protect the country’s intellectual property rights is “Brand Jamaica.”³² The Jamaica Promotions Corporation has launched this national branding process, which seeks comparative advantage by capitalising on the “essence” of Jamaican identity: creativity, entrepreneurship, innovativeness and business acumen, among other qualities. JAMPRO’s campaign expands the country’s international profile from a primarily leisure-based destination, celebrated for its cultural icons and athletes, to one where business plays an even greater role.³³

To reap the full benefits from Brand Jamaica for agricultural and craft goods, Jamaica is registering its “geographical indications” for niche products. This process will allow consumers to know that indicated products enjoy specific qualities and the good reputation which goes with being “Jamaican” in origin. Quality is certified through a code

of practice to which anyone who wants the geographical indication designation must adhere and which participating producers enforce to ensure that agreed-upon standards are met. For a product line to be authentically “Jamaican,” it must be linked to the terra (soil, atmosphere and climate). There is a significant list of items for which geographical indications could be obtained, including ginger, peppermint and thyme. Training, technical assistance and other capacity building support would be required for everyone along the value chain from farmer to exporter to the consumer to maximise benefits from and standards of compliance for high-value niche products.

6.3.3 Fair Trade

With the erosion of preferences and reduced tariffs within the EU market, Jamaica has found that its agricultural products (such as sugar and bananas) are no longer able to compete with the economies of scale achieved by larger land holdings in Latin America. The fair trade system opens a new door. To earn a fair trade designation, a product must be produced under international labour standards and conditions which promote good social and environmental practices, in return for which, the designated product is able to attract premium prices from informed consumers. This will lead to a better, more sustainable trading system for developing countries. The experiences of Belize (sugar) and the Windward Islands (bananas) have been positive. Jamaica has been pursuing fair trade status for qualifying products to enter this high-end niche market since the mid-2000s. The EU has provided significant resources to facilitate certification, but gaps in training, capacity building and infrastructure still remain.

³² According to the NES, “Brand Jamaica” is the logo for branding the country’s efforts to manage its identity and image on the world stage by systematically shaping how Jamaica is conceptualised and perceived. The overarching conceptual framework guides all elements of branding, including Jamaica as a destination for tourism, as a cultural producer and as a business opportunity and partner.

³³ http://www.jamaicatradeandinvest.org/brand_jamaica.

7

Recommendations for Implementation – The Action Matrix

The AfT Strategy Action Matrix is a living document and will benefit from updates during the monitoring and evaluation process. An initial portfolio of priority projects (related to the initiatives outlined in subsections 6.1 to 6.3 above) has been proposed in the Action Matrix in Annex I. These initiatives have commenced in some measure with funding from the Government of Jamaica, the private sector and/or IDPs. Funding is being sought to move these activities from the pilot stage or to complete, expand, or replicate them. In the case of larger initiatives such as the Logistics and Transshipment Hub and the Single Window, the private sector has already started work in partnership with

government to increase the likelihood that projects expected to profoundly reduce the cost of doing business in Jamaica get off the ground sustainably rather than in the piecemeal/ad hoc fashion which has previously been the norm due to insufficient resources. The recommended actions within each initiative are interlinked but may be hived off individually or in smaller groups as subprojects for the purpose of financing. Significant resource gaps remain in public-private partnerships which could benefit from targeted Aid for Trade support. This is consistent with Vision 2030 Jamaica and the Growth Inducement Strategy, which both point toward private sector-led growth.

8

Implementation of The National Aid for Trade Strategy

8.1 Aft Focal Point

After consultations with stakeholders, it was agreed that Jamaica's existing mechanisms, while in need of various levels of capacity building, are functioning and can adequately implement Aid for Trade initiatives. However these mechanisms may need to be supported by a dedicated Aid for Trade focal point located at the Planning Institute of Jamaica (PIOJ) which would supplement and strengthen the capacity of the PIOJ to monitor and support the efficient and effective use of Aid for Trade resources.³⁴ The PIOJ has, within its core functions, responsibility for, among other things, the following: (a) initiating and coordinating the development of policies, plans and programmes for the economic, financial, social, cultural and physical development of Jamaica; (b) managing external cooperation agreements and programmes and; (c) collaborating with external funding agencies in identification and implementation of development projects.

The proposed focal point, while strengthening current capacity at the Institute, would be well integrated into the existing systems so that its activities would

form a part of PIOJ's overall mandate for all such programmes/initiatives.

8.2 Implementation Scheme

To facilitate implementation of the Aid for Trade initiatives of relevant Jamaican stakeholders in the public sector, the private sector and civil society as a whole, the following structure is recommended (illustrated in Figure 1):

i. Policy level

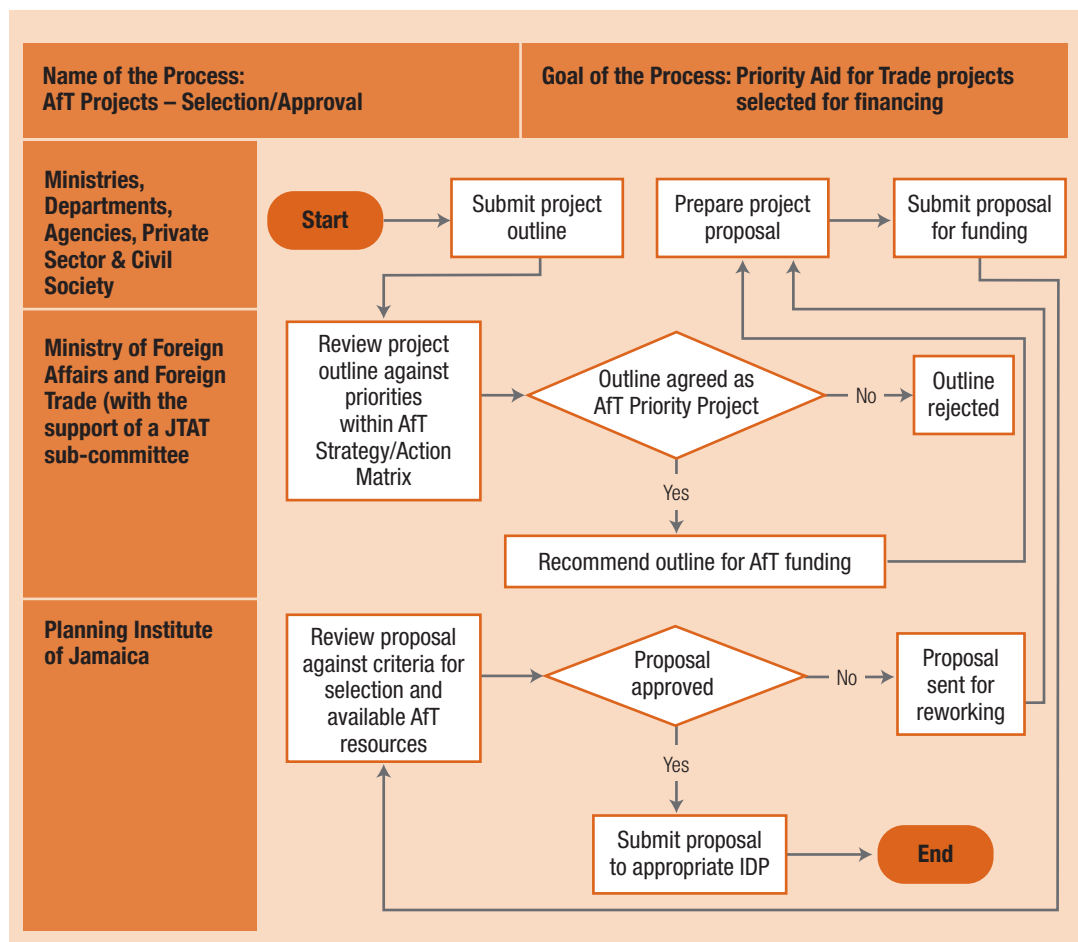
The Cabinet of the Government of Jamaica will provide policy oversight and directives for the initiatives which flow from the National Aid for Trade Strategy. Through the relevant ministries, departments and agencies, it will ensure coherence and alignment with Vision 2030 Jamaica and the Medium Term Socio-economic Policy, as well as implementation within MDAs.

ii. Programme level

The Ministry of Foreign Affairs and Foreign Trade has responsibility at the programme level and with the support of its trade-related stakeholders

³⁴ PIOJ as focal point should allow for coordination of Aid for Trade within the context of national aid negotiations, implementation of Vision 2030 Jamaica, as well as other related strategies and plans. Aid for Trade resources should be sought to cover the incremental costs of establishing the focal point.

FIGURE 1/
Selection/Approval
Process Flow of Aid for
Trade (Aft) Projects



Source: Author.

through a representative advisory sub-committee of the Jamaica Trade and Adjustment Team (JTAT), will provide technical oversight and advice for the focal point and would be responsible for the following activities:

- ❖ Monitoring implementation of the overall National Aid for Trade Strategy
- ❖ Providing technical oversight on trade matters
- ❖ Ensuring transparency and participation of trade stakeholders by reporting back on Aid for Trade matters to all trade stakeholders

- ❖ Assisting, with support from a sub-committee of JTAT, in the selection of priority projects³⁵ from outlines submitted by ministries, departments and agencies
- ❖ Publicising Aid for Trade funded activities in collaboration with relevant ministries, departments and agencies

iii. Project level

An Aid for Trade focal point operating within PIOJ has responsibility at the project level. The location of a focal point within PIOJ will allow for coherence and alignment with Vision

³⁵ Priority projects will be determined by agreed-upon criteria based on applicable policies and strategies such as Vision 2030 Jamaica, the NES and any other appropriate policy directives. Once these have been selected, the respective ministry, department or agency will prepare proposals for submission to PIOJ.

2030 Jamaica (coordinated by PIOJ) and other related development plans as well as with national trade-related assistance programmes and overseas development assistance (ODA). PIOJ will be responsible for the following:

- ❑ Identifying Aid for Trade resources and matching approved projects to them
- ❑ Maintaining a database of Aid for Trade information and resources in collaboration with relevant databases such as the Jamaica Business Information System (JAMBIS)³⁶ housed at the Ministry of Industry, Investment and Commerce (MI-IC) to support small business development, thereby acting as the repository for information on all Aid for Trade initiatives, including those which do not require further financing
- ❑ Identifying technical assistance for stakeholders to (a) prepare viable project summaries/concepts and then (b) prepare accepted project proposals for financing
- ❑ Collecting and vetting potential Aid for Trade projects and preparing project summaries/concepts
- ❑ Submitting approved projects to the relevant funding source, then negotiating for the appropriate Aid for Trade support
- ❑ Monitoring implementation of Aid for Trade projects and reporting to relevant stakeholders on Aid for Trade project/program initiatives

8.3 Sustainability

To ensure the sustainability of the Strategy, stakeholders need to continue to advocate for appropriate investment and financing, including affordable loans for high-value capital items. Affordable loan financing should be tied to productivity improvements to avoid resource misallocation.

Additionally, business incubators and the provision of common services to businesses at affordable costs are important factors in facilitation of smaller enterprises and should be implemented on a long-term cost recovery basis.

³⁶ JAMBIS is an informational clearinghouse for persons engaged in trade/commerce. The MFA&FT along with PIOJ will be responsible for communicating and disseminating information to the private and public sectors as well as to civil society as a whole.

9 Monitoring and Evaluation

9.1 Monitoring

The National Aid for Trade Strategy will be monitored on an ongoing basis to ensure that implementation of its initiatives is consistent with its objectives and that all relevant stakeholders receive regular feedback on progress. Table 4 outlines the proposed framework for monitoring implementation of the Strategy, relating outcomes to specific indicators tied to the three development pillars previously identified. Monitoring will occur at three levels: (i) policy, (ii) programme and (iii) project.

i. Policy level

The Government of Jamaica has recently commenced the rollout of a “Whole of Government Business Plan” accompanied by a government-wide Performance Monitoring and Evaluation System (PMES) explained in Box 2. While the PMES is to be phased into MDAs, the key trade-related Ministries of Agriculture and Fisheries, Health, and Finance and Public Service, as well as the Office of the Prime Minister (including PIOJ) and the Cabinet Office are all slated for Phase 1, with operational systems expected by the end of

2011. Implementation of the National Aid for Trade Strategy using a dedicated focal point unit in PIOJ will allow the Strategy to be monitored as part of government’s comprehensive national monitoring and reporting, with the added benefit of being incorporated into national budgets and being subject to the full rigors of national accountability and effective public expenditure management.

ii. Programme level

The Strategy will be monitored by the Ministry of Foreign Affairs and Foreign

The Performance Monitoring and Evaluation System (PMES) is a comprehensive monitoring and evaluation framework led by the Cabinet Office through its Performance Management and Evaluation Unit. The PMES includes an inventory of activities, resources, results, performance measurement and governance information which will examine the outcomes and impacts of projects, programmes and policies of MDAs. MDAs will be required to produce integrated strategic business plans and performance reports aligned to national goals (that is, those contained in Vision 2030 Jamaica and the Medium Term Socio-Economic Framework etc). The PMES will establish clear performance linkages among the three operating levels of the public sector: across sectors, between MDAs, and at unit levels within organisations.

Source: Author.

BOX 2/ **Overview of the** **Performance Monitoring** **and Evaluation System** **(PMES)**

Trade, which will have responsibility for ensuring transparency in the process and that information about progress of the Strategy is disseminated to relevant stakeholders. MFA&FT is best placed to monitor overall implementation of the Strategy, given the Ministry's global perspective from carrying out two of its main functions: (a) Monitoring and responding appropriately to external political and economic developments which impact national development goals and (b) Ensuring Jamaica's compliance with its obligations under bilateral, regional and international agreements.

MFA&FT will be supported by JTAT and by PIOJ, which will provide the monitoring reports. JTAT should assist the MFA&FT and PIOJ by providing oversight for the implementation of the Strategy, including the continuous prioritisation of needs. JTAT is considered best suited for this purpose given its inter-agency, multi-stakeholder composition. A representative

sub-committee of JTAT charged with this responsibility would also allow for a strong national public-private partnership in support of Aid for Trade.

iii. Project level

PIOJ will use its existing systems to track and report on project implementation.

9.2 Evaluation

Implementation of the National Aid for Trade Strategy will be evaluated annually by its main stakeholders (MDAs, private sector, civil society and IDPs) to determine its relevance, fulfilment of objectives, impact and sustainability. This evaluation will use the stated objectives, outputs and performance indicators contained in the Project's Monitoring Framework, derived from the Action Matrix, as a benchmark for determining the Strategy's effectiveness. The annual evaluation also will include a review of the Action Matrix and Monitoring Framework to ensure their continued relevance and to recommend updating as needed.

**TABLE 4/
Proposed Monitoring
Framework for
Jamaica's Aid for Trade
Strategy**

Outcome	Indicators	Sources of Information
Pillar 1: Network Infrastructure		
More efficient delivery of goods along the supply chain and across borders	Logistic performance indicators Freight times/cost WCO Time Release Studies No. of trade officers processing documents No. of days/steps in issuance of certificates of origin No. of transport services providers No. of logistics services providers	WCO, IDB, World Bank, Jamaica Customs Department, Trade Board, MFA&FT, Transport/shipping associations
Completion of the digital switchover	Percentage of households and businesses which transitioned from analogue to digital TV No. of mobile/broadband services No. of channels available	Broadcasting Commission, National Steering Committee on Digital Switchover, local TV service providers
Increased capacity to negotiate in ICT to meet international standards	No. of training sessions/workshops No. of participants trained	OPM, IDB, World Bank, OAS
Pillar 2: Competitiveness		
Increased competitiveness and business climate	Doing Business Ranking World Economic Forum Ranking Level of Foreign Direct Investment	World Bank, IFC, WEF, IDB World Trade Indicators Statistical Institute of Jamaica, PIOJ
Modernised customs system including an effective risk management system	No. of agencies involved in document submission with re-engineered business processes No. of hours between submission and return of documents No. of system users/ operators trained	WCO, Jamaica Customs Department, Trade Board, MFA&FT, Transport/shipping associations
Increased knowledge and use of affordable alternative and renewable sources of energy	No. of studies/papers No. of workshops No. of new providers engaged	International Energy Agency, Ministry of Energy and Mining, UN
Increased productivity in businesses	No. of studies/papers No. of workshops No. of businesses implementing measures to increase productivity	JPC, JAMPRO, Private Sector Associations and other Business Support Organisations (BSOs)
Improved matching of needs and resources	No. of new projects funded by donors No. of new projects funded by non-traditional donors	MFA&FT, donors' foreign aid agencies, World Bank, IDB, ECLAC, OAS
Increased inter-institutional cooperation on trade	No. of joint programs/initiatives	Trade Related Ministries, Departments and Agencies, JAMPRO, Private Sector Associations and other Business Support Organisations(BSOs), Public announcements
Pillar 3: Trade Development and Export Diversification		
Increased capacity of SMEs to develop distinctive products for niche markets	No. of SMEs adopting green certification No. of products registered with geographical indications No. of workshops No. participants from SMEs	JIPO, Green Globe Certification, WIPO, JAMPRO, local business associations
Increased knowledge of non-traditional export markets	No. of studies No. of contacts made with businesses in new markets	IDB, World Bank, JAMPRO, business associations in countries of interest

10

List of Documents Reviewed

EU-CARIFORUM, Economic Partnership Agreement (EPA).

Caribbean Community, Revised Treaty of Chagaramas (2001).

Fallash, Felix, and Laetitia De Marez, “New and Additional? An assessment of Fast-Start Finance, Commitments of the Copenhagen Accords” (2010).

Government of Jamaica, EPA Technical Assistance Audit.

———, Letter of Intent, Memorandum of Economic and Financial Policies, and Technical Memorandum of Understanding (January 2010).

———, Ministry of Foreign Affairs and Foreign Trade, “Review of Jamaica’s Participation in Free Trade Agreements (FTAs) and the WTO,” policy paper (2009).

———, National Export Strategy (2009).

———, policy statement in the WTO Secretariat’s Trade Policy Review Report on Jamaica (December 2010).

Inter-American Development Bank, “The Informal Economy in Jamaica,” Economic and Sector Study Series No. RE3-06-010 (December 2006): <http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=917344>.

———, “IDB Country Strategy with Jamaica 2006–2009” document GN-2422-1 (August 2006, with update in 2010).

Inter-American Development Bank, Implementing Aid for Trade in Latin America and the Caribbean: National and Regional Review Meetings 2008–2009 (June 2009): <http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2046821>.

Jamaica-European Community, “Country Strategy Paper and National Indicative Programme for the Period 2008–2013”: http://ec.europa.eu/development/icenter/repository/scanned_jm_csp10_en.pdf

Jamaica Productivity Centre, Jamaica: Productivity Summary Report 1973–2007: <http://www.jpc.com.jm/docs/jpcsummaryreport2009.pdf>

JAMPRO/Ministry of Industry, Investment, and Commerce/Jamaica Exporters' Association/PSDP, National Export Strategy (2009): http://www.jamaicatradeandinvest.org/nes/documents/export_strategy.pdf.

Jeune, Hilary, "Aid for Trade: Is the European Union Helping Small Producers to Trade Their Way out of Poverty?" (June 2009).

OECD, 2010 DAC Report on Multilateral Aid (2010): <http://www.oecd.org/dataoecd/23/17/45828572.pdf>.

———, Aid for Trade at a Glance 2009: Maintaining Momentum (July 2009): http://www.oecd.org/document/0/0,3746,en_2649_34665_42835064_1_1_1_1,00.html#chapters.

Parsan, Elizabeth, "Aid for Trade: A Caribbean Perspective," Caribbean Regional Negotiating Machinery study (2006).

Peterson, Hopeton, "Sustainable Development Planning Frameworks—the Jamaican Experience," paper presented at Expert Group Meeting—Institutionalizing Sustainable Development Indicators for Measuring Progress of National Strategies, Bridgetown, Barbados, 17–19 September 2009.

Planning Institute of Jamaica, Economic and Social Survey 2009, (Kingston: PIOJ, 2010).

———, A Growth-Inducement Strategy for Jamaica in the Short- and Medium-Term (2011): http://www.pioj.gov.jm/Portals/0/Economic_Sector/PIOJ%20Growth-Inducement%20Strategy%20-%20Main%20Document%20-%2003-04-11.pdf

———, Vision 2030: Jamaica National Development Plan and Medium-Term Socio-Economic Policy Framework 2009–2012 (2009): <http://www.vision2030.gov.jm/MTF/tabid/74/Default.aspx>.

Samen, Salomen, "A Primer on Export Diversification: Key Concepts, Theoretical Underpinnings and Empirical Evidence," blog entry (May 2010): [http://blogs.worldbank.org/files/growth/EXPORT_DIVERSIFICATION_A_PRIMER_May2010\(1\).pdf](http://blogs.worldbank.org/files/growth/EXPORT_DIVERSIFICATION_A_PRIMER_May2010(1).pdf).

Smaller, Carin, "Can Aid Fix Trade? Assessing the WTO's Aid for Trade Agenda," paper, Institute for Agriculture and Trade Policy (2006): <http://www.isn.ethz.ch/isn/Digital-Library/Publications/Detail/?ots591=0c54e3b3-1e9c-be1e-2c24-a6a8c7060233&lng=en&id=47646>.

United Nations Conference on Trade and Development (UNCTAD), Science, Technology and Innovation Policy Review—Jamaica (New York: United Nations, 1999).

United Nations Development Programme (UNDP), Human Development 2009: <http://hdr.undp.org/en/reports/global/hdr2009/>

United Nations Economic and Social Council, Economic and Social Commission for Asia and the Pacific, Report of the Subcommittee on International Trade and Investment, "Addressing Supply-Side Constraints and Capacity Building" (2004): http://www.unescap.org/about/CMG/TI/English/sciti_3e.pdf

World Bank, Country Partnership Strategy for Jamaica for the Period 2010–2013 Report No. 52849 (February 2010).

———, Doing Business, report series 2009–2011, including Doing Business in Jamaica summary reports: <http://www.doingbusiness.org/reports>.

WTO Secretariat, Trade Policy Review Report on Jamaica (February 2011): http://www.wto.org/english/tratop_e/tpr_e/tp342_e.htm.

———, WTO Ministerial Declaration,” 6th Ministerial Conference, Hong Kong, 18 December 2005.

World Trade Organization, OECD, Aid for Trade at a Glance, Maintaining the Momentum 2009

Organisational Documents and Web sites

Documents from international development partners (IDPs) on funding arrangements

Documents from the Planning Institute of Jamaica on funding arrangements

Web sites from Government of Jamaica ministries, departments, and agencies and IDPs, including the EU, IDB, ITC, UNDP, UNCTAD and USAID

Annexes

ANNEX I

Action Matrix – Jamaica's National Aid for Trade Strategy

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
I. Network Infrastructure						
Transport Infrastructure and Logistics						
1.1	Develop a sustainable, world-class multi-modal logistics and transshipment hub (i.e., air, land, rail and sea)	<ul style="list-style-type: none"> ■ Identify the stakeholders and determine the focal point or lead ministry ■ Identify best practices ■ Develop a shipping and logistics centre ■ Implement ICT support for the Single Window ■ Strengthen port security systems ■ Improve postharvest distribution systems ■ Develop an integrated Postharvest, Distribution and Small Business Incubator ■ Upgrade arrival and other customs systems, including risk management ■ Implement a Port Community System, to increase competitiveness: <ul style="list-style-type: none"> ■ Provide efficiency in cargo processing by reducing the delays in movement & processing ■ Improve Jamaica's performance in providing logistics services ■ Improve/upgrade the physical infrastructure of the ports ■ Feasibility assessment of 'Park and Ride' mode of transport for Kingston and Montego Bay ■ Feasibility study and assessment for using natural gas for public transport vehicles (e.g., J.U.T.C.) 	<ul style="list-style-type: none"> ■ Technical experts for assessments and studies, including reviews of legislation and regulations ■ Support for exposure to best practices models ■ Capacity building and technical support for port security systems ■ Technical support for physical structures and systems of ports 	<ul style="list-style-type: none"> ■ Ministry of Transport and Works (MTW), Ministry of Energy and Mining (MEM), Office of the Prime Minister (OPM), Jamaica Customs Dept., Postal Corporation of Jamaica, Airport Authority, Jamaica Railway Corporation, Maritime Authority of Jamaica, Port Authority of Jamaica (PAJ), Shipping Association of Jamaica (SAJ), Kingston Wharves Limited, and KCT Services Limited 	<ul style="list-style-type: none"> ■ IDB, EU, UNEP, GEF 	2011–2014
1.2	Improve the Ocho Rios Port (multi-use port in Ocho Rios, St. Ann)	<ul style="list-style-type: none"> ■ Improve port's capacity to handle bulk carriers to move minerals to the US, the Caribbean islands and South America 	<ul style="list-style-type: none"> ■ Infrastructure ■ Loading equipment ■ Pier improvement 	<ul style="list-style-type: none"> ■ MEM, PAJ, Jamaica Bauxite Mining Co., Lydford Mining Co. 		2011–2013

(Continued on next page)

ANNEX I /
Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
Information and Communication Technology (ICT)						
1.3	Transition from analogue to digital terrestrial television transmission	<ul style="list-style-type: none"> ■ Conduct a feasibility study for an up-to-date scan of key market factors, i.e., potential impact of analogue switch-off, estimation of the value of released spectrum, etc. ■ Conduct a cost-benefit analysis for the entire digital switchover process (from launching digital to closing analogue terrestrial) ■ Capacity building to support the digital switchover which will release spectrum to support content/products for export 	<ul style="list-style-type: none"> ■ Technical experts ■ Capacity building 	<ul style="list-style-type: none"> ■ ITD, Jamaica Broadcasting Commission and the Spectrum Management Authority 	<ul style="list-style-type: none"> ■ UNESCO 	2011–2013
1.4	Provide a trade support mechanism for cost-effective and faster internet services	<ul style="list-style-type: none"> ■ Review of regulatory considerations ■ Develop an Internet Exchange Point to support information sharing on logistics and content distinction ■ Develop infrastructure capacities 	<ul style="list-style-type: none"> ■ Technical experts ■ Infrastructure and equipment 	<ul style="list-style-type: none"> ■ Telecom organisations and ITD 	<ul style="list-style-type: none"> ■ International Telecoms Union (ITU), Caribbean Telecoms Union (CTU) 	2011–2013
1.5	Increase exports from the ICT sector	<ul style="list-style-type: none"> ■ Facilitate the establishment of at least 5 local BPO service providers 	<ul style="list-style-type: none"> ■ Capacity building programme ■ Exposure to best practices models ■ Financial assistance to set up cluster programme that will train BPO service providers from conception to export 	<ul style="list-style-type: none"> ■ JAMPRO, BPO Association 	<ul style="list-style-type: none"> ■ IDB 	2011–2012

(Continued on next page)

ANNEX I Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
II. Competitiveness						
Trade Facilitation and Customs						
2.1	Implement a trade community or Single Window System to facilitate business processes	<ul style="list-style-type: none"> ■ Conduct an assessment for the implementation of an electronic single window (including all trade-related agencies) ■ Create a high-level steering committee of critical stakeholders to guide the process and increase public awareness ■ Ensure that the facilitating legislation is in place, harmonising and updating laws and developing regulations, including developing regulations for the Electronic Transactions Act and passage of the Cyber Crimes Act ■ Expand the Government of Jamaica Public Key Infrastructure¹ system beyond the pilot phase ■ Use the Trade Facilitation Benchmark Study on the Feasibility of a Single Window in Jamaica to re-engineer existing business processes of trade-related agencies² (public and private) to bring them into line with each other to facilitate inter-connectivity ■ Develop the necessary interfaces between the relevant trade-related agencies ■ Train and build the capacity of the users of the Single Window System, including customer service training ■ Implement the WCO SAFE Framework of Standards,³ including an integrated electronic risk management and enforcement system 	<ul style="list-style-type: none"> ■ Technical experts (ICT and business processes) ■ Software and hardware ■ Training experts ■ Upgrade of physical infrastructure and equipment 	<ul style="list-style-type: none"> ■ OPM; Ministry of Industry, Investment and Commerce (MIC), Ministry of Finance and Public Service (MF&PS), Ministry of Agriculture and Fisheries (MOAF), Ministry of National Security (MNS), Jamaica Customs Department, JAMPRO, PAJ, Trade Board Limited (TBL), shipping associations, custom brokers, Jamaica Exporters Association (JEA), Jamaica Manufacturers Association (JMA), Private Sector Association of Jamaica (PSOJ), Jamaica Chamber of Commerce (JCC) 	■ IDB	2011–2014

(Continued on next page)

ANNEX I Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
2.2	Increase supply chain security and compliance with international WCO standards	<ul style="list-style-type: none"> ■ Develop the monitoring and feedback as well as performance management mechanisms for the system ■ Upgrade of necessary infrastructure and equipment ■ Develop Public Education/Web site ■ Implement the Authorized Economic Operator 	<ul style="list-style-type: none"> ■ Technical experts, workshops, training 	<ul style="list-style-type: none"> ■ Customs, Ministry of Finance, private sector 	<ul style="list-style-type: none"> ■ IDB 	2011–2013
2.3	Enhance the shared network for enterprises on available products and services or Jamaica Business Information System (JAMBIS) to provide necessary trade information	<ul style="list-style-type: none"> ■ Expand the benchmarking and best-practices database currently being developed 	<ul style="list-style-type: none"> ■ Technical experts 	<ul style="list-style-type: none"> ■ MIIC, JEA, JAMPRO, Jamaican Business Development Corporation (JBDC), JCC, JMA, PSQJ, Small Business Association of Jamaica (SBAJ), AmCham, NDFJ), Jamaica Employers Federation (JEF), Jamaica Productivity Centre (JPC), NDB, Ex-Im Bank 	<ul style="list-style-type: none"> ■ ComSec 	2011–2014
SPS/TBT Standards						
2.4	Ensure the production of safe food	<ul style="list-style-type: none"> ■ Develop Good Agricultural Practices (GAP) ■ Prevent pesticide residue on food commodities intended for export: <ul style="list-style-type: none"> ■ Establish Maximum Residue Limits for pesticides in food based on CODEX international standards 	<ul style="list-style-type: none"> ■ Technical experts and capacity building for research and training ■ Needs assessments for traceability and compliance with international regulations on SPS 	<ul style="list-style-type: none"> ■ VSD, RADA, AIC, BSJ, JAS, MOH, NEPA, KSAC, MOA, PCA (Pesticides Control Authority) JAMPRO 	<ul style="list-style-type: none"> ■ GoJ, EU, IDB 	2011–2014

(Continued on next page)

ANNEX I
Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
		<ul style="list-style-type: none"> ■ Conduct a farmer survey to determine the knowledge, attitudes and practices of farmers in the use of pesticides on agricultural commodities/ products intended for export ■ Develop training programmes for farmers and packing house operators as well as stakeholder groups ■ Develop monitoring programme involving collection of food samples for analysis to determine if pesticide residue is present ■ Review and update the national Food Handlers certification programme ■ Develop animal identification and traceability of cattle and pigs from "farm to slaughter" ■ Develop traceability of agricultural products (fresh and processed) from "farm to fork" ■ Construction of a multi-species abattoir (HACCP certified) which meets international standards ■ Strengthen the capacity of local certifying bodies to support companies to meet international standards such as HACCP and Global Gap Certification 				
2.5	Strengthen the capacity of Jamaica National Agency for Accreditation (JANAAC) to provide internationally recognised accreditation services to laboratories and inspection bodies	<ul style="list-style-type: none"> ■ Provide training for 10 local assessors in new areas of assessment to satisfy the International Laboratory Accreditation Cooperation (ILAC) guidelines ■ Provide overseas technical assessors where absent locally ■ Provide training and capacity building for laboratory personnel and local assessors in specialised areas needed to meet the International Accreditation Standards 	<ul style="list-style-type: none"> ■ Training and capacity building ■ Overseas technical experts 	<ul style="list-style-type: none"> ■ JANAAC, JMA, JEA, JAMPRO, reps. from all laboratories 	<ul style="list-style-type: none"> ■ CROSO, EU, IDB 	2011–2014

(Continued on next page)

ANNEX I/ Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
2.6	Upgrade laboratories to deliver services which meet international standards	<ul style="list-style-type: none"> Assess laboratories to determine system, training and equipment needs Retrofit and build laboratories Provide training of staff and technical assistance to upgrade systems to ensure that laboratories can deliver test results on time and accurately 	<ul style="list-style-type: none"> Overseas technical experts Equipment Development or upgrading of systems Training and capacity building 	<ul style="list-style-type: none"> JANAAC, all food testing laboratories (private and public) 	<ul style="list-style-type: none"> CROSO, EU, IDB 	2011–2014
2.7	Sensitise fresh produce growers/exporters to the new requirements of the USDA	<ul style="list-style-type: none"> Conduct an awareness programme on the new requirements of market access to the US 	<ul style="list-style-type: none"> Financial assistance to develop an awareness programme 	<ul style="list-style-type: none"> JAMPRO, JEA, MoAF 	<ul style="list-style-type: none"> IICA, IDB 	2011–2012
Trade and Climate Change						
2.8	Include the impact of climate change in building regulations and codes as well as trade policies	<ul style="list-style-type: none"> Review and upgrade existing building regulations and codes to take into account the anticipated impact of climate change Mainstream climate change concerns into trade policies 	<ul style="list-style-type: none"> Technical experts to conduct reviews and gap analysis 	<ul style="list-style-type: none"> The Environmental Management Division of OPM, PSQJ, BSJ 	<ul style="list-style-type: none"> Climate Investment Fund 	2011–2013
2.9	Sensitise businesses on the potential impact of climate change on their operations and support appropriate adaptation initiatives	<ul style="list-style-type: none"> Develop and implement a public awareness programme on climate change policies and regulations, anticipated impacts, and adaptation strategies Provide technical support and advice for adaptation 	<ul style="list-style-type: none"> Technical experts Capacity building Funding for adaptation 	<ul style="list-style-type: none"> The Environmental Management Division of OPM, PSQJ, JEA, JMA, MOA, MIIC, BSJ, farmers and entrepreneurs 	<ul style="list-style-type: none"> Climate Investment Fund 	2011–2013
2.10	Adopt appropriate technologies in agricultural productive systems	<ul style="list-style-type: none"> Provide technical support to develop technologies which ensure crops and agricultural systems are resilient and can withstand the effects of climate change 	<ul style="list-style-type: none"> Technical experts Capacity building Funding to develop and acquire the appropriate technologies 	<ul style="list-style-type: none"> CARDI, SRC, RADA, MOA 	<ul style="list-style-type: none"> Climate Investment Fund 	2011–2013
2.11	Promote energy efficiency in the hotel and agricultural sectors	<ul style="list-style-type: none"> Development of hotel water recycling and waste management systems Harness and use renewable energy for rural irrigation (wind and solar) 	<ul style="list-style-type: none"> Capacity building 	<ul style="list-style-type: none"> MEM, MOT, Ministry of Water and Housing (MWH), Ministry of Education, MOAF 	<ul style="list-style-type: none"> IDB, GEF, EU, ECPA 	2013–2014

(Continued on next page)

ANNEX I
Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
2.12	Develop techniques for waste management and environmental sustainability	<ul style="list-style-type: none"> Research to identify economic opportunities from bauxite mining waste (Red Mud Lake) 	<ul style="list-style-type: none"> Technical assistance 	<ul style="list-style-type: none"> MEM, EMD/OPM, MoE, SRC, JBI 	<ul style="list-style-type: none"> Climate Change Financing, EU, IDB 	2013–2015
Private Sector Development						
2.13	Building sustainable market access intervention: leveraging the National Export Strategy priority and tourism sectors Related intervention: JAMBIS	<ul style="list-style-type: none"> Assess the capacity of existing companies to supply quality products at competitive prices Conduct research and development for innovation and technology transfer Provide industry-specific information and training to develop targeted sectors and products Increase the number of exporters in the priority sectors to increase market share by promoting clusters Sensitisation on the EPA and other key trade arrangements Examples of upcoming fora: (i) Meet Jamaica: London 2012 and (ii) G 30 Project: sustained market presence in targeted markets 	<ul style="list-style-type: none"> Technical experts Training experts Research experts Technology transfer 	<ul style="list-style-type: none"> BSJ, MIIC, MOAF, MFAFT, JAMPRO, JEA, JMA, PSOU, JCC, SRC, JANAAAC, the Competitiveness Company, JPC, JBDC 	<ul style="list-style-type: none"> UNIDO, EU, CIDA 	2011–2014
2.14	Build and develop new industries and inter-sectoral linkages in the context of the NES priority and the Tourism sectors	<ul style="list-style-type: none"> Conduct local and international scan to identify "winners" and key sectoral linkages Research and development for innovation and technology transfer Provide industry-specific information and training to develop targeted sectors and products 	<ul style="list-style-type: none"> Technical experts Training experts Research experts Technology transfer 	<ul style="list-style-type: none"> MIIC, MOAF, MEM, MOT, SRC, JPC, JEA, JMA, JCC, PSOU, JAMPRO, RADA 	<ul style="list-style-type: none"> UNIDO, UNDP, World Bank 	2011–2013

(Continued on next page)

ANNEX I /
Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
2.15	Create pilot programme implementation for tourism and focus industries highlighted in the NES, e.g., Agro-processing, Cassava Industry, Furniture, Health & Wellness, Apparel	<ul style="list-style-type: none"> ■ Supply- and demand-side industry research as well as a study of industry linkages ■ Create a system of ongoing assessments on productivity, capacity analysis, capability analysis, quality ■ Triple-bottom-line⁴ reporting, including eco-financial analysis and environmental management systems ■ Develop bankable proposals ■ Build industry mechanisms and frameworks to promote growth opportunities ■ Support, training and private sector facilitation for implementation of pilot projects 	<ul style="list-style-type: none"> ■ Modelling ■ Analysis ■ Benchmarking ■ Project management, facilitation and training 	<ul style="list-style-type: none"> ■ JPC, PIOJ, JAMPRO, MIIC, BSJ, JBDC, MFA&FT, Trade Board, Register of Companies, STATIN 		2012–2014
2.16	Evaluate and rationalise business incubators	<ul style="list-style-type: none"> ■ Assess existing business incubators to identify comparative advantages leading to specialisation through rationalisation and restructuring ■ Provide back-office support and mentoring, including financial and productivity analysis 	<ul style="list-style-type: none"> ■ Capacity building and technical support ■ Technical experts ■ Mentors 	<ul style="list-style-type: none"> ■ MIIC, JBDC, JPC, JEA, JMA, JCC, PSOU, JAMPRO, Heart NTA, UTECH, UWI 	<ul style="list-style-type: none"> ■ CDB, EU (EDF) 	2011–2014
2.17	Building productivity-driven exporting enterprises	<ul style="list-style-type: none"> ■ Conduct measurement & best-practices surveys and analysis ■ Develop a benchmarking and best-practices database ■ Promote human capital development through training and study missions ■ Consolidate Business Excellence award programmes and link awards to funding for firm-level productivity initiatives ■ Improve productivity consulting services industry through train-the-trainer programmes 	<ul style="list-style-type: none"> ■ Benchmarking ■ Study missions ■ Productivity training and certification 	<ul style="list-style-type: none"> ■ JPC, PIOJ, STATIN, MFA&FT, MIIC, BSJ, JBDC, MoE – HEART NTA, MIND, University Council of Jamaica, Council of Community Colleges 	<ul style="list-style-type: none"> ■ ComSec (CFTO), ILO, UNIDO 	2012–2016

(Continued on next page)

ANNEX I
Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
2.18	Improve Jamaican exports by enabling Business Support Organisations (BSOs) to provide better services for exporters through the implementation of the NES	<ul style="list-style-type: none"> ■ Coordinate advocacy, inter-institutional communication, exchange of best practices, and public awareness ■ Provide general business support services to exporters ■ Provide specific services in export development to exporters ■ Coordinate, manage and attract resources for NES Implementation as well as to monitor and review the Action Plan 	<ul style="list-style-type: none"> ■ Technical experts ■ Capacity building ■ Technical assistance for research, studies, staffing, training and best-practices exchanges ■ Preparation of factory spaces 	<ul style="list-style-type: none"> ■ JAMPRO, JEA, JBDC, JMA, JCC and NES Secretariat 	<ul style="list-style-type: none"> ■ EU, IDB 	2011–2013
2.19	Implement a national productivity awareness campaign (Also related to Network Infrastructure and Export Diversification)	<ul style="list-style-type: none"> ■ Culture survey and impact assessments ■ Print and broadcast productions ■ Public workshops and consultations ■ Media campaigns ■ Exchange missions ■ Website development 	<ul style="list-style-type: none"> ■ Media productions ■ Research surveys ■ Exchange missions 	<ul style="list-style-type: none"> ■ JFC, PIOJ, STATIN, MFA&FT, JSIF, MoE, JIS, MIIC, BSJ, JBDC, JEA, JMA, JCC, PSOL, JAMPRO 	<ul style="list-style-type: none"> ■ ILO 	2011–2014
2.20	Provide technical assistance to SMEs to improve the competitiveness of their exports	<ul style="list-style-type: none"> ■ Implement IIC Export Plus consistent with Enterprise Development Programme 	<ul style="list-style-type: none"> ■ Experts for technical assistance ■ Workshops 	<ul style="list-style-type: none"> ■ JAMPRO 	<ul style="list-style-type: none"> ■ IDB, Inter-American Investment Corporation (IIC) 	2011–2013
2.21	Increase international market penetration for businesses operating in the services sector	<ul style="list-style-type: none"> ■ Provide advice on product development and international market penetration ■ Consistent with Enterprise Development Programme 	<ul style="list-style-type: none"> ■ Experts for technical assistance ■ Workshops ■ Capacity building 	<ul style="list-style-type: none"> ■ JAMPRO 	<ul style="list-style-type: none"> ■ IDB 	2011–2012
2.22	Engage the private sector in the implementation of the NES	<ul style="list-style-type: none"> ■ Produce an updated Action Plan for the NES that will outline the initiatives that will be implemented by 2013 and distribute to all stakeholders 	<ul style="list-style-type: none"> ■ Funds to compile and print booklets 	<ul style="list-style-type: none"> ■ JAMPRO 	<ul style="list-style-type: none"> ■ IDB 	2011–2012

(Continued on next page)

ANNEX I/ Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
2.23	Increase capacity in the labor market for the export-oriented services industry	<ul style="list-style-type: none"> ■ Assess knowledge and formation gap between university and tertiary education and industry needs ■ Assess needs of the services industry based on current market conditions and future developments ■ Establish technical trainings through cooperation between education institutions and services company 	<ul style="list-style-type: none"> ■ Technical assistance ■ Services market analysis 	<ul style="list-style-type: none"> ■ JAMPRO, HEART-Trust, UWI 	<ul style="list-style-type: none"> ■ IDB 	2012–2013
III. Export Diversification and Trade Development						
Trade Development						
3.1	Improve the productivity level of the agricultural, manufacturing and services sectors for greater efficiency and competitiveness in their ability to supply local, export and new markets	<ul style="list-style-type: none"> ■ Conduct research into improving the yield and quality of selected high-value crops for export ■ Conduct market research for NES priority products and services, including packaging, grading and sorting ■ Product development for NES priority products and services ■ Invest in appropriate technology for agriculture, manufacturing and services (agro-processing, manufacturing, entertainment and fashion, tourism) ■ Capitalise on and improve linkages between sectors (agriculture, manufacturing, sports and health with tourism) ■ Develop capacity through training geared towards increasing productivity and improving business processes and production systems 	<ul style="list-style-type: none"> ■ Risk capital for development ■ Funding for research and development ■ Market penetration and in-country support ■ Funding for IP protection mechanisms 	<ul style="list-style-type: none"> ■ MoA, MiIC, RADA, SRC, MOT, JBDC, JAMPRO, JADC, Agro Invest Corp, MSME, JEA, JMA, JARIA, farmers cooperatives 	<ul style="list-style-type: none"> ■ USAID, CIDA 	2011–2013
3.2	Implement the CARICOM/Costa-Rica FTA	<ul style="list-style-type: none"> ■ Conduct consultations ■ Increase South-South Cooperation through technical support 	<ul style="list-style-type: none"> ■ Support for consultations 	<ul style="list-style-type: none"> ■ All relevant agencies 	<ul style="list-style-type: none"> ■ IDB 	2011–2012
3.3	Increase capacity in rules of origin	<ul style="list-style-type: none"> ■ Strengthen knowledge within government and in the private sector on rules of origin in free trade agreements 	<ul style="list-style-type: none"> ■ Training 	<ul style="list-style-type: none"> ■ MFA&FT, Private Sector, JAMPRO, Relevant Agencies 	<ul style="list-style-type: none"> ■ WCO, IDB 	2011–2012

(Continued on next page)

ANNEX I
Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
3.4	Increase capacity to negotiate trade in services	<ul style="list-style-type: none"> Strengthen negotiation capacity for multilateral and regional agreements 	<ul style="list-style-type: none"> Training 	<ul style="list-style-type: none"> MFA&FT 	<ul style="list-style-type: none"> WTO, IDB 	2011–2012
3.5	Increase capacity to develop Aid for Trade projects	<ul style="list-style-type: none"> Strengthen the capacity of Ministries to design and develop Aid for Trade projects 	<ul style="list-style-type: none"> Training 	<ul style="list-style-type: none"> MFA&FT, relevant agencies 	<ul style="list-style-type: none"> IDB 	2011–2012
Value-Added Production						
3.6	Develop emerging industries to produce manufactured goods, particularly non-metallic minerals and nutraceuticals	<ul style="list-style-type: none"> Conduct market assessments of the sector and its potential production capacity, (e.g., limestone, silica, semi-precious stones, lemongrass, aloe vera) Conduct research and development into value-added products Assess and consolidate the facilitating policy/legislative and institutional framework for growth and development Seek appropriate and affordable financing for plant equipment (including venture capital) Develop investment profiles for investors (local and foreign) Build capacity through mentoring by successful producers 	<ul style="list-style-type: none"> Technical experts and researchers Financing for production 	<ul style="list-style-type: none"> Ministry of Energy & Mining, Mining and Geology Division (MGD), MIIC, JAMPRO, SRC, Mining and Quarrying Association of Jamaica (MQJ) 	<ul style="list-style-type: none"> EU, CDE 	2011–2013
3.7	Expand outsourcing services industry, particularly into high value-added services	<ul style="list-style-type: none"> Conduct outsourcing services market analysis and assess needs for expansion Identify high value-added services niches with sizeable export potential Implement trainings in identified areas to ensure industry's human capacity needs Implement pilot project for specific high value services sector to test capacity, needs and potential of the industry 	<ul style="list-style-type: none"> Technical assistance Services market analysis Technical advice and business planning in outsourcing services industry 	<ul style="list-style-type: none"> JAMPRO 	<ul style="list-style-type: none"> IDB 	2012–2013

(Continued on next page)

ANNEX I /
Action Matrix – Jamaica’s National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
“Brand Jamaica” and Geographical Indications (GIs)						
3.8	Obtain GI designation for coffee and other distinctive products ⁵ using traditional or historical knowledge of products to emphasise/ demonstrate their quality and uniqueness	<ul style="list-style-type: none"> ■ Replicate pilot project which determined the first batch of GIs ■ Coordinate farmers/producers associations for each traditional product to ensure consistency of quality through maintenance of standards and practices in order to secure GI designation ■ Document the processes and specifications for each GI ■ Register GI for each product by respective associations ■ Audit and monitor to maintain consistent application of standards 	<ul style="list-style-type: none"> ■ Technical experts as coordinators ■ Study tours 	MoAF, JAMPRO, JIPO, MIIC, MFA&FT	EU (EPA), WIPO and other European countries with existing GIs	2011–2014
3.9	Diversify the Jamaican Blue Mountain coffee brand to the U.S. market	<ul style="list-style-type: none"> ■ Develop a brand promotion and market penetration strategy for Jamaican coffee into the U.S. market 	<ul style="list-style-type: none"> ■ Financial assistance to roll out the programme in at least 3 regions in the USA 	JAMPRO, JEA, CIB, MoAF	IDB	2011–2012
3.10	Develop the creative music industry through activities geared towards capacity building, digitisation and the promotion of IP protection; emphasis will be on small business development	<ul style="list-style-type: none"> ■ Provide mentors, information points and business incubators (with performance and training spaces on a cost recovery basis available island-wide) for entrepreneurs ■ Research into international IP licensing mechanisms and requirements and their application at the national level ■ Implement the Madrid Protocol ■ Develop investment memoranda and proposals in handling of IP collateralisation 	<ul style="list-style-type: none"> ■ Technical experts ■ Equipment ■ Research experts ■ Provision of space 	MIIC, JAMPRO MYSC, Industry Associations	DBJ, Ex-Im Bank	2011–2013

(Continued on next page)

ANNEX I
Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
3.11	Strengthen community-based tourism enterprises (CBTEs) in niche areas such as cultural heritage tourism, ecotourism and agri-tourism, with the Trench Town Redevelopment Model being an example which could be strengthened and replicated	<ul style="list-style-type: none"> ■ Institutional strengthening of community tourism secretariat/focal point ■ Develop facilitation tools, including Integrated Community Tourism Guidelines and CBTE assessment tools; legal agreement templates; financing support procedures; and marketing tools, e.g., Web site and collateral material ■ Develop and implement community-based capacity building programmes in enterprise operation and management, including use of ICT ■ Technical assistance to CBTEs in product development and marketing ■ Provision of a suite of financing options to CBTEs, e.g., grants, low-interest loans, venture capital facilities ■ Identify pilot cultural destinations ■ Train tour operators and guides ■ Market promotion and penetration ■ Provide low-cost accommodation in city spaces (bed-and-breakfast options) 	<ul style="list-style-type: none"> ■ Technical experts ■ Trainers 	<ul style="list-style-type: none"> ■ JTB, JHTA, MOT, JAMPRO, TPDCo, Industry Associations 		2011–2014

(Continued on next page)

ANNEX I/ Action Matrix – Jamaica's National Aid for Trade Strategy (Continued)

Action No.	Objectives	Recommended Actions	Needs for Technical Assistance	Agencies Involved	Funding Agencies (if known)	Timeframe
3.12	Develop health-and-wellness tourism using Jamaican health practitioners and institutions	<ul style="list-style-type: none"> ■ Establish focal point/unit to act as a catalyst responsible for the development and promotion of the medical tourism industry and for coordination of existing agencies ■ Review and amend legislative and regulatory framework for the design, construction and operation of private medical facilities ■ Review the legal framework for medical liability and malpractice insurance in Jamaica ■ Develop and implement marketing initiatives for the promotion of medical tourism (in market and locally), including Web portal/Web site ■ Review the existing regime for investment incentives and duty drawback for the medical sector ■ Support the development of Investment Opportunity profiles for health tourism 	<ul style="list-style-type: none"> ■ Technical expertise (Legal, Web site development, development of investment packages) ■ Technical assistance market promotion activities 	<ul style="list-style-type: none"> ■ JAMPRO, JTB, MOH, MIIC, MOT, IPDCO 	<ul style="list-style-type: none"> ■ IDB, Commonwealth Secretariat, CEDA, EU 	2011–2014
Fair Trade						
3.13	Promote fair-trade for existing products such as bananas and sugar in preparation for HACCP designation	<ul style="list-style-type: none"> ■ Provide training workshops for farmers and producer groups, including in cultural awareness of requirements ■ Support the assessments and initial registration for fair-trade designation ■ Promote environmentally friendly or ethical goods/exports including eco-certification and eco-labelling 	<ul style="list-style-type: none"> ■ Technical experts 	<ul style="list-style-type: none"> ■ MOAF, JAMPRO, JEA, JJPO, farmers and producer associations 	<ul style="list-style-type: none"> ■ EU 	2011–2013

¹ To build on the existing pilot system which enables secure e-government and e-transactions by allowing an individual to identify himself/herself once to a certification authority, which will then vouch for that person's identity when he/she interacts with other entities within the same domain.

² Examples of these agencies include government ministries, departments and agencies such as Customs and the Trade Board; banks; and shipping lines.

³ The World Customs Organisation Framework of Standards to Secure Global Trade.

⁴ Triple-bottom-line accounting means expanding the traditional reporting framework to take into account ecological and social performance in addition to financial performance. Triple bottom line encourages the use of good environmental management practices such as clean technologies; environmental management systems (EMS); green certification/ labelling e.g., ISO 14000; environmental accounting; lean business models, e.g., Six Sigma; in addition to other quality management systems, e.g., HACCP and ISO 9000.

⁵ Examples of these products include cocoa, ginger, logwood honey, pimento, St. Andrew thyme, and craft products such as thatch from St. Elizabeth.

ANNEX III/ Existing Donor Support and Aid Flows: Details of Ongoing Projects

Name	Objective	Implementing Agency	Sectors	Amount (Million)	Type	Status
Donor: Inter-American Development Bank (IDB)						
Energy Efficiency and Conservation Technical Assistance	The objective of the technical cooperation (TC) is to support the Government of Jamaica (GoJ) in its efforts to improve energy efficiency (EE) and provide technical assistance to prepare a potential EE Loan Programme.	Ministry of Energy	Energy	US\$ 0.4	Grant	Ongoing
National Irrigation Development	The objectives of the programme are to (i) involve farmers in the decision-making process for irrigation systems; (ii) establish autonomous and viable Water User Associations (WUA) to operate and maintain irrigation systems; (iii) improve water quality, soil conservation and waste disposal mechanisms; (iv) ensure that farmers pay full operation and maintenance and capital costs as billed by the WUAs and the Executing Agency; (v) promote land regularisation to facilitate farmers' participation in WUAs and access to credit; (vi) disseminate production and marketing information to farmers and (vii) enhance farmers' income.	National Irrigation Commission	Agriculture	US\$ 21.0	Loan	Ongoing
Transport Infrastructure Rehabilitation Programme	The specific objective of the programme is to contribute to the restoration of Jamaica's transportation system. This includes (i) rehabilitating essential portions of the main road system and ensuring physical continuity of the primary network; (ii) minimising the impact of future flooding on the road system; (iii) helping decrease travel cost for road system users, which will in turn benefit access to social services and economic spaces; and (iv) strengthening the NWA to improve the capacity to strategically address key reform issues towards improve road transport policy and regulation covering the Routine Maintenance Management System (RMMS), the Road Maintenance Fund (RMF) and future road improvement investments on the Southern Coastal Link.	National Works Agency	Transportation	US\$ 50.0	Loan	Ongoing
Strengthening Competition in Telecommunications	The goal of the Programme is to increase competition in the telecommunications sector in Jamaica. The project will provide support to the Office of Utilities Regulation (OUR) to improve the regulatory framework for this evolving sector and promote the development of a sustainable competitive environment. This project will support the development and drafting of needed rules/regulations and will develop the human resource capacity of OUR.	Office of Utilities Regulation	Information and Technology	US\$ 0.9	Grant	Ongoing
Road Improvement Programme	Improve accessibility, lower transport costs and reduce accident rates through road improvement and maintenance. Specific objectives are to contribute to the design and implementation of performance-based routine maintenance contracts, the improvement of road safety conditions on critical sections and segments, and the improvement of MTW capacity to analyse accident information and provide timely recommendations.	National Works Agency	Transportation	US\$ 15.0	Loan	Ongoing

(Continued on next page)

**ANNEX III/
Existing Donor Support and Aid Flows: Details of Ongoing Projects** *(Continued)*

Name	Objective	Implementing Agency	Sectors	Amount (Million)	Type	Status
Citizen Security and Justice Programme II	The general objective of this operation is to help reduce crime and violence in 28 high-crime urban communities by financing prevention and strategic interventions to address identified individual, family and community risk factors.	Ministry of National Security	Security	US\$ 25.0	Loan	Ongoing
Donor: Caribbean Development Bank (CDB)						
Northern Coastal Highway Improvement (SEG II) – Section I of Segment II		Ministry of Transport, Housing, Water and Works	Transportation	US\$ 70.9	Loan	Ongoing
National Irrigation Development	To achieve a better and more-efficient allocation of irrigation water resources, and to increase agricultural production and productivity in a sustainable manner.	National Irrigation Commission	Agriculture	US\$ 12.2	Loan	Ongoing
Washington Boulevard Improvement	The reconstruction and widening of approximately 2.75 kilometres of Washington Boulevard and Dunrobin Avenue between Molyneux Road and Constant Spring Road in St. Andrew.	NWA	Transportation	US\$ 14.7	Loan	Ongoing
Hurricane Dean Recovery	Construction of sea defenses to protect the Palisadoes tombolo which links Norman Manley International Airport (NMIA) with the mainland via the Norman Manley Highway.	NWA	Transportation	US\$ 20.5	Loan	Ongoing
Tropical Storm Gustav Rehabilitation Immediate Response Loan		NWA	Transportation	US\$ 0.5	Loan	Ongoing
Tropical Storm Gustav (Kingston Metropolitan Area Drainage Rehabilitation Works)		NWA	Transportation	US\$ 34.9	Loan	Ongoing
Agricultural Support Project	To support access to credit by small farmers to spur food production.	DBJ	Agriculture	US\$ 8.3	Loan	Ongoing
Hurricane Dean Immediate Response Loan		NWA	Transportation	US\$ 0.5	Loan	Ongoing
Upgrade and Expansion of Norman Manley International Airport	The main objective of the project is to rehabilitate the existing facilities at Norman Manley International Airport and increase capacity to cater to projected air and passenger traffic at an acceptable level of service. CDB resources are aimed at supporting expansion of the terminal.	Airport Authority of Jamaica	Transportation	US\$ 20.0	Loan	Ongoing

(Continued on next page)

**ANNEX III/
Existing Donor Support and Aid Flows: Details of Ongoing Projects (Continued)**

Name	Objective	Implementing Agency	Sectors	Amount (Million)	Type	Status
Investigation of Hazardous Substance in Foods Grown in Jamaican Soil	To quantify the levels of cadmium and other substances in foods grown in Jamaica, and establish the relationship between cadmium and the levels of other substances in food with those in the soils in which the foods are grown.	ICENS	Agriculture	US\$ 0.2	Loan	Ongoing
Donor: European Union (EU)						
STABEX Transfer (Application year 1999 & 2000) (€700,000)	To provide funds for the rehabilitation of feeder roads leading to the NCHIP Seg. III. and to correct the road failure at Whitehall, St. Mary.	Ministry of Transport and Works	Transportation	US\$ 0.9	Grant	Ongoing
Banana Support Programme (€8,985 million)	To create an enabling environment to encourage investment in both agricultural and non-agricultural enterprises; (ii) To reposition the banana industry so it can best exploit opportunities in both international and domestic markets	Ministry of Agriculture/Regional Agriculture Development Authority	Agriculture	US\$ 12.1	Grant	Ongoing
Support to the Road Sector						
Maintenance Programme – €12.25 million	To contribute to improving governance in the road transport sector in Jamaica	Ministry of Transport and Works	Transportation	US\$ 15.9	Grant	Ongoing
Sector Budget Support to Sugar Industry AMS 2007–2010 (€51.556million)						
	To support the implementation of the Jamaica Country Strategy for the adaptation of the sugar industry, in particular in achieving: the development of a sustainable private-led cane industry by promoting investments in industry modernization and in value added products and modern technology; and to strengthen the economic diversification, social resilience and environmental sustainability of sugar dependent areas.	Ministry of Agriculture	Agriculture	US\$ 70.9	Grant	Ongoing
Food Facility (€5.8 million)						
	Increased production and productivity of small-scale farmers to meet the challenges of rising food prices.	Ministry of Agriculture/Food & Agriculture Organization (FAO)	Agriculture	US\$ 8.7	Grant	Ongoing
Climate Change Adaptation & Disaster Risk Reduction Project – €4.13 M						
	To adapt to climate change and contribute to sustainable development in Jamaica, particularly in vulnerable communities, through increasing resilience and reducing risks associated with natural hazards	UN Environment Programme/Planning Institute of Jamaica	Climate Change	US\$5.8	Grant	Ongoing
Donor: Canadian International Development Agency (CIDA)						
CARICOM Trade and Competitiveness	The purpose of this project is to help the Caribbean region participate in global trade liberalisation in a way that benefits its people.	CARICOM/ MIC	CSME	C\$ 15.7	Grant	Ongoing

(Continued on next page)

ANNEX III/ Existing Donor Support and Aid Flows: Details of Ongoing Projects *(Continued)*

Name	Objective	Implementing Agency	Sectors	Amount (Million)	Type	Status
Canada Caribbean Leadership Programme	The project is designed to strengthen the next generation of Caribbean leaders to more effectively contribute to regional integration and economic growth. A Caribbean Centre of Leadership Excellence will deliver a coordinated regional approach to leadership and economic development and will train up to 250 national and regional leaders who will then be in a better position to work with the public service.	CRICAD/Canadian School of Public Service	Governance	C\$ 19.8	Grant	Ongoing
Caribbean Regional Technical Assistance (CARTAC) Phase IV	CARTAC focuses on improving the ways Caribbean countries collect and increase tax revenues and ensuring that these revenues are better controlled through effective public expenditure.	IMF/UNDP	Governance	Pending	Grant	Ongoing
Strengthening Economic Management in the Caribbean (SEM/CAR)	The Programme will improve economic management, regional integration and competitiveness in up to 12 Caribbean countries through more efficient, effective and accountable public institutions, policy processes and ICT systems. The World Bank and IMF will jointly implement this project, providing policy advice, technical assistance and linked ICT development. The activities will be coordinated with and complementary to CARTAC activities in the field	WB/IMF	Governance	C\$ 1.6	Grant	Ongoing
Sector Analysis and Monitoring	The project will strengthen analysis and development programming in the region in the following areas: environmental policy and management, financial policy and management, legal and judicial reform, trade policy and economic policy. Consulting services are engaged as required for analysis and monitoring at the sectoral level.		Capacity Building public/private	C\$ 0.2	Grant	Ongoing
Democracy and Governance Fund (BILATERAL)	The purpose of the project is to promote good governance as well as support the emergence of credible partnerships between civil society (including private sector) and public authorities. In addition, the project will assist public institutions to become more transparent and accountable.	CIDA	Governance	C\$4.8	Grant	Ongoing
Canadian Co-operation Fund (CCF)	The purpose of the project is to strengthen public sector entities for effective and efficient delivery of services as well as to contribute to the modernisation of public and private sector institutions, and to address investment climate bottlenecks to private sector development.	CIDA	Capacity Building Public/Private	C\$ 0.5	Grant	Ongoing
Improving Jamaica's Agricultural Productivity (BILATERAL)	To promote sustainability of the agricultural sector through applied research, development and technology; the promotion of environmentally friendly production practices through capacity building; and ensuring the diversification of rural economies	Ministry of Agriculture	Agriculture	C\$ 5.0	Grant	Ongoing
Compete Caribbean	The project supports the development of a comprehensive framework for private sector development (PSD), business climate and competitiveness and enterprise innovation. The Business Climate and Competitiveness Enhancement Facility will address targeted areas identified in the comprehensive PSD framework.	IDB	Competitiveness	C\$ 20.0	Grant	Ongoing

(Continued on next page)

ANNEX III/**Existing Donor Support and Aid Flows: Details of Ongoing Projects (Continued)**

Name	Objective	Implementing Agency	Sectors	Amount (Million)	Type	Status
Donor: United States Agency for International Development (USAID)						
Economic Enabling Environment Improved	To eliminate barriers to a positive economic enabling environment in Jamaica.	MOFPS/OPM	Economic Growth	US\$ 1.0	Grant	Ongoing
Profitability and Competitiveness of Agricultural Crops Increased	To increase, inter alia, agricultural income at the household and agribusiness levels, increasing the volume/value of Jamaican produce marketed; and to increase the adoption of agricultural best practices for climate change adaptation	MOE	Agriculture	US\$ 1.5	Grant	Ongoing
REACT—Jamaica Farmers Access to Regional Markets (JA FARMS)	The goal of this project is to establish networks of growers producing for local and regional markets in a reduced-risk environment	Walkers Carib Foods, Rock Mountain Herbs	Agriculture	US\$ 1.8	Grant	Ongoing
The Developers Manual	The aim of this project is to produce a manual which will assist in streamlining key legislation, regulations and processes within the development process which constrain businesses in their operations in Jamaica		Governance	US\$ 0.6	Grant	Ongoing
Post-Tropical Storm Gustav Reconstruction	Rehabilitation of farms and rural farm roads in 12 parishes and repair of 40 schools	MOE, MOA	Transportation	US\$ 5.0	Grant	Ongoing
Donor: United Kingdom's Department for International Development (DFID)						
Carib Aid for Trade and Regional Integration Trust Fund (CARTFund)	The CARTFund targets more effective participation of CARICOM member states in the CSME and support for CARIFORUM's implementation of international trade agreements such as the EPA, so that the region can reap the benefits.	CDB	Trade	£5.0	Grant	Ongoing
Compete Caribbean	The project supports the development of a comprehensive framework for private sector development (PSD), business climate and competitiveness and enterprise innovation. The Business Climate and Competitiveness Enhancement Facility will address targeted areas identified in the comprehensive PSD framework	IDB	Competitiveness	£10.0	Grant	Ongoing
Donor: People's Republic of China (ROC)						
Ex-Im Bank Jamaica and Ex-Im Bank China	To facilitate the growth and development of the export sector through the establishment of a line of credit for short-term trade financing for productive purposes	Ex-Im Jamaica	Export	US\$ 100.0	Loan	Ongoing
Montego Bay Convention Centre	Construction of convention center to provide facilities for business, education and cultural events	Urban Development Corporation	Infrastructure	US\$ 45.0	Loan	Ongoing

ANNEX III/
Existing Donor Support and Aid Flows: Details of Ongoing Projects *(Continued)*

Name	Objective	Implementing Agency	Sectors	Amount (Million)	Type	Status
Donor: Czech Republic						
Exploitation and Processing of Industrial Mineral in Selected CARICOM Countries	The project will focus on the identification and evaluation of industrial mineral deposits from which significant value-added end products can be produced. The second stage, which started in 2006, focuses on several areas from which these resources eventually can be extracted in an economically and environmentally sustainable manner.	Mines and Geology Division of the Ministry of Agriculture and Lands		US\$ 4	Grant	Ongoing
Donor: International Atomic Energy Agency (IAEA)						
Plant Breeding and Diagnostics Techniques		Scientific Research Council		US\$ 0.2	Grant	Ongoing
Donor: Food and Agriculture Organization (FAO)						
National Disaster Preparedness and Emergency Response Plan for the Agricultural Sector		MoA	Agriculture		Grant	Ongoing
Feasibility Study for Establishment of Grameen Bank Model		MoA	Agriculture		Grant	Ongoing
Value Chain Analysis of Jamaican Dairy and Beef Cattle		MoA	Agriculture		Grant	Ongoing
Donor: Spain						
Assistance to the Ministry of Agriculture and Fisheries	Development of a Centre of Excellence for Advanced Technology in Agriculture (CEATA) at Bodles Research Centre in Spanish Town			US\$ 2.0	Grant	Ongoing

Annex III. Context and Methodology

A. Context

Developing countries have long received financial and technical support for enhancing trade and economic competitiveness. However a mandate for a targeted Aid for Trade Initiative was agreed upon in Hong Kong in 2005. The Aid for Trade Initiative is a complement to the Doha Development Agenda. This Initiative will enable developing countries, particularly least developed countries (LDCs), to better participate and benefit from an increasingly liberalised global trade arena.

The Aid for Trade Initiative was intended to complement and expand existing trade-related assistance to “help developing countries, particularly LDCs, to build the supply-side capacity and trade-related infrastructure which they need to assist them to implement and benefit from WTO Agreements and more broadly to expand their trade”.³⁷ In this regard, the WTO established a Task Force to “operationalise” Aid for Trade and to make specific recommendations as well on how to make the Initiative contribute effectively to the Doha Development Agenda.³⁸

The WTO Task Force, building on the “narrow” definition of Aid for Trade used in the WTO/OECD Database, recommended coverage of six broad categories: (a) **Trade policy and regulations**, including the training of trade officials and technical support to facilitate trade agreement implementation and to adapt to and comply with rules and standards; (b) **Trade development**, including business support services, public-private networking, trade finance, market analysis, and trade

promotion; (c) **Trade-related infrastructure**, including physical plant such as ports and roads; (d) **Building productive capacity**; (d) **Trade-related adjustment**, including assisting developing countries to benefit from liberalised trade and; (e) **Other trade-related needs**.

While the first two activities above are in line with the WTO/OECD definition of Aid for Trade, the Task Force recommended that the other categories should be included when they have been explicitly identified as trade-related priorities in the recipient country’s national development strategies. “The Task Force also recommended the establishment of various structures to facilitate the implementation of Aid for Trade. These include a system of data analysis at the country level, national/regional Aid for Trade committees, and a global periodic review of Aid for Trade by WTO members.”³⁹ The Third Global Review took place on 18–19 July 2011 in Geneva.

Monitoring and evaluation of Aid for Trade falls under the WTO’s country-level Trade Policy Reviews, which takes a comprehensive look at the national trade environment. In this context, the United Kingdom’s Department for International Development (DFID) through the Inter-American Development bank (IDB) is currently promoting the development of National Aid for Trade Strategies to facilitate the process.

Several developing regions have reported increased trade-related development assistance since the advent of the Aid for Trade Initiative. In 2007, Africa recorded an increase in Aid for Trade receipts of 49

³⁷ “WTO Ministerial Declaration,” 6th Ministerial Conference, Hong Kong, 18 December 2005: par. 57, “Aid for Trade.”

³⁸ The Aid for Trade Task Force recommended the following objectives for the Initiative:

- Enable developing countries, particularly LDCs, to use trade more effectively to promote growth, development and poverty reduction and to achieve their development objectives, including the Millennium Development Goals.
- Help developing countries, particularly LDCs, to build supply-side capacity and trade-related infrastructure to facilitate their market access to markets and raise exports.
- Help facilitate, implement and adjust to trade reform and liberalisation.
- Assist regional integration.
- Assist smooth integration into the world trading system.

³⁹ Institute of Agriculture and Trade Policy, *Can Aid Fix Trade? Assessing the WTO’s Aid for Trade Agenda*, (2006).

percent over the baseline to US\$9.5 billion, while Latin America and the Caribbean recorded an increase of 35 percent to US\$2.025 billion (over a modest baseline of US\$1.5 billion). Asia retained the majority of available funding and had relatively stable receipts at US\$10.7 billion.⁴⁰

For Jamaica, however, Aid for Trade flows have been modest since 2005, totalling approximately US\$36.75 million per year on average between 2006 and 2008, less than 2 percent above the 2002–05 annual average of US\$36.1 million. Commitments have fluctuated significantly during the period under review (2006–08), and this is primarily attributed to fluctuations due to funding cycles of IDPs. The flow of funding is not continuous and/or based on implementation needs, but rather on the start and end dates of IDPs' programming cycle. Assistance primarily has focused on building productive capacity and on specific infrastructural projects in traditional trade sectors.

Jamaica continually faces constraints which include a high debt burden and a sluggish economy. As a small vulnerable economy (SVE), Jamaica is also susceptible to natural disasters such as hurricanes and floods. Together, these constraints limit the country's ability to develop its trade sector without external support and prevent it from realising the full benefits of trade.

Taking into account its existing macro-economic environment and in accordance with Vision 2030 Jamaica and the National Export Strategy, Jamaica currently seeks to diversify beyond traditional trade products and services by exploiting niche export markets where its unique products and services are competitive and can be adequately compensated. The National Aid for Trade Strategy reflects this shift in priorities from

traditional products, and markets to a new scenario which seeks a 'competitive edge' in a global economy.

Given the prevailing challenges in the Jamaican economy and the need to make effective use of available resources under the Aid for Trade Initiative, the Government of Jamaica—through the Ministry of Foreign Affairs and Foreign Trade (MFA&FT) and the Planning Institute of Jamaica, developed the National Aid for Trade Strategy in partnership with the IDB. The National Aid for Trade Strategy provides a tool for clearly articulating challenges and priority needs to be addressed by government, the private sector, and other national stakeholders and international development partners. Documentation and clarification of Jamaica's needs and priorities are expected to improve access and delivery of Aid for Trade resources, as well as assist in the identification of local and foreign private investment and increased donor concessional and non-concessional financing.

The IDB views the Jamaica National Aid for Trade Strategy as part of its continuing commitment to the Aid for Trade Initiative in the Caribbean and an essential lever for raising awareness of the potential gains small economies in the Caribbean can glean from deeper integration into the global economy, while identifying and overcoming specific binding constraints. In September 2010, the Government of Jamaica, with the support of the Inter-American Development Bank, embarked on the development of a National Aid for Trade Strategy to better position itself to fully exploit available and potential resources under the Aid for Trade Initiative. The process of developing the Strategy was facilitated by a consultant and involved widespread consultations with stakeholders in the trade sector.

⁴⁰ OECD, *Aid for Trade at a Glance 2009: Maintaining Momentum* (July 2009): http://www.oecd.org/document/0/0,3746,en_2649_34665_42835064_1_1_1_1,00.html#chapters

B. Methodology

- i.** Desk Review and Analysis: An extensive review of literature was completed which provided useful background information on Jamaica's trade environment. A list of documents reviewed is included in this Strategy.
- ii.** Consultations with stakeholders: Extensive consultations were undertaken, with participants selected from the following groups: private sector organisations; individual business leaders; IDPs; key government ministries, departments, and agencies; the representative of the opposition party responsible for trade; as well as civil society organisations which participate in trade-related matters. Stakeholders were drawn in the first instance from the existing Jamaica Trade and Adjustment Team (JTAT). JTAT currently serves MFA&FT as a coordinating and consultative forum for trade-related issues. The group was expanded, when necessary, to ensure adequate coverage of key stakeholders. Interviews were conducted both individually and in small focus groups, utilising a brief interview questionnaire.
- iii.** Focus groups: Selection was based on key focal areas such as SPS/standards and private sector development and had an average size of nine persons.

Widespread consultations were held on all of the priority areas identified under the pillars for development with individuals,

organisations, and 10 focus group meetings (which included the International Relations & Trade Committee (IRTC), a subcommittee of the Cabinet, and IDPs). A total of 167 persons were consulted, covering 61 ministries, departments, agencies, and organisations. Attendance at the Validation Workshop numbered 67 (inclusive of two administrative support persons).

The consultations were very informative and a strong sense of ownership and engagement by all the stakeholders was demonstrated. The Jamaican private sector, civil society, and trade-related public sector entities are active partners in national development planning and are accustomed to being consulted during the preparation of national plans and strategies. As a result, the consultations went smoothly since the actors were well informed about Jamaica's current trade and development environment. There is general agreement by the Jamaican stakeholders about the elements of the Strategy. The opportunity was taken during the consultations to make some strategic linkages between stakeholders, which should prove useful in the implementation of the Strategy.

The National Aid for Trade Strategy was developed using the IDB Aid for Trade Concept Note—as adapted for Jamaica after the Inception Meetings. The Draft National Aid for Trade Strategy was first presented to an internal grouping of MFA&TA officials and then to a gathering of over 60 of the stakeholders consulted at a Validation Workshop. These meetings served as verification sessions prior to finalisation of the Strategy.