

PROGRAMME FOR GROWTH WITH EQUITY

Social Partnership Agreement

BETWEEN: THE GOVERNMENT OF JAMAICA ("the GOJ")

AND: THE PARTNERSHIP FOR PROGRESS
("the PARTNERSHIP")

This **Agreement** is made between the GOJ on the one hand, the private sector groups represented by the PSOJ, trade unions represented by the JCTU, Jamaica Employers Federation (JEF), civil society groups and NGOs listed in the Schedule below (collectively "the Partnership") on the other hand, (GOJ and the Partnership being hereinafter called the "Parties") and is for the duration April 2004 to March 2006.

Recitals:

A. In recent months discussions have been taking place between a number of stakeholders in Jamaican society, in the name of a "Partnership for Progress", on the development of a social dialogue and partnership agreement designed to build trust and seek consensus on issues of national importance, with the objective of promoting a climate which will foster sustained economic growth, equity and social justice for the benefit of the widest cross-section of the Jamaican people.

B. Those discussions have been followed by dialogue between the Partnership and the GOJ with a view to concluding the **Agreement**, thereby laying a basis for further partnership agreements at the national, sectoral and enterprise levels.

C. The Parties recognise that a most important national imperative at this time is the establishment of a stable and safe economic and social environment for rapid investment, growth, job creation, social equity and justice.

D. The Parties acknowledge that achieving such an environment will require co-operation in a number of areas including, but not exclusive to, fiscal and monetary policies, education, job creation, crime control, assistance to small and micro enterprises, governance and the environment.

E. While recognising that negotiations are proceeding on other areas of great importance to the economy and society, the Parties recognise that Jamaica faces a severe and immediate fiscal challenge, driven in part by interest payment on the huge national debt as a result of the growth in public sector expenditure and the cost of the resolution of the financial sector crisis. The Parties acknowledge that social and fiscal policies are matters of priority.

F. The Parties have entered into this Agreement to specify measures and to establish a framework to be pursued in order to achieve a reduction in domestic interest rates, the curtailment of the rate of growth of the public debt, the enhancement of equity in the taxation system, the reform of education, the strengthening of the rule of law and the enhancement of best practices in the industrial relations climate. It is anticipated that this Agreement for the period April 2005 to March 2006 will be followed by the negotiation and conclusion of further Partnership Agreements as required by then prevailing national, regional and global conditions.

Agreement:

The Parties HEREBY AGREE to the following:

1. Ensuring long-term fiscal responsibility

The Parties acknowledge and agree that fiscal responsibility is essential to Jamaica's achievement of growth, development and prosperity. The parties agree that the Government should work towards the institutionalization of good habits and practices in fiscal management according to an agreed timetable. In many cases, this requires only the codifying and institutionalization of existing practice. In some, it calls for the establishment of new behaviour and obligations. The enforcement of such rule-based fiscal management will be accomplished through a combination of monitoring and legislation.

The particular areas of fiscal management that will be the focus of this effort are the following:

i) **Provision of Information:** The government shall publish full information on past, current, and future fiscal activity. In relation to current fiscal activity, this requires the continuation of the practice established by the present administration of publishing monthly fiscal outturns within a specified time after the end of the month. It shall be an additional obligation that such monthly data be tabled in parliament. In relation to future fiscal activity, the Ministry of Finance should estimate and publish projections of the fiscal budget for three years in advance.

ii) **Quality of Data:** The public and the parliament are entitled to a quality of data that ensures that the information is accurate and representative of the best ability of the government to provide such. Amongst other measures, this requires the representation of accounts on an accrual basis rather than a cash basis (a transformation that is already underway, but needs to be required by law), which will ensure the proper representation of contingent liabilities and expenditure areas.

iii) **Accountability:** The presentation of the budget should make clear where the responsibility for all items of expenditure lies. Further, the Minister of Finance, as the Chief Financial Officer for central government, should be authorized to exercise full fiscal oversight and treasury functionality over the budgets of all ministries and public sector entities. This is necessitated by the reality that all deficits of government entities, ministries and public sector agencies, constitute liabilities of the central government.

iv) **Net Asset Management:** The financing of fiscal deficits and the allocation of surpluses ought to be governed by strict constraints. In particular, this requires the further institutionalization of the current practice of financing deficits without recourse to central bank credits. The government would therefore be forced to continue to seek financing from the domestic and international capital markets as a way of subjecting its fiscal management to public scrutiny and market discipline.

The GOJ commits to the achievement of the fiscal targets in the 2005-06 budget and the parties agree that the government should adhere to the IMF Standards and Codes on fiscal management and this should be by the end of fiscal year 2006-07.

2. Enhancing corporate social responsibility

The Partnership commits to taking steps to support this effort by endeavouring to ensure that the broad membership of the private sector - (i) does not increase mark-ups above current levels, (ii) engages in the prompt payment of taxes, duties, and statutory deductions, and (iii) discourages the evasion of duties and taxes, (iv) provides adequate data in a timely fashion to the relevant authorities. In pursuit of the above purpose, private sector entities sign the Letter of Commitment and Appeal attached to this agreement as Appendix 1.

3. Strengthening monetary policy decision-making, and accountability

The Parties acknowledge and agree that the establishment of a Monetary Policy Committee ("MPC") within the Bank of Jamaica ("BOJ"), with its membership comprising persons with appropriate credentials drawn from within and outside BOJ, is essential to strengthen transparency and accountability in monetary policy decision-making.

The MPC will be responsible for determining monetary policy and ensuring the policy is effectively implemented. To ensure effective governance, minutes will be kept of its meetings. In order to build confidence in our financial markets, the MPC will publish reports at regular intervals.

The pursuit of price stability will be the MPC's primary objective, but its mandate will be to achieve price stability in a manner which recognises GOJ's objectives for growth and employment.

The GOJ commits to establishing forthwith, in consultation with the Partnership, a mechanism to investigate specific legislative measures to establish the MPC in a manner which ensures that it can be effective pursuing its objectives. Specific recommendations as to the legislative measures, and a timetable for the implementation of the measures, are to be agreed by the end of 2005. The Parties commit to the urgent implementation of the MPC by March 2006.

4. Rationalizing and re-deploying State-held assets

The Parties acknowledge and agree that the process of divestment of appropriate *productive* State-held assets should be accelerated, to support the other measures aimed at reducing the fiscal deficit or, stimulating economic growth. *Whilst upholding the need to divest, the Partnership supports the state's role as coordinator, regulator, and provider of public goods.*

A transparent mechanism must be developed to minimise the risks of - (i) conflicts of interest in divestment transactions, and (ii) further financial cost and exposure of the GOJ in relation to the assets disposed of.

The Parties commit to reviewing and strengthening the existing mechanism and procedures, to facilitate the speedy, effective and transparent divestment of appropriate State-held assets. The Partnership will make recommendations for improving this mechanism and procedures. The Parties will agree on specific targets for the rationalisation and re-deployment of State-held assets by September 2005.

5. Measures to improve the efficiency and fairness of the tax system

The Parties recognise that taxation within the Jamaican economy should:

- i) be equitable;
- ii) foster growth;
- iii) be simple to understand and implement.
- iv) The Parties would support a tax amnesty as soon as the tax administration system is modernised and made effective.

The GOJ has constituted a committee (chaired by Joseph M. Matalon) which has undertaken a comprehensive review of Jamaica's system of taxation, and the GOJ and the Partnership acknowledge that the work of that committee should not be pre-empted. The Partnership supports the work of the National Tax Committee.

The GOJ undertakes to carefully examine the proposal received and, if the proposals are found to be feasible, to implement them in a timely manner, and in any event no later than the end of fiscal year 2005/2006

6. Increasing efficiency in the administration, organization and transformation of the education system

The Parties acknowledge the attempts made by the Minister of Education Youth and Culture to develop a ten year strategic plan for improving the education system. The Prime Minister also appointed a Task Force in 2004 which has reported.

The Partnership supports these initiatives, and sees the need for action in the near term which will assist in ameliorating some of the critical inadequacies of the education system.

*The Partnership has formulated the proposals described in **Appendix 2** appended to this Agreement which the Partnership believes will improve significantly the key outputs (literacy and numeracy/skill) achieved by the education system in the short-to-medium term.*

The GOJ undertakes to examine these proposals carefully and, if the proposals are found to be feasible, to implement them in a timely manner starting fiscal year 2005/2006.

7. Measures to reduce the level of crime

The Parties acknowledge the implementation of some of the recommendations from the numerous studies and reports of Jamaica's national security challenges, including the Police Executive Research Forum (PERF) Report and the National Report on Crime and Violence.

In spite of these, crime and violence persists at an unacceptable level and continues to plague the Jamaican society. The Partnership identifies as the main problems:

- i) *The absence of an oversight authority to monitor and report on performance and to ensure accountability;*
- ii) *Inequity in economic opportunity.*
- iii) *The high level of youth unemployment;*
- iv) *Inadequate management skills and tools within the security system;*
- v) *Lack of resources; and*
- vi) *The challenges associated with dismantling of gangs, dealing with problems of drugs, money laundering and extortion*

The Partnership recommends the speedy implementation of the agreed recommendations of the National Report on Crime and Violence for favourable medium to long term outcomes. This should be done in an appropriately prioritised manner, taking into account any significant changes in the environment.

*To address these issues in the short to medium term the Partnership has formulated the recommendations set forth in **Appendix 3** of this Agreement.*

The Partnership views these matters as being of equal importance to the economic aspects of the Agreement, and essential to the success of all other aspects of the overall initiative. Working together to achieve consensus will assist the GOJ to implement these policies in a timely and effective manner by the beginning of fiscal year 2005/2006.

The GOJ undertakes to examine these proposals carefully and, if the proposals are found to be feasible, to implement them in a timely manner.

8. Upholding Freedom of Association, Collective Bargaining, Labour Laws and Codes

The Parties acknowledge and agree that freedom of association is a fundamental human right. Moreover, that the denial of this freedom and the associated right to trade union representation and free collective bargaining violates relevant ILO conventions, breaches the constitution of Jamaica, infringes Jamaica's labour law and codes as well as diminishes the country's stock of social capital.

The Parties therefore commit to upholding Jamaica's labour laws and codes, to incentivise compliance and to sanction, in appropriate and applicable ways, breaches by any of the parties to the **Agreement**.

The Parties also commit to productivity-based collective bargaining, to the full utilisation of the recently established productivity centre and to accelerate labour market reform, in particular the modernisation of the Ministry of Labour and the ratification of important ILO conventions, such as Convention 158 dealing with the necessity for fair hearings in the event of dismissal from employment.

The Parties also commit to reform and strengthen Jamaica's Social Protection System, in particular, the modernisation and enhancement of its pension arrangements, public and private, within fiscal year 2005/06.

9. Developing a national apprenticeship programme and strengthening labour-force training

The Parties acknowledge and agree that a major contributor to the low productivity and lack of global competitiveness in the Jamaican economy is the inadequate level of training and skills of the Jamaican labour force.

Economic growth with equity and sustainable poverty alleviation is impossible without immediate action by the social partners to overcome this deficit.

The parties therefore commit to review and to strengthen existing plans in the private and public sector; on this basis to develop, in conjunction with the HEART and the NYS, a comprehensive national apprenticeship, and workforce training and certification programme. The objective is to graduate 60,000 trainees from this programme in the period of this **Agreement**.

10. Improving national integrity and combating corruption

The Parties acknowledge and recognize that Jamaica has developed a sound institutional and legal framework, in compliance with the Inter-American Convention on Corruption, to ensure national integrity. Nevertheless there is consensus that unacceptably high levels of corruption persist in both the public and private sectors. These raise economic transaction costs, corrode the rule of law, undermine the legitimacy of all types of authority and deteriorate the moral fibre of the society.

The Parties therefore commit to review and make recommendations to strengthen the effectiveness of the country's national integrity system. In particular, to

- i) Enhance transparency and accountability in the country's contract awards and public procurement system. Specifically, by the end of June 2005, to implement the declared intention to amend the Housing Act so that the Minister of Housing would no longer be a "corporation sole";
- ii) Improve Parliamentary and civic oversight of public expenditure. This should include improving the functioning of the existing Public Accounts Committee, so as to enable it to better monitor public spending during the course of the Financial Year. This should be done before the end of December 2005.
- iii) Improve the effectiveness, particularly in terms of expeditious decision-making, of the National Contracts Commission (NCC). The ways in which the role and intent of the NCC is being circumvented need to properly scrutinized with a view to minimizing or eliminating these "loopholes". In this regard, three particular mechanisms need to be re-examined, viz: unilateral awards (both for contractors' work and consultancies); design/build tendering; joint venture proposals. Transparent criteria for the appropriate use of these mechanisms, safeguards against abuse and sanctions for violation of the agreed framework need to be developed on a consensus basis by the end of 2005.
- iv) **Examine the Business Principles for Countering Bribery** developed by an international steering committee, chaired by Transparency International and including representatives of trade unions, the private sector and multilateral agencies, with a view to adapting principles appropriate to Jamaica's circumstances. In particular, the parties commit to encouraging, where appropriate and to participating, where necessary, in discussions to develop, by the end of 2005/06, a regulatory framework for political contributions and election campaign finance. Such a framework forms an essential component in the strengthening of Jamaica's national integrity system.
- v) In consultation with the Commission for the Prevention of Corruption and the Parliamentary Integrity Commission, to collaborate in a formal assessment of their operations and on this basis to recommend measures to strengthen their effectiveness, in particular through programmes of public education, improved resourcing etc.
- vi) In compliance with the Companies Act and the PSOJ's Proposed Code on Corporate Governance for Private Sector Companies, to actively promote transparency and integrity in the operation of company directorates; specifically the disclosure of loans/contracts to related parties as well as the remuneration of company executives/directors of listed companies and the scrupulous observation of the law relating to 'illicit loans' by companies.

11. **Supporting Small and Medium sized Business**

The Parties acknowledge and recognise the critical significance of small and medium sized business to sustainable growth with equity in the Jamaican economy. Self-

employed, small and medium sized entrepreneurs are especially important in the vital area of job creation.

The Parties also recognize that many of these businesses experience great difficulty in accessing capital as they are unable to meet the lending requirements of most financial institutions. The parties have identified at least two (2) financial institutions which have successfully demonstrated the ability to lend to this sector. We now propose that a pool of funds be identified in the amount of Three Hundred Million Dollars (\$300M) funded fully by the private sector.

The funds will be used to provide loans, business training, and will allow for sustainability and job creation within the communities which have the greatest need.

The Parties commit to work with the government towards developing a proper framework for this support.

12. Employment Creation

The Parties acknowledge and recognise that economic growth without job creation *in terms of 'decent work'* is incomplete, exclusionary and ultimately non-sustainable.

The Parties also recognise that specific employment creation targets in Jamaica's circumstances are conditional. Nevertheless the Parties project the following job creation targets as feasible, commit to their attainment and to monitoring progress during the course of the **Agreement**:

Construction:	7,000
Tourism:	7,200
Telecommunications:	1,700
Agriculture:	5,000
Manufacturing:	200
Services:	1,500
Retail Trade:	3,200

13. Implementing national discounts for public sector employees

The Parties acknowledge and recognise that public sector workers are subject to specific wage restraint during the course of the **Agreement** and are making a special sacrifice in the public interest.

The private sector partner therefore commits to the development and implementation, as a matter of urgency, of a national price discount programme for public sector employees bound by wage restraint under the Public Sector MOU for the period April 2005 to March 2006 which may be extended in accordance with agreement with the parties.

14. Energy conservation and diversification

The parties recognize that the pricing of petroleum products is a sensitive issue which requires a national consensus to take it out of the realm of partisan politics. The parties also agree to the need for a review of the taxes and price of petroleum products in conjunction with the wider tax policy to allow for adjustments to:

- (1) reflect scarcity value,
- (2) ensure efficiency of use and the development of alternative international sources, and
- (3) give incentive for conservation.

To facilitate these processes, the partnership has formulated the recommendations set forth in Appendix 4 of this **Agreement**. The GOJ undertakes to examine these proposals carefully and, if the proposals are found to be feasible, to implement them in a timely manner.

15. Monitoring & continued cooperation

The Parties acknowledge and agree that ongoing consultation and cooperation between the GOJ and the Partnership in relation to these and other important areas of the society and the economy, will promote Jamaica's pursuit of growth, development and prosperity for all Jamaicans.

The Parties agree to the establishment of a Joint Committee on signing of this Agreement, to monitor the implementation of this Agreement and its outcomes in investment, growth, employment creation, rising real wage levels and social order, within the context of strengthening social dialogue and social partnership.

The Parties also commit to working towards the implementation of other initiatives which may hereafter be developed jointly for the national good.

The Parties commit to continuing to co-operate in a spirit of raising levels of mutual trust and genuine partnership.

SCHEDULE**The Partnership:**

[List the constituents making up the Partnership for Progress, who will sign the MOU]

Dated the day of , 2005.

THE GOVERNMENT OF JAMAICA

By: _____

And: _____

Signed by or on behalf of the members of **THE PARTNERSHIP FOR PROGRESS:**

APPENDIX 1

Enhancing Corporate Social Responsibility

Inserted here is the letter of commitment and appeal to be signed by various private sector entities referred to in Section 2 above, entitled 'Enhancing Corporate Social Responsibility'.

The Partnership for Progress is an initiative which provides a forum for the Private Sector, the Union Movement, Government, Academia, and other sectoral groupings, conscious of the grave state of our economic and social life, to agree on a programme to seek to regenerate our economy and improve the social equity of our society through their combined efforts. The private sector groups that are party to this agreement, hereafter called "the Private Sector" seek through the support of this "Programme for Growth with Equity" to assist in creating a virtuous circle in the economy of increased investment and employment.

The "Private Sector's" vision for Jamaica is to create a modern developed economy capable of providing employment for our rapidly growing labour force, an expanding and more competitive productive sector, reduced and more equitable taxation and more efficient and economic public services.

In pursuit of this goal, the "Private Sector" commits to using their best endeavours to encourage their broad membership:

- 1) not to increase margins above current levels and to reduce them where feasible; and to pursue enterprise activities that focus on productivity gains so that goods and services provided are competitively priced, with improved profitability achieved from productivity gains and not price increases.
- 2) to vigorously oppose price gouging
- 3) to pay promptly taxes, duties, and statutory deductions as prescribed by law
- 4) to refrain from evading customs duties and taxes
- 5) to recommend methods and support the Government in its efforts to widen the tax net while working with the Government to improve social equity
- 6) to provide full and complete data in a timely fashion to the relevant authorities to assist in their collection of data and thereby improve the analysis of the overall economy and society.

This letter of intent is signed hereunder by the representatives of the Private Sector in the Partnership for Progress.

APPENDIX 2 - EDUCATION

As a priority, a performance management system must be developed and implemented at the school as well as the ministry level to enhance the ability of the MOEYC to deliver sound educational policy and alleviate problems concerning accountability that currently exist.

Performance-related monetary incentives, as well as incentives to promote excellence in teaching, should be established, to complement restraint in wage cost of teachers. Reviewing teachers' vacation/study leave policy is further recommended.

School attendance between ages 3-11 should be compulsory, and the GOJ should move with great urgency to reallocate funds from tertiary to basic and primary education. The focus of this reallocation should be towards recruiting and training of teachers at the early childhood and primary level, with a view to phasing out of untrained teachers over the next 2 years. Funds should also be channelled towards upgrading existing basic schools.

Individuals wishing to teach at pre University levels should hold at least a first degree from a recognized tertiary institution, as well as teacher training. To facilitate this, teachers colleges programmes should be updated to degree status and the entry level matriculation upgraded to 5 CXC subjects including English and Mathematics. Relevant teaching and learning resources should be included in the curriculum, incorporating the use of technology as well as continuous assessment, and students should play a role in the assessment process. The MOEYC should ensure more equity in deployment of teachers across school types, as well as using class sizes rather than student enrolment as a basis for deployment. The aim should be to attain within a specified period, the following class sizes/student-teacher ratios:

Grade 1 -3: 25 : 1

Grade 4-6: 30 : 1

The MOEYC should increase its efforts to foster greater participation between stakeholders including parents, community, churches, and businesses, etc., by promoting parent/ community participation in education. The articulated priority objectives in this should be to increase student attendance and allow each stakeholder to "take ownership" of a school-wide effort to increase the quality of learning. This would be the subject of a national campaign to promote stakeholder ownership.

Solutions do not lie in rising public expenditure alone, but require coordinated approaches between stakeholders and prioritizing the introduction of a system of accountability.

APPENDIX 3

MEASURES TO REDUCE THE LEVEL OF CRIME

Introduction

Crime continues to be a major area of focus for all Jamaicans. *The Partnership therefore strongly supports the members of the police and the security forces in the lawful execution of their duties and commends them for their achievements; particularly in stemming the tide of transnational trafficking in illicit narcotics.* Never-the-less, it is clear that the current operational platform and management infrastructure of the police force is out of date and inadequate to address the current and future threats to national security. Some of the strategic initiatives that must be addressed are as follows:

Increasing the Strength and Improving the Quality of the Security Forces

There is clear evidence that presence and visibility of security force members are the key deterrents to criminal activity. Over the past two years, some 1600 new recruits have been added to the JCF bringing the current total to just over 8,200. Given our financial limitations the JCF should continue its recruitment to an establishment level of 8,500, and specifically focus on improving the intelligence and investigative capacity of the organisation. This force should now be complemented with the use of technology.

Meeting Recurrent Budget Obligations

Recurrent Budgets have consistently been below essential operational requirements. In addition, warrants and cash flow fall short of approved budget on most occasions. This shortfall affects the JCF ability to procure critical items such as basic uniforms, protective gear, weapons and ammunition, and fuel for vehicles. Additionally, suppliers are reluctant to extend further credit and essential services such as utilities and meals for inmates are under constant threat of disruption. The outstanding amounts due to the JCF should be immediately dealt with so the force can operate efficiently.

Modernization and Reform of the Police

The sophistication of organized criminal enterprise demands a police force which has a modernized management structure, is technologically equipped, intelligence driven, and continually trained in critical and specialist skills. The following areas therefore require urgent attention:

- Reorganizing the command structure of the Jamaica Constabulary Force to provide for more effective direction and control by the **designated** leadership and in turn hold them more accountable for the areas under their control;

- Concluding negotiation of new terms of engagement to place the commissioned ranks on contract, renewable on the basis of performance, to improve accountability and responsiveness;
- Establishing an Oversight Authority to monitor and report on performance, ensure accountability and advise on the administration of the contracts;
- Encourage officers with 30 years of service to exercise the option to retire with full payment of all entitlements, thereby creating opportunities for renewal at all levels of the force;
- Accelerate the establishment of the Professional Standards Branch within the JCF to enhance the quality and effectiveness of internal investigations, with particular focus on corruption, abuse of authority and violation of civil and human rights of citizens;
- Strengthen the forensic capabilities of JCF by upgrading the laboratories, making greater use of modern technologies and rationalizing functions;
- Accelerate the civilianization of certain functions to free up more police officers to concentrate on law enforcement and crime fighting, while exploring the feasibility of out-sourcing certain functions such as the forensic laboratories;
- Access and provide specialized training in critical skills consistent with the new security threats.
- Use the JDF as a matter of policy to ensure law and order on public sector projects.

Providing Appropriate Legislative Support

In order to provide the appropriate legislative under-pinning for the security forces to execute their functions new legislation need to be passed speedily:

Amendment to the Finger Print Act:

Currently before a Joint Select Committee of Parliament.

Proceeds of Crime Bill:

New Legislation to attach the proceeds from criminal activities; Bill drafted and in circulation for consultation among stakeholders.

Plea Bargaining Act:

New Legislation being introduced by the Ministry of Justice; Bill drafted.

Port Security Act:

New Legislation to confirm that the responsibility for setting security standards for all ports of entry falls under the Ministry of National Security. Bill drafted and in consultation.

Interception of Communication Act:

Research is being conducted by the Attorney General's Chambers and the Legal Reform Department to determine how this law should be amended to respond to the new developments in information technology.

Improving Physical Infrastructure

Most of the 170 police stations across the island plus the Twickenham Park training facility are in need of attention ranging from minor repairs to major refurbishing and in many instances construction of new buildings. The rationalization of existing structures to better support the work of the Police needs to be addressed and upgrading of required facilities dealt with speedily to avoid forced closures by health and other local authorities.

Management Systems and Tele-communications

New technologies are required to enhance the law enforcement and crime fighting capabilities of the security forces. Currently, work is underway to develop the technical specifications for a system-wide **Information Management System and Crime Data Management System** to link all the operations of the national security apparatus and move information (voice, data, images) for real time decision-making. The acquisition of the required equipment must be a priority to have the JCF perform at acceptable levels. The private sector is committed to working with the JCF in examining existing systems and determining the one best suited for our country's needs.

Transportation and Mobility

Research has shown that an increase in mobility and response rate contributed significantly to the reduction in most major crimes and a lowering of the murder rate. Appropriate mechanisms should be put in place to ensure that the JCF has the appropriate number and type of working vehicles to address their needs. This should be complemented with an appropriate maintenance and replacement plan to ensure that the transportation and mobility of the force does not deteriorate.

The Jamaica Defence Force

For several years, the JDF has been called upon consistently to support the police in a range of strategic and tactical operations, including surveillance and counter-narcotics

operations. The JDF should therefore be equipped with the appropriate equipment to support these interventions. This includes the provision of marine vessels and helicopters.

Specialized Training for the JCF Fraud Squad

In order to enhance the capacity of the Jamaica Constabulary Force to investigate fraud and corruption, the fraud squad should be upgraded with specialized professional training and more modern technology.

Maintaining Public Order

Many forms of criminality occur against the backdrop of a pervasive indiscipline and a general disrespect for law and order. Cabinet recently approved a submission with a wide-ranging agenda from the Cabinet Committee on Public Order, under the leadership of the Minister of National Security. These initiatives could benefit from a range of social interventions as well as vocational training and employment opportunities for the young people, especially young males. These initiatives should assist in changing behavioural norms and should include public transportation, parking facilities, vending and litter.

Mobilizing Community Involvement

It has been recognized that certain types of criminal behaviour cannot be dealt with using traditional policing and requires the involvement of citizens and local community interests. This is evident in various existing programmes for example in the Grants Pen and August Town communities. The Partnership supports existing programmes and encourages the development of other initiatives that seek to engage a wide cross section of individuals and organizations in identifying specific actions which can be undertaken to solve the crime problems in their communities, for example the Parish Crime Prevention Programme need to be implemented across more communities.

APPENDIX 4 - ENERGY

INSIGHTS

- Energy conservation efforts should focus on transportation, electricity generation and domestic users.
- Government energy diversification strategy should be accelerated.

RECOMMENDATIONS

1. **Transportation**
 - a) 'Common rail' diesel engines should be the preferred motor vehicle imported into Jamaica and taxation measures should ensure that preference.
 - b) The Special Consumption Tax on diesel fuel and gasoline should be reviewed to encourage more use of diesel and limit overall consumption.
 - c) Measures to encourage further use of public transport should be included in the Transportation Policy and this policy should be given an energy conservation focus.
2. **Electricity**
 - a) Taxation policy should be used to encourage further use of energy efficiency lighting and water heating and limit the importation of electrical water heaters.
 - b) Most electrical appliances and motors being used are ill suited to our electrical characteristics and hence inefficient. Revisit our electrical characteristics to see whether they should be changed from 50 cycles.
 - c) LNG, CNG, coal gasification and other fuel sources should be studied, and a determination of the way forward, settled within 18 months.
 - d) Public street lighting should be optimized.
3. **General**
 - a) Energy conservation should be included in the school curriculum
 - b) A DSM unit (or equivalent) should be established in the Ministry responsible for energy to focus on energy efficiency conservation and sustainability. It should play a leading role in policy formulation advocacy and funding.
 - c) Energy conservation teams in private and public sector entities and NGOs should work with the DSM Unit to set long-term priorities and strategies, and generally support its activities.
 - d) Financial incentives for energy conservation should provide a quick payback and should be packaged in a simple, transparent and accessible manner.
 - e) Technical assistance should be provided by the DSM Unit to assist persons and entities to easily access the benefits/incentives.
 - f) The use of waste derived fuels (waste oil, tyres, agricultural wastes, PET bottles) should be encouraged by appropriate incentives

- g) Physical development plans for urban and regional areas should take into consideration efficient vehicular movement, multi-modal transport systems and other factors of sustainable development like water recycling which have a significant energy component.
- h) Capacity building to facilitate the training and certification of energy auditors, energy savings companies and energy managers will be necessary to augment private/public sector initiatives to impact energy savings projects and programmes.
- i) Energy efficiency and renewable energy projects by the private/public sectors should be actively pursued to capitalize on the sale of carbon credits under the Clean Development Mechanism of the Kyoto Protocol to developed countries that are actively seeking partners in Jamaica.