

VISION TO ACTION PLANNING



On Saturday, 24th February, 2007, **Council Members** of the PSOJ met at the Knutsford Court Hotel to participate in a **'Vision to Action Planning'** session facilitated by Growth Facilitators. It was a day for reflection, analysis, planning and visioning. The Advance was held to agree and finalise the PSOJ focus and key initiatives for 2007. In attendance were the Officers of the PSOJ, Association Presidents and past PSOJ Presidents, Committee Chairs and other members of Council. The following vision, mission and goals were agreed by the participants to be critical to the development of our nation:

Vision for Jamaica—In twenty years time, Jamaica should be a lawful, ordered, just and values-driven society exhibiting positive Jamaican culture and heritage, while achieving the right balance between the built and natural environment. Jamaica will have high governance standards and a business-friendly environment resulting in a first world economy with modern services and infrastructure.

Mission Statement: "To promote prosperity through sustainable economic growth and development by providing private sector leadership in influencing, lobbying and engaging key decision makers and by advocating policies in the best interest of Jamaica". This will be achieved by working towards a united private sector and by being well-informed on the macro-economy through thought leadership and research on topical issues.

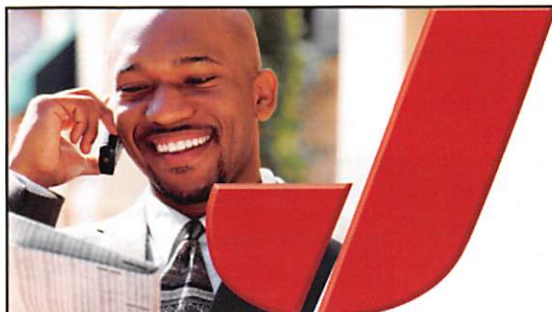
GOALS

- To promote the achievement of a lawful and just society
- To promote and influence greater transparency, efficiency and accountability in the operations of the public sector
- To promote the achievement of a business friendly and prosperous economy
- To promote the practice of good corporate governance in the private sector

The members of the PSOJ Officers and Executive Committee have been meeting to discuss the points arising from the session and the Secretariat is now in the process of finalising measures and programmes, ownership of goals, performance targets and strategic initiatives designed to achieve the agreed goals.

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A CHAT WITH THE PRESIDENT, CHRISTOPHER ZACCCA

Christopher Zacca has been President of the PSOJ since 20th December, 2006. The **PSOJ News (PN)** interviewed President Zacca (CZ) regarding his first three months in office.

PN - What have you been doing since your election in December?

CZ - I have been extremely active, working to build the foundation for the year. I have been meeting each month with the Officers and the Executive Committee of the PSOJ. With this grouping, I have conducted a number of courtesy calls and meetings with the Governor General, the Prime Minister and Government Ministers, the Leader of the Opposition and members of the diplomatic corps. At the Governor General's request, we are organising meetings for him with our member Associations. I have also been meeting with the Chairs of the PSOJ Committees and attending some of their meetings. In addition, I have met with the Press Association of Jamaica (PAJ) and we have agreed to meet on a regular basis to work together to address key issues.

PN - One of the key points you have raised is unity within the private sector. How have you worked towards addressing this issue?

CZ - I have met with a number of groups seeking to meet this objective, including the Jamaica Chamber of Commerce (JCC) and we have jointly participated in broadcast interviews and statements to the media. I have also established a working relationship with the President of the JMA and have been collaborating with other PSOJ member Associations. In keeping with my mandate to strengthen alliances with other organisations outside of Kingston and to further develop private sector unity, I spoke at the the Manchester Chamber of Commerce Members' Luncheon in March and plans are being made to jointly host an event in June with the Montego Bay Chamber of Commerce.

"I have sought to press for the need for a more business friendly environment."

PN - Two other major issues you indicated were the need for a business friendly environment and improving law and order. Can you share any successes in this regard?

CZ - I have sought to press for the need for a more business friendly environment in a number of speeches at various fora and through the media, as well as in our meetings with and submissions to the Government. Encouraging entrepreneurship is a priority of the PSOJ and the PSOJ/Cable and Wireless Jamaica Job Creation Awards Programme continues to recognize those companies which are creating jobs. I am happy to report that, after being successfully staged by the PSOJ for the past five years,

the programme has been renewed for another two years by Cable and Wireless Jamaica, with Phase 6 to commence in April. Plans are in place to host this event in other parishes throughout the year.



DCP Mark Shields, Dr. Judith Mowatt, Forensic Laboratory and Mr. Zacca at the January meeting of the Crime Committee

The PSOJ Standing Committee on National Security (Crime), continues to meet monthly with senior police personnel. In January, PSOJ Council members were invited to hear a presentation from the police on the need for additional financial support to acquire forensic equipment. The Committee was also able to facilitate some funds to assist the Half Way Tree Police. The PSOJ has also spoken out strongly in press releases condemning murders of our citizens, policemen and children.

PN - Can you share some highlights regarding PSOJ Committees?

CZ - The Corporate Governance Committee has been promoting the adoption and implementation of the PSOJ Code on Corporate Governance by all publicly listed companies and non-listed financial services providers. The Committee also continues to support corporate governance training. The Trade Policy Committee's community outreach plan for 2007 has been finalised, with its first activity being a Town Hall meeting, to be held in May in Mandeville. The Committee is also working to deepen relationships within the Caribbean and to host trade seminars to examine the challenges and obstacles to trade. The Economic Policy Committee is planning a CEO Economic Briefing, scheduled to be held in June, and continues to produce the monthly *PSOJ Confidential Economic Bulletin*.

PN - Any final words?

CZ - Using the goals articulated at the Vision to Action session in February, the PSOJ will seek to provide private sector leadership in influencing, lobbying and engaging key decision makers, by advocating policies in the best interest of Jamaica in order to make a difference in the year ahead and beyond.



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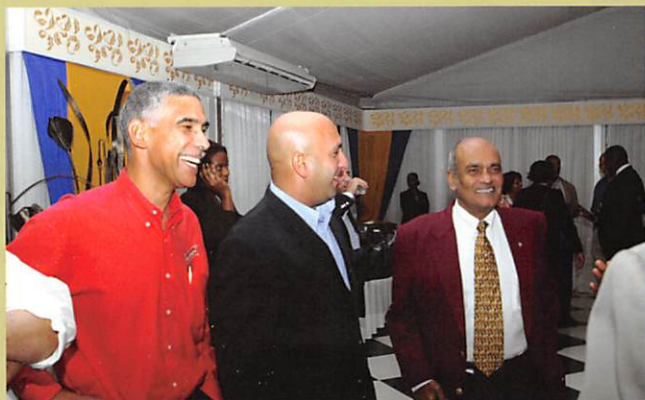
COCKTAIL RECEPTION

Past President Beverley Lopez

February 8, 2007



Mrs. Lopez accepts collage of photographs from Tony Ray of Jamaica Public Service Company



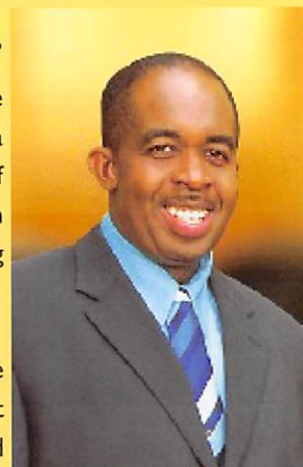
PSOJ Vice President Mark McKenzie, President Christopher Zacca and Mr. Roy Banarsee, long-standing PSOJ member



Mrs. Jean Lowrie Chin, PRO Communications, Michelle Hamilton, MAPCO Printers and Beverley Lopez

NEW PRESIDENT OF THE JAMAICA BANKERS ASSOCIATION

Congratulations to Patrick Hylton, Group Managing Director of the National Commercial Bank Jamaica Ltd., who was elected President of the Jamaica Bankers Association (JBA) at the Annual General Meeting held on February 22, 2007.



Other members of the Executive are Mr. Wayne Wray, President of First Global Bank Ltd., who was elected **Vice President** and Mr. Henry Pratt, General Manager of Pan Caribbean Merchant Bank Ltd., who was elected **Treasurer**. Ms. Pamela Smith, General Manager of Myers Fletcher & Gordon Trust & Finance Ltd., remains as **Executive Secretary**, a position she has held since 2003.

Former JBA President, William 'Bill' Clarke, congratulated the newly elected team and thanked the Council for their support during his tenure. He encouraged the members to continue their efforts towards developing a more vibrant Association and to fully participate in the dialogue on issues facing the banking sector.

Incoming President, Patrick Hylton, expressed his appreciation to Mr. Clarke for his dynamic leadership of the Association for the past two years. He thanked members for the confidence placed in him and indicated that his team would seek to champion issues critical to the island's banking industry. He highlighted the establishment of a credit bureau for the local industry as one such matter which is high on the agenda."

Mr. Hylton is known for his wealth of experience in the financial services sector. He was appointed Group Managing Director of the National Commercial Bank in 2004 and has since spearheaded the Bank's consistent growth.



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PSOJ/CABLE AND WIRELESS JAMAICA Job Creation Awards Programme



(L-R) **Milton Brady**, FirstCaribbean International, **James Rawle**, Nestle JMP Jamaica Ltd., **Roger Richards**, Cable and Wireless Jamaica, **Lola Fong Wright**, PSOJ CEO, **Lloyd Distant**, Cable and Wireless Jamaica, **Gassan Azan**, Chairman/CEO of Megamart and Bashco, Guest Speaker at the February Job Creation Awards breakfast and **Earl Jarrett**, PSOJ Vice President

The PSOJ/Cable and Wireless Jamaica Job Creation Awards

was launched in January 2002 to recognize entities which are creating employment and helping to build our economy. The major criterion is the creation of a minimum of 25 new employment opportunities within the previous twelve (12) months. These awards are presented at a monthly breakfast event, which has also helped to create a forum for discourse on topical and critical issues among business leaders.

Starting in 2002, a Small Business Job Creation Award was also presented to small business entities, which had created at least five new jobs in the previous twelve months. In 2004, awards were also presented to companies that have been providing employment for a period surpassing 70 years. This award complements the Job Creation Awards by selecting and honouring long-established businesses that have withstood the economic challenges and have been providing jobs. Since September 2005, the criterion has moved from **70+ years to 40+ years**.

To date, over **two hundred** companies have been recognized, with some companies qualifying a number of times. The fifth year of the Job Creation programme concluded in March 2007, with over thirty companies recognised during the twelve-month period. These companies represented a number of sectors, ranging from telecommunications to retail services and the food and beverage sectors. Cable and Wireless Jamaica has agreed to renew the programme for an additional two years, with Phase 6 to commence in April 2007.

Members of the public are invited to participate in the selection process, although the PSOJ reserves the right to make the final selection for the awards through a PSOJ selection committee. The Job Creation Awards programme was initiated by the PSOJ Economic Policy Committee. Nominations may be made to the PSOJ, Tel: 978-6795-6, 927-6238, fax: 927-5137 or by e-mail at psojinfo@psoj.org



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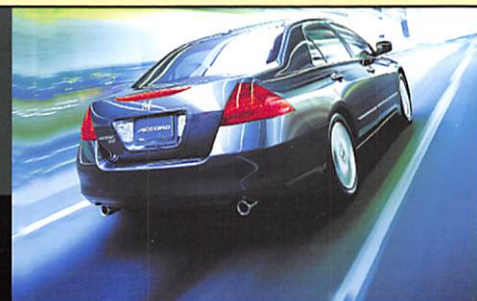
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PRIVATE SECTOR ORGANISATIONS SUPPORT JET SCHOOLS' ENVIRONMENT PROGRAMME

The Jamaica Environment Trust's (JET)

Schools' Environment Programme (SEP), which faced closure at the beginning of the 2006/7 school year due to lack of funding, was given a cash injection of over J\$2 million dollars by the Sandals and Beaches Resort's "Champions for the Environment" initiative, with promises of further contributions over a 4-year period.

"Champions for the Environment" launched on February 9, is endorsed by 100m world record holder, Asafa Powell and supported by other private sector organizations including Bashco, FirstCaribbean International Bank, National Commercial Bank, Sesame Street Workshop and WATA. The theme for the day was "Coral Reefs", and Hanover and Westmoreland schools mounted displays of models and posters on coral reefs.



Students of Churchill Primary explain their display on coral reefs to 100m world record holder, Asafa Powell and Rachel McLarty, Director of Corporate Communications at Sandals & Beaches Resorts

Patrick Lynch, Director of Finance and Planning for the Sandals chain, praised the Programme. He said, "I am very pleased to be a part of this initiative. The children are learning positive skills, attitudes and habits that will carry them through life. I am convinced that if we are going to make an impact in Jamaica, we have to start with them."

CEO of JET Diana McCaulay said, "I am very grateful for the support given by Sandals and Beaches Resort, and all the other private sector companies who were a part of this initiative. I look forward to everyone's continued support of the Schools' Environment Programme."

Photograph courtesy of Sandals and Beaches Resorts

CONFERENCE ON THE CARIBBEAN: A 20/20 VISION

The **Conference on the Caribbean: A 20/20 Vision** is being viewed as the "largest and most significant event to be staged in recent memory" focusing on the future of the CARICOM States with the USA. The Conference is scheduled to be held June 19-21, 2007 in Washington D.C. and is an outgrowth of a series of recent discussions between the US Secretary of State and CARICOM Foreign Ministers. The objectives of the Conference are to deepen and broaden the dialogue between CARICOM and the United States; to identify priority areas for the growth and development of the CARICOM region over the next two decades; to identify ways of addressing these priority needs; and to promote the CARICOM region as an investment destination in the USA.

The *Government-to-Government Meetings* of CARICOM Foreign Ministers and the US Secretary of State will facilitate a continuation of the discussion on the substantive agenda developed over the past year-and-a-half and will include topics such as economic and trade goals; cooperation on education initiatives; border security; a review of energy goals and issues of energy security; and development assistance. The *People-to-People Meetings* will involve the meeting of experts, focused on identifying the challenges, opportunities and priority areas of development of CARICOM. The *Private Sector Forum* will focus on Public Private Partnerships in addressing the priority needs and investment opportunities in the CARICOM region. A *Meeting of the Caribbean Diaspora* in the United States will examine ways of harnessing their skills and resources in addressing the priority areas of development of the Caribbean and in the Communities of Caribbean people residing in the USA. Other activities will include: *Trade and Investment Promotion Expositions*, a *Cultural Extravaganza*, to be staged at the Kennedy Center, an *Art Exhibition* and a *Photographic Exhibition*.

In light of the upcoming Conference, the Ministry of Foreign Affairs and Foreign Trade is proposing to convene a seminar focusing specifically on Jamaica's future trade relationship with the US. The Seminar, scheduled for 9-10 May, 2007, will seek to obtain buy-in from local stakeholders; allow the Government to present the possible options for a future bilateral framework for CARICOM – US trade relations; solicit input and generate debate as to the objectives and areas of interest; and develop proposals that can inform Jamaica's participation in the Washington Conference. Private sector organisations are expected to make presentations and submissions outlining their interests in and concerns about a future trading relationship between CARICOM and US, in particular the successor arrangement to Caribbean Basin Initiative (CBI). The private sector is also expected to highlight, where possible, the opportunities in the US market and what type of provisions could enable them to take advantage of these opportunities.

Creating Opportunities

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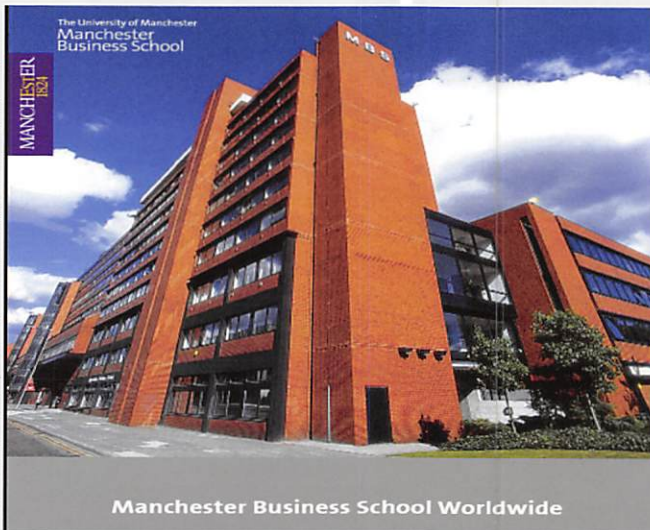
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How blended learning can improve student success and learning experience

Whilst traditional teaching methods have the advantage of continuous face-to-face interaction and support, it requires physical infrastructure, academic availability, and structural curricula. Online learning, on the other hand, enables students to learn at their own pace, irrespective of locality and time. However they can sometimes feel isolated and unmotivated, due to the lack of any face-to-face contact, or interaction with peers.

The student support site is the first port of call for all MBS Worldwide students and provides a central area for communication and collaboration. The site contains a variety of tools and information, which allows the student to access a number of learning objects, for example, many students are familiar with blogs and wiki's and Video on Demand (VOD), and other Web 2.0 technologies.

The British Educational Communications and Technology Agency (BECTA) describe the term 'blended learning' as a 'combination of face-to-face and online delivery', which can suit the widest range of learning styles. For a blended learning approach to work, it needs to cover the whole spectrum of methodologies and offer learning experiences that are appropriate for the student at that particular time. Blended learning is not a cheap option, as there has to be substantial investment in educational technology and support, with time and effort applied to the pedagogical structure and design of the course. Simply taking a traditionally taught course and putting it online will not suffice.



Blending e-learning and traditional teaching methods allows a new relationship to develop between the students themselves, and between the students and the teachers. It puts control back into the hands of students. Students report that it truly enhances their learning experience and takes collaboration beyond the classroom walls, bringing in new resources and opening new horizons to them, as well as to the teachers. When designing a blended learning programme, it is vital to start at the programme level. Sound pedagogical requirements, and clear learning aims and outcomes will create success.

David Snow is Head of Programme Development at Manchester Business School Worldwide and Stefano Ghazzali is a learning technologist. For more information visit www.mbs-worldwide.ac.uk



SPECTACULAR OPENING FOR WORLD CUP

Heartiest congratulations to the Local Organising Committee on its successful staging of the 2007 Opening Ceremony for the ninth ICC Cricket World Cup, held on Sunday, March 11, 2007 at Greenfield, Trelawny. The three-hour, \$2 million extravaganza featured more than 2,000 singers, dancers and other performers. Congratulations to the LOC and the team of professionals and performers who showcased a spectacular Caribbean ceremony with the best of West Indies' musical talent. The Ceremony was a shining illustration of regional integration, displayed on the world stage and making us all proud to be West Indian.

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The PSOJ News is pleased to feature two member Associations this quarter

GraceKennedy Acquires UK Food Distribution Company



The Small Businesses Association of Jamaica has been in existence for 33 years and is recognized as the umbrella organization for all small and micro enterprises. It is the collective voice to Government and the public on issues that affect the daily operations and existence of this sector.

Small business operators are faced with many challenges in operating their businesses, particularly in terms of accessing Capital, Markets and Technology. In order to strengthen the structure of the SBAJ and to provide a stronger and more vibrant entity, the Association will be seeking this year to implement a number of activities. These include:

- Mentorship Partner Programme
- Training Seminars and Workshops
- Fund Sourcing and Business Financing

For additional information, please contact SBAJ President, Oswald Smith at email: sbaj1org@yahoo.com



The Insurance Association of Jamaica (IAJ) was launched in 2005 as a result of a merge between the former Jamaica Association of General Insurance Companies (JAGIC) and the Life Insurance Companies Association of Jamaica (LICA). Current issues of concern to the industry include:

Fraud—The local insurance industry is adversely affected by a high level of fraud. The success of initiatives to reduce motor insurance fraud will require cooperation and information sharing with government agencies. This will facilitate establishing accurate information on drivers and vehicles to reduce corruption and fraudulent activity.

Tax Refund delays — At the end of September 2006, there was some \$3.5 billion outstanding to the industry, with the major portion due on pension funds' investments.

Road Safety—The high level of motor vehicle accidents has a negative impact on the life, health and general insurance segments of the industry.

Legislation and Law Enforcement—The competence of the Police Force is hampered by inadequate and out-dated rules and regulations, and inadequate funding.

Burden of compliance with Anti-Money Laundering/ Proceeds of Crime Act—In all jurisdictions world-wide, the general insurance industry is EXEMPT from AML regulations or have the requirements considerably reduced, which is not the case in Jamaica. For additional information, please contact President Earl Moore at rheaven-iaj@cvjamaica.com

Congratulations to PSOJ members, GraceKennedy and FirstCaribbean International Bank, on GraceKennedy's recent successful expansion into the UK market. With FirstCaribbean Capital Markets as the sole arranger, the acquisition by GraceKennedy of WT (Holdings) Limited Group ("WT Foods"), a leading ethnic and speciality foods supplier, was announced in March.

WT Foods comprises three main businesses: **Enco**, a leading supplier of Afro-Caribbean foods and drinks with principal brands being the *Nurishment*, *Encona* and *Dunn's River* brands, **Chadha**, a specialist supplier of Oriental products to the grocery trade, and **Funnybones**, an American, Mexican, Cajun, Indian and Oriental food specialist for the food service market. The annualized sales of the WT Foods group is currently approximately £60 million per annum. In 2005, the total market for ethnic foods in the UK was estimated at £1.3 billion.



Welcoming the acquisition, GraceKennedy Chairman & CEO Douglas Orane, said: "WT Foods will contribute immediately to the continuing transformation of our company into a global consumer group with its roots in Jamaica. GraceKennedy looks forward to connecting with new customers in the retail, wholesale and food service markets in the UK."