

V360

Killing, Revitalizing or Ignoring Vision 2030 Jamaica

Francis Wade

How do you deal with a vision that has not produced results in a country where everyone wants a vision to believe in?

How do we save ourselves from an awkward situation we put ourselves in?

Introductions – How much 2030 knowledge?



Cynicism, Resignation and Despair

Agenda

- **Introductory Facts**
- **3 Secrets about Vision 2030**
- **Discussion w/ Next Steps**

Logistics: Restrooms

Prime Minister's Speeches

Phase 1 – “Jamaica is the place of choice to live, work, raise families and do business”

Phase 2 – No mention in 2024 Budget Debate (first time)

Phase 3 - ...



BLURRED VISION

Holness confirms Jamaica will not meet 2030 development targets

Lester Hinds/Gleaner Writer

THE VISION 2030 timeline for Jamaica to be seen as a developed country will not be met, Prime Minister Andrew Holness confirmed Saturday night as he addressed a town hall meeting with Jamaicans in the United States.

"The goal posts have moved," the prime minister told the audience of around 500 Jamaicans at the town hall in the Bronx, New York, organised by the Jamaican Consulate in New York.

According to Holness, while the rudimentary structure of the economy is in place, it is not enough for Jamaica to meet the goals of Vision 2030.



historic deficit across all sectors."

On Saturday, Holness, in pointing to a silver lining, noted that though Jamaica would not become a developed country by 2030, a review showed that the island was doing the best of all Caribbean Community (CARICOM) nations.

The prime minister said that if an individual were to follow the news media and social media, it would seem as though "the sky is falling in" on Jamaica.

He argued, however, that because of the work his administration has been doing to build out the Jamaican economy, the fundamentals are in place for the economy to grow and expand. However, to achieve this goal of Jamaica becoming a developed country, it would have to take advantage of the technological revolution to attract new development.

"To this end, we will be making a massive investment in education in Jamaica," he said.

A REAL STRUGGLE

to
Girlz

1

e'

~~“Vision 2030”~~

Does
It
Matter?

ASPIRE



JISTV | PM Andrew Holness Economic Policy Statement: THE NEXT CHAPTER: Pivot to Inclusive Growth



Jamaica Information Service
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MINISTRY OF
ECONOMIC GROWTH
AND JOB CREATION

THE PLACE OF
CHOICE TO LIVE,
WORK, RAISE
FAMILIES &
DO BUSINESS

Outbound! Poll says J'cans are eager to leave country

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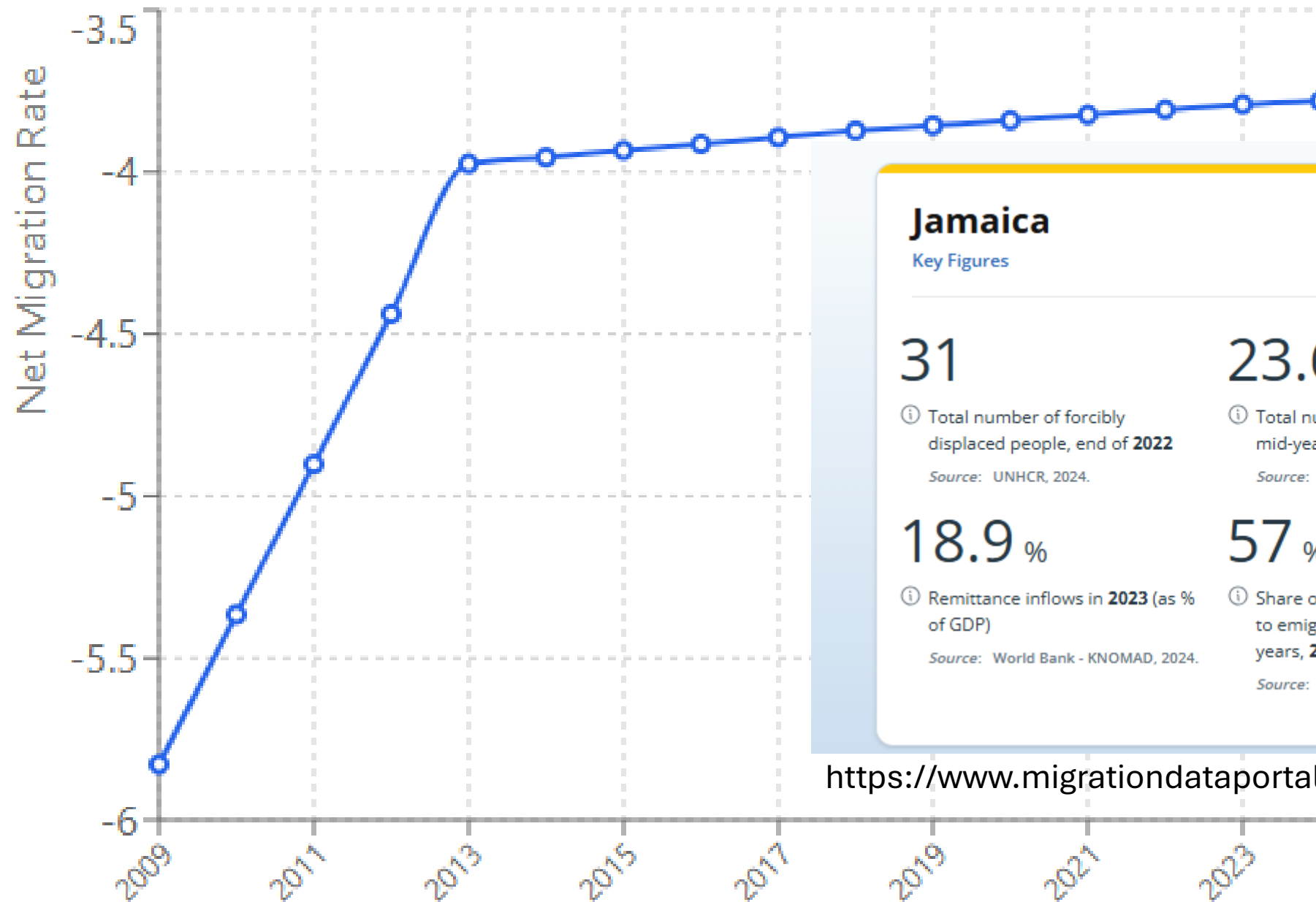
Published: Wednesday | February 11, 2015 | 12:00 AM

Gary Spaulding, Senior Gleaner Writer

Yet another study has found that a sizeable portion of young Jamaicans can't wait to ditch the land of their birth for "greener pastures".

A **Gleaner**-commissioned Bill Johnson poll has found that more than four out of every 10 Jamaicans harbour a burning desire to get out of Jamaica.

Jamaica Net Migration Rate (2009-2024)



Jamaica

Key Figures

Latest data available
as of November 2024

31

Total number of forcibly
displaced people, end of 2022

Source: UNHCR, 2024.

23.6 thousand

Total number of immigrants at
mid-year 2020

Source: UN DESA, 2020.

18.9 %

Remittance inflows in 2023 (as %
of GDP)

Source: World Bank - KNOMAD, 2024.

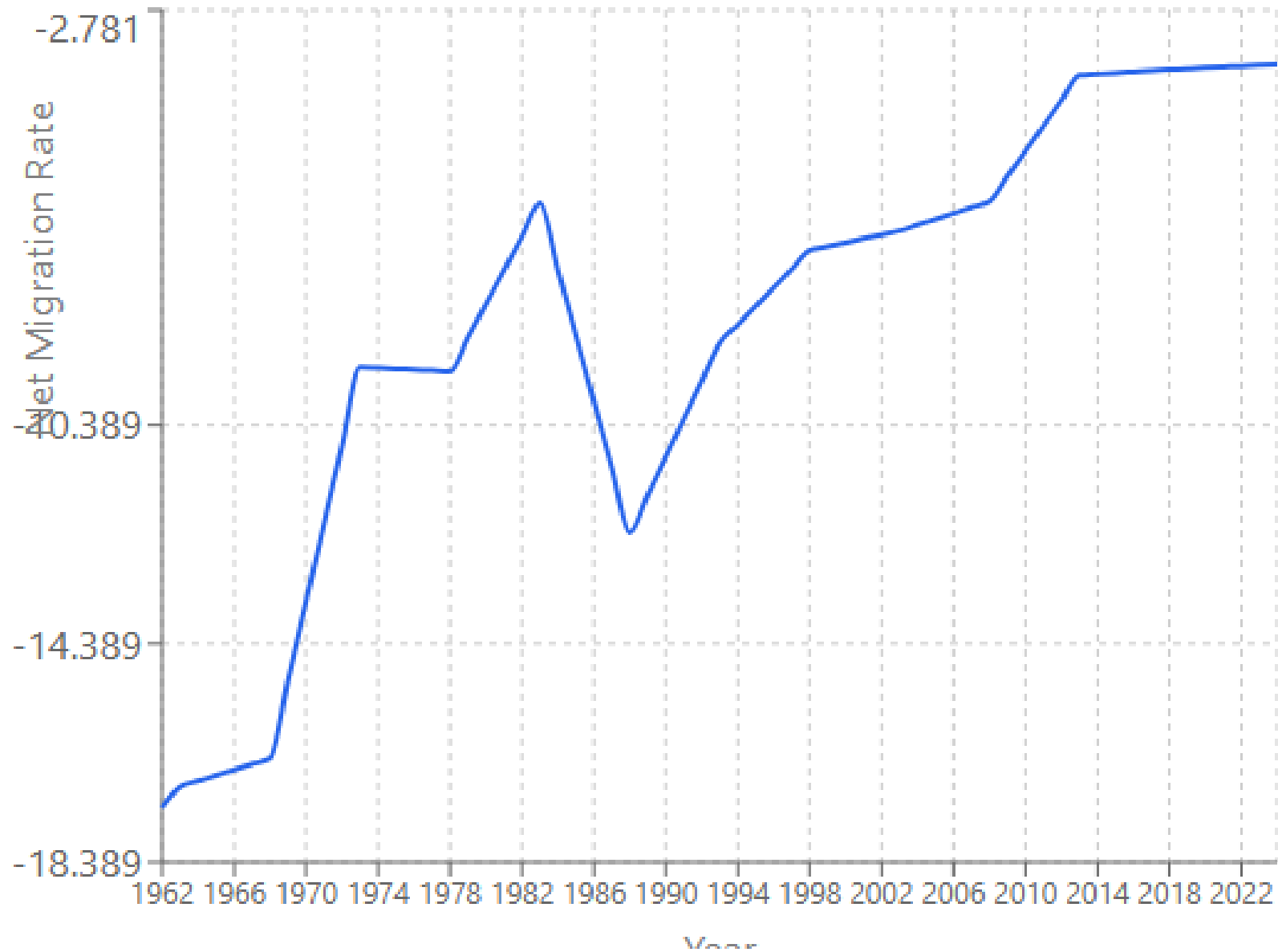
57 %

Share of respondents who intend
to emigrate in the next three
years, 2023

Source: LAPOP
AmericasBarometer, 2023.

<https://www.migrationdataportal.org/americas/key-figures>

Jamaica Net Migration Rate (1962-2024)



Vision 2030 Jamaica –

“What’s

that?’

Jamaica 1838-1962

'Full Free' / end of
Apprenticeship

1838

semi-representative
government

1884

Independence

1962

1865

Morant Bay

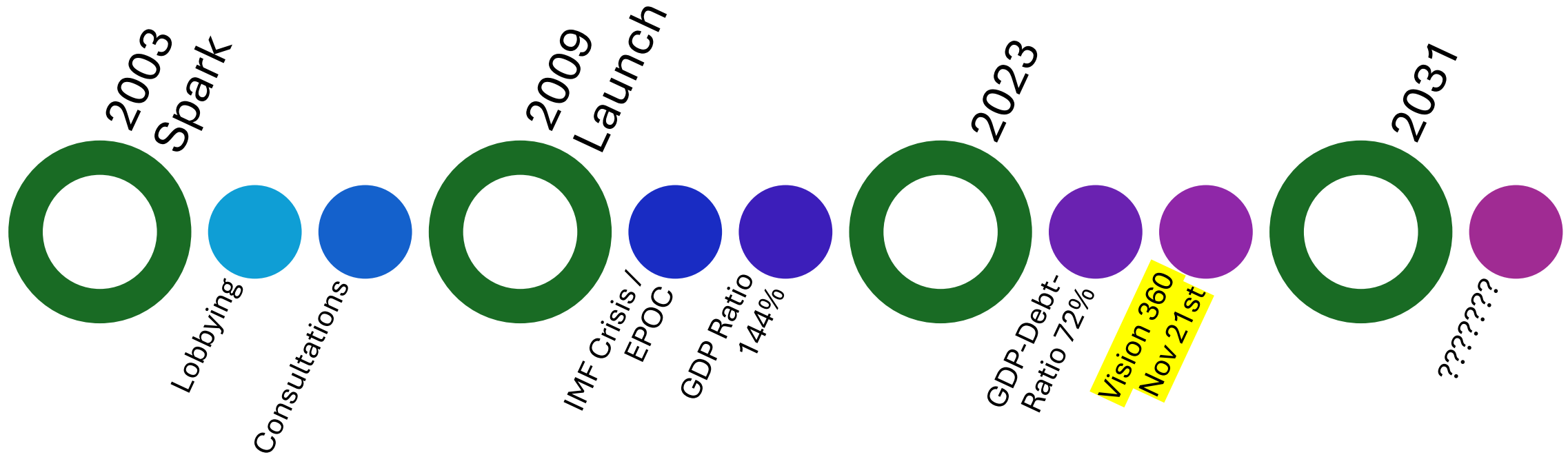
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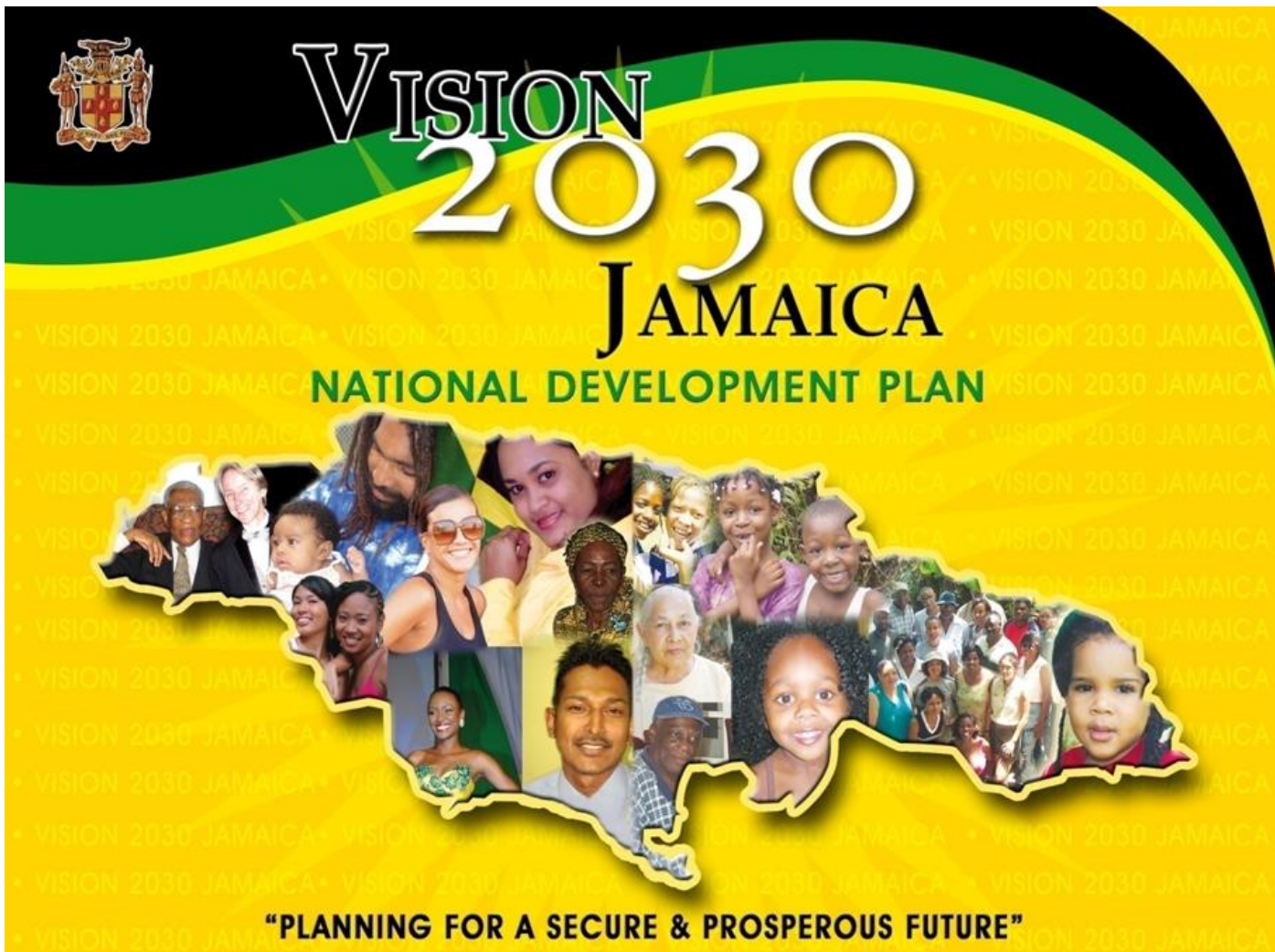
Riots

4 Original Scenarios From 2001 – Dr. Hughes

- Paradise Lost
- One-One Coco
- Nose Must Run
- Get Up Stand Up

Vision 2030 Jamaica Timeline





- 4 National Goals
- 15 National Outcomes
- 60 Indicators

Involved

- 31 Sector Groups

Jamaica's National Goals and National

Outcomes

NATIONAL VISION

"Jamaica, the place of choice to live, work, raise families and do business"

What does this mean?

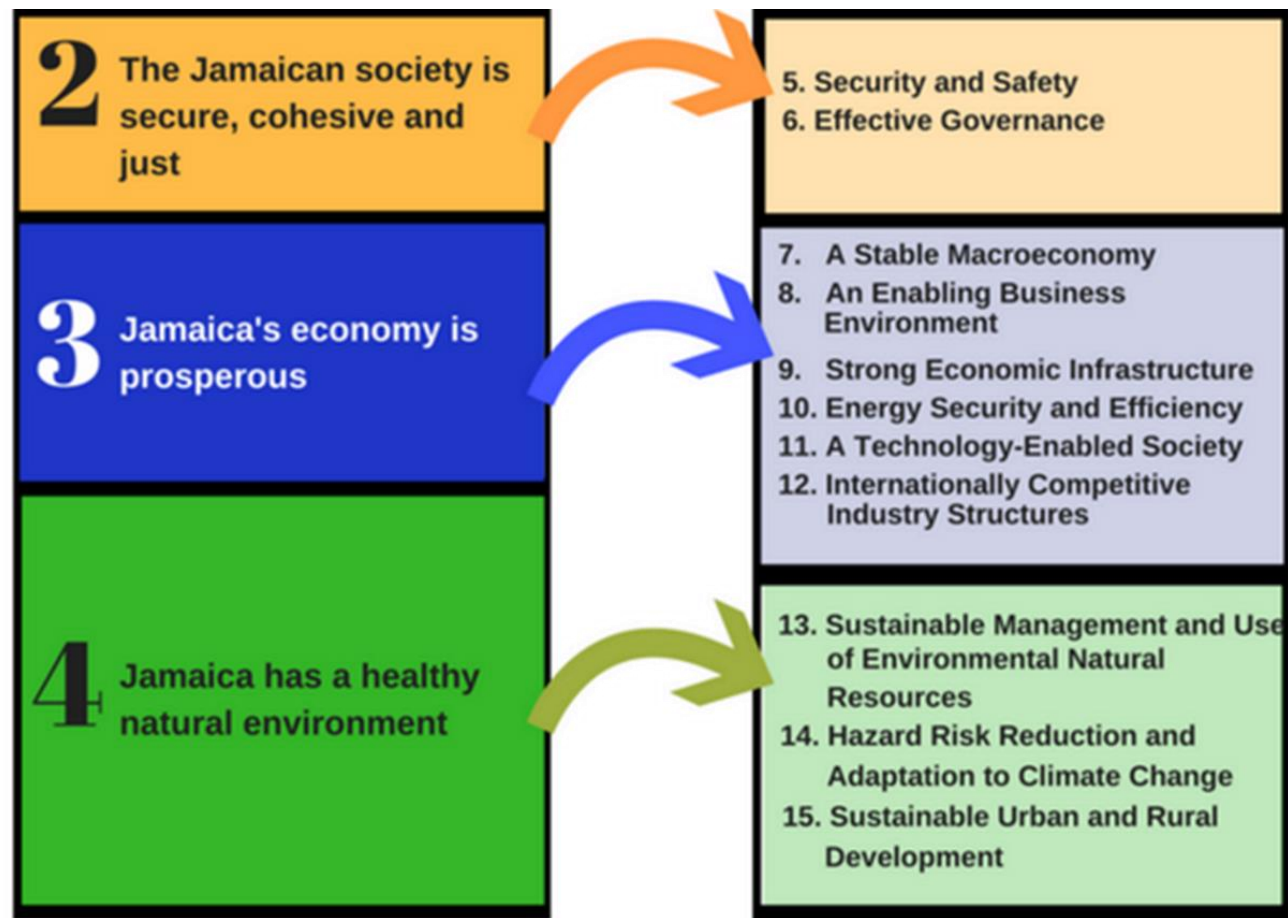
(The National Goals)

1 Jamaicans are empowered to achieve their fullest potential

Where do we want to be by 2030?

(The National Outcomes)

1. A Healthy and Stable Population
2. World-Class Education and Training
3. Effective Social Protection
4. Authentic and Transformational Culture





**VISION 2030
JAMAICA**

WATER



**SECTOR PLAN
2009 - 2030**

Table of Contents

List of Acronyms

Chapter 1: Setting the Context

Chapter 2: Situational Analysis

Chapter 3: SWOT Analysis of the Water Sector

Chapter 4: Strategic Vision and Planning Framework

Water Indicators and Targets

Chapter 5: Implementation Framework and Action Plan

Long Term Action Plan 2009 – 2030

7.1 Appendix 1 – List of Task Force Members

- Dr. Raymond Wright Special Projects Manager, Petroleum Corporation of Jamaica (Task Force Chairperson)
- Mr. Wayne McKenzie General Manager, Jamaica Energy Partners (Task Force Vice-Chairperson)
- Dr. Ruth Potopsingh Group Managing Director, Petroleum Corporation of Jamaica (PCJ)
- Mr. Conroy Watson Senior Director, Energy, Ministry of Industry, Technology, Energy, and Commerce (MITEC)
- Mr. J. Paul Morgan Director General, Office of Utilities Regulation (OUR)
- Mr. Hopeton Heron Senior Research Officer, Electricity, Centre of Excellence for Renewable Energy, Petroleum Corporation of Jamaica
- Mr. Timothy Mehl General Manager, Jamaica Private Power Company Limited
- Mr. Gary Jackson General Manager, Wigton Wind Farm
- Mr. Errol Edwards President, Jamaica Gasolene Retailers Association (JGRA)
- Mr. Jinda Maharaj Technical Operations Manager, Caribbean Cement Company Limited
- Mr. Winston Watson Managing Director, Petrojam Limited
- Mr. Robert Kerr Senior Consultant, Investment Promotion, Jamaica Trade and Invest (JTI)
- Mr. Zia Mian National Energy Security Advisor, Ministry of Foreign Affairs and Foreign Trade
- Mr. Raymond Silvera Deputy Director General, Office of Utilities Regulation (OUR)
- Mr. Wilfred Bassaragh Chief Technical Officer, Jamaica Energy Partners
- Mr. Stephen Wedderburn Manager, Planning and Implementation Unit, PCJ

Plus 30 others

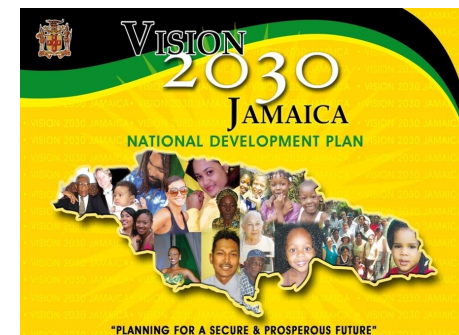
The **guiding principles** of Vision 2030

Jamaica further reinforce its potential to inspire:

- Transformational leadership calls for individuals at all levels of society to become champions of change, inspiring others through their actions and commitment.
- Partnership emphasizes the importance of collaboration and shared responsibility, encouraging individuals, communities, and organizations to work together towards achieving common goals.
- Transparency and accountability promote trust and good governance, creating a more equitable and just society that can inspire confidence and participation.

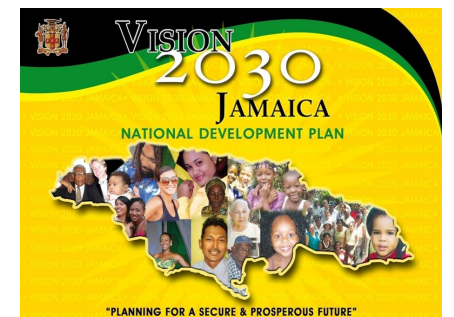
“Today, our children, from the tiny boy in Aboukir, St. Ann, to the teenage girl in Cave, Westmoreland, have access to technologies that were once considered science fiction. They seek opportunities to realise their full potential. This Plan is to ensure that, as a society, we do not fail them.”

(cont'd)



“We have a duty to ourselves, to the sacrifices of past generations and to the hopes of future generations, to preserve the best of our country and to transform the worst. The outcome in 2030 is dependent on the decisions we make today.”

Dr. Wesley Hughes/Forward



Other National Development Plans

- Vision 2030 (Saudi Arabia)
- Vision 2025 (Rwanda)
- Vision 2030 (South Korea)
- Vision 2035 (Russia)
- Vision 2040 (Kenya)
- Vision 2050 (Japan)
- Vision 2025 (India)
- Vision 2030 (Australia)
- Vision 2040 (Singapore)
- Vision 2050 (European Union)
- Vision 2063 (African Union)
- Vision 2030 (Trinidad & Tobago)
- Vision 2040 (Uganda)
- Vision 2035 (Cameroon)
- Vision 2035 (Gabon)
- Vision 2030 (Botswana)
- Vision 2035 (Malaysia)
- Vision 2035 (Brunei Darussalam)
- Vision 2050 (Papua New Guinea)
- Vision 2040 (Oman)
- Vision 2047 (Bangladesh)
- Vision 2035 (Qatar)
- Vision 2050 (Bhutan)
- Vision 2022 (Eswatini)
- Vision 2030 (Nigeria)
- Vision 2050 (Kazakhstan)
- Vision 2035 (Seychelles)
- Vision 2040 (Indonesia)
- Vision 2070 (Pakistan)
- Vision 2025 (Turkey)

***ChatGPT**

Common Problems - 1

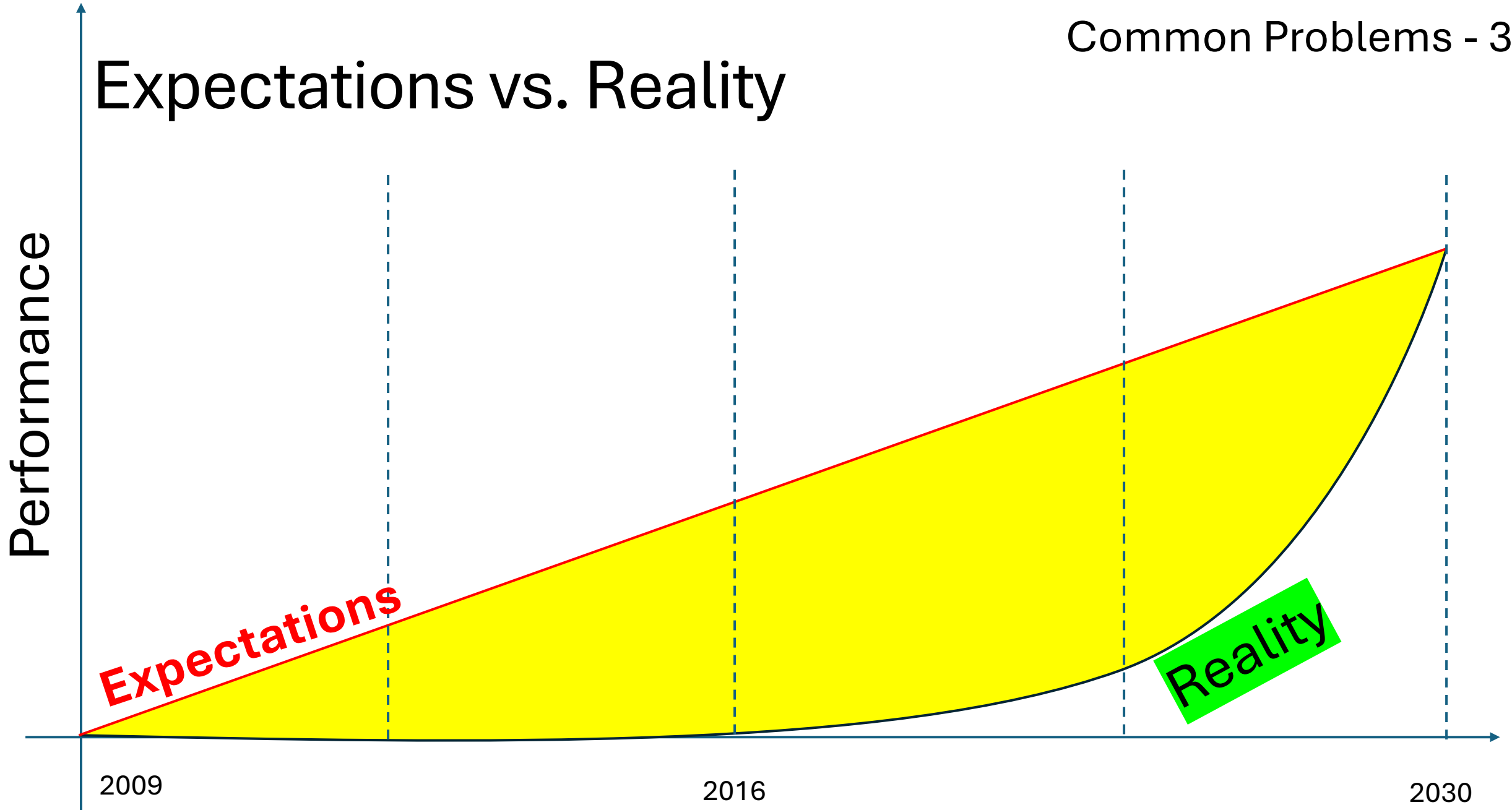


Common Problems - 2

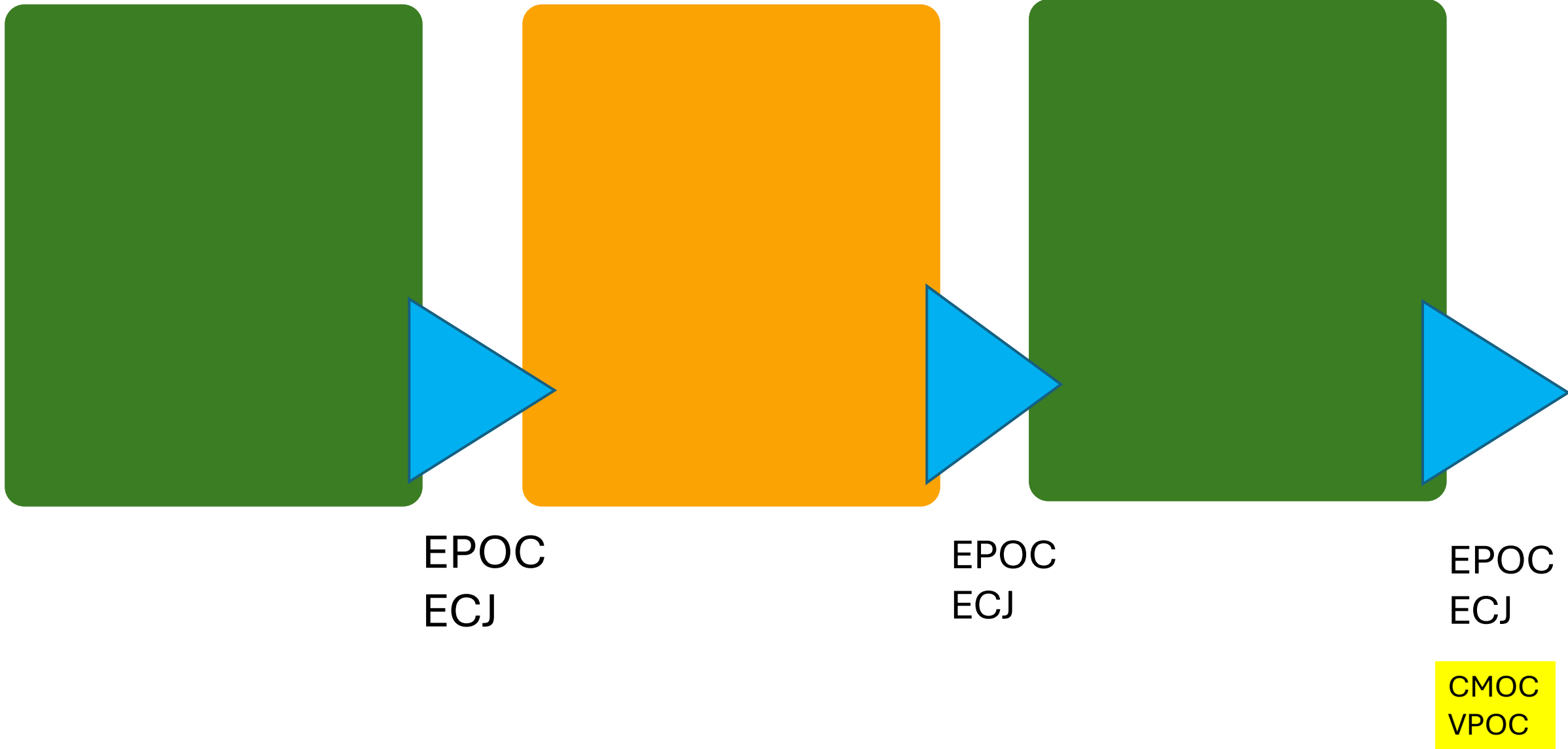
Who is
accountable
for a pothole?



Expectations vs. Reality



Challenge 4 - Continuity



Our experience:
149 MDAs + 100,000 civil servants



GOVERNMENT OF JAMAICA

NATIONAL ENVIRONMENT AND PLANNING AGENCY

OPERATIONAL PLAN
2024 - 2025



National Environment and Planning Agency
GOVERNMENT OF JAMAICA



STRATEGIC BUSINESS PLAN
2024/2025 – 2027/2028

PROGRAMME:					Executive Direction and Administration:- 001					
OBJECTIVE:					Institutional governance and operational capacity of the MDA enhanced by 2028					
GOJ POLICY PRIORITY:										
SUB-PROGRAMME:					Central Administration					
OBJECTIVE					Improved institutional operational performance by 2028					
National Goal #4: Jamaica's Economy is Prosperous					Sector Outcome:			Budget No.: 19048		
National Outcome #13 Sustainable Management and Use of Environmental and Natural Resources					Contributing GOJ Strategic Priority: Inclusive Sustainable Economic Growth and Job Creation					
National Outcome #14 Hazard Risk reduction and Adaptation to Climate Change										
National Outcome #15 Sustainable Urban and Rural Development										
OUTCOME: Improved organisational capacity										
Strategic Objectives	Strategies	Major Initiatives/Activities	Key Outputs	Performance Measure/Indicator	Baseline	Projected (Targets and Expenditure (J\$'000))				Responsible Agency/ Dept/ Division
						QUARTER 1 April - June	QUARTER 2 July - September	QUARTER 3 October - December	QUARTER 4 January - March	
High Performing Organisation	Improve the Agency's implementation and execution of projects by facilitating capacity building of staff	Plan and execute capacity building sessions	A minimum of 20 NEPA staff trained through one capacity building session	One (1) Intra-Agency Capacity Building Session convened by the 31 December 2024	Two Intra-Agency Capacity Building Sessions convened during the period 2023-	NO TARGET	NO TARGET	Convene one (1) Capacity Building Session	NO TARGET	Projects Branch

1. How to bump into accomplishments
| Visit strange places

2. How to keep the future alive |
Learning future literacy real

3. How to stand for results bigger than the
government can | VPOC

1. How to bump into accomplishments

Visit strange places

“Secretariat for the Future”

- Fund and staff a part-time secretariat
- Seek out information to help leaders
- Develop in-house technical expertise on national vision / strategy

BIG TINGS A GWAAN

JAMAICA'S EPOC EXAMINED



MARLA DUKHARAN

CARIBBEAN ECONOMIST/ADVISOR

MR. KEITH DUNCAN

CHAIRMAN



0:20 / 39:45



Big Tings A Gwaan - Jamaica's EPOC Examined



Marla Dukharan

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Organizations and Institutions Recognizing Jamaica's Achievements

- **International Monetary Fund (IMF):** The IMF has highlighted Jamaica as a success story in debt reduction, placing it among a select group of countries that have significantly lowered their debt ratios. They note the effectiveness of Jamaica's fiscal policies and the successful implementation of reforms over multiple administrations[1][6].
- **World Bank:** Similar to the IMF, the World Bank has praised Jamaica's strategic approach to managing its public debt, particularly in the context of global economic challenges. Jamaica's experience is often cited as a model for other nations facing high debt levels[1].
- **Brookings Institution:** Economists presenting at the Brookings Institution described Jamaica's sustained reduction in public debt as "exceptional." They emphasized that Jamaica managed to cut its debt-to-GDP ratio from 144% in 2012 to approximately 72% by 2023, despite facing numerous external shocks, including natural disasters and the COVID-19 pandemic[2].
- **Fitch Ratings:** This credit rating agency has recognized Jamaica for achieving one of the fastest rates of debt reduction globally. Fitch noted that Jamaica's proactive fiscal measures have led to a positive outlook on its credit rating, reflecting confidence in the country's economic management[5][6].
- **Financial Times:** The Financial Times characterized Jamaica's fiscal turnaround as remarkable, noting that it transformed from having one of the highest debt ratios in the world to a significantly improved position over a decade. This transformation has been likened to a "miracle" given the economic pressures faced during this period[1].

BIG TINGS A GWAAN

JAMAICA'S EPOC EXAMINED



“Some things are too important to be left up to the government...”

MARLA DUKHARAN

CARIBBEAN ECONOMIST/ADVISOR

MR. KEITH DUNCAN

CHAIRMAN



0:20 / 39:45

ECONOMIC

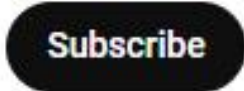


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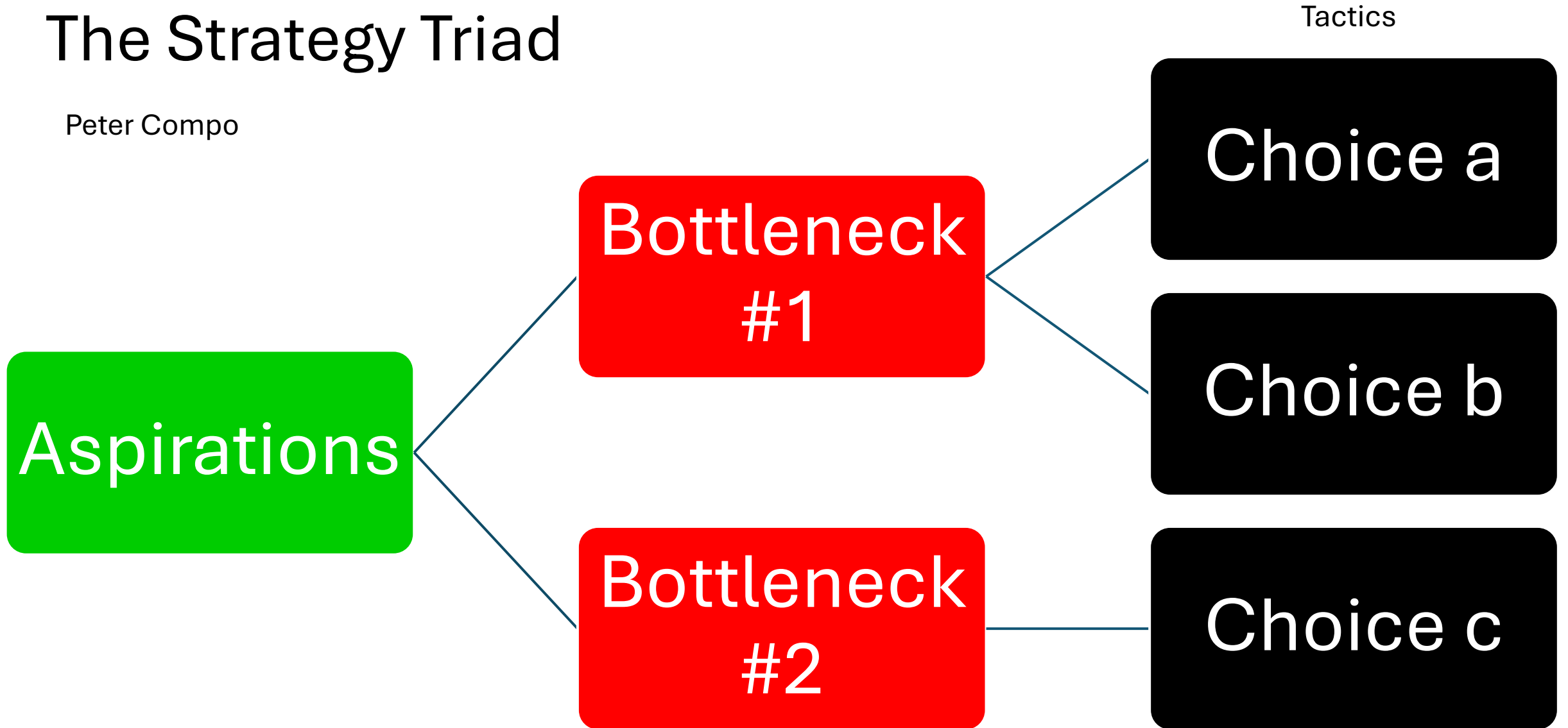


“Secretariat for the Future”

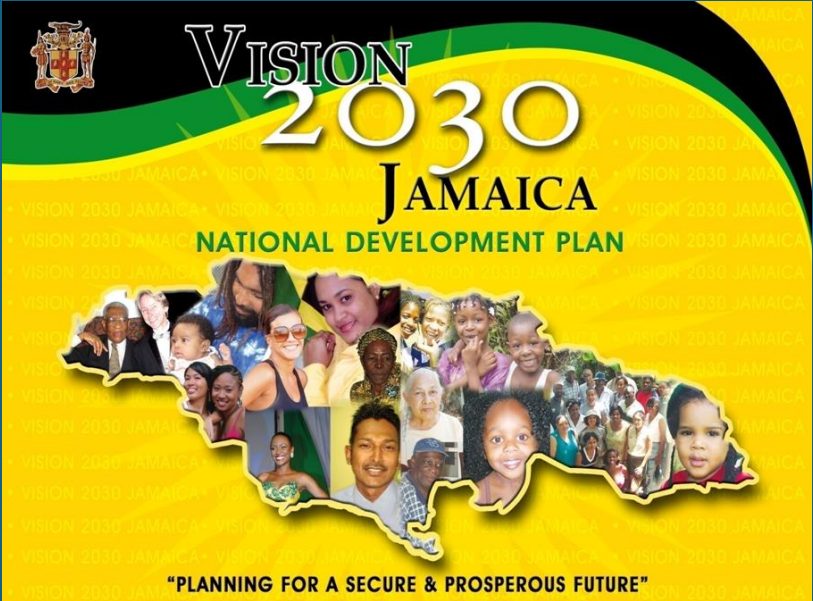
- Fund and staff a part-time **secretariat** to support a VPOC
- Seek out **information** to help leaders:
 - Understand how the vision is progressing
 - Focus on as few outcomes as possible
 - Engage civil society
- Develop in-house **technical expertise** on national vision / strategy
 - Change management at scale within government
 - Civil society engagement
 - Strategy Triad vs A list of aspirations

The Strategy Triad

Peter Compo

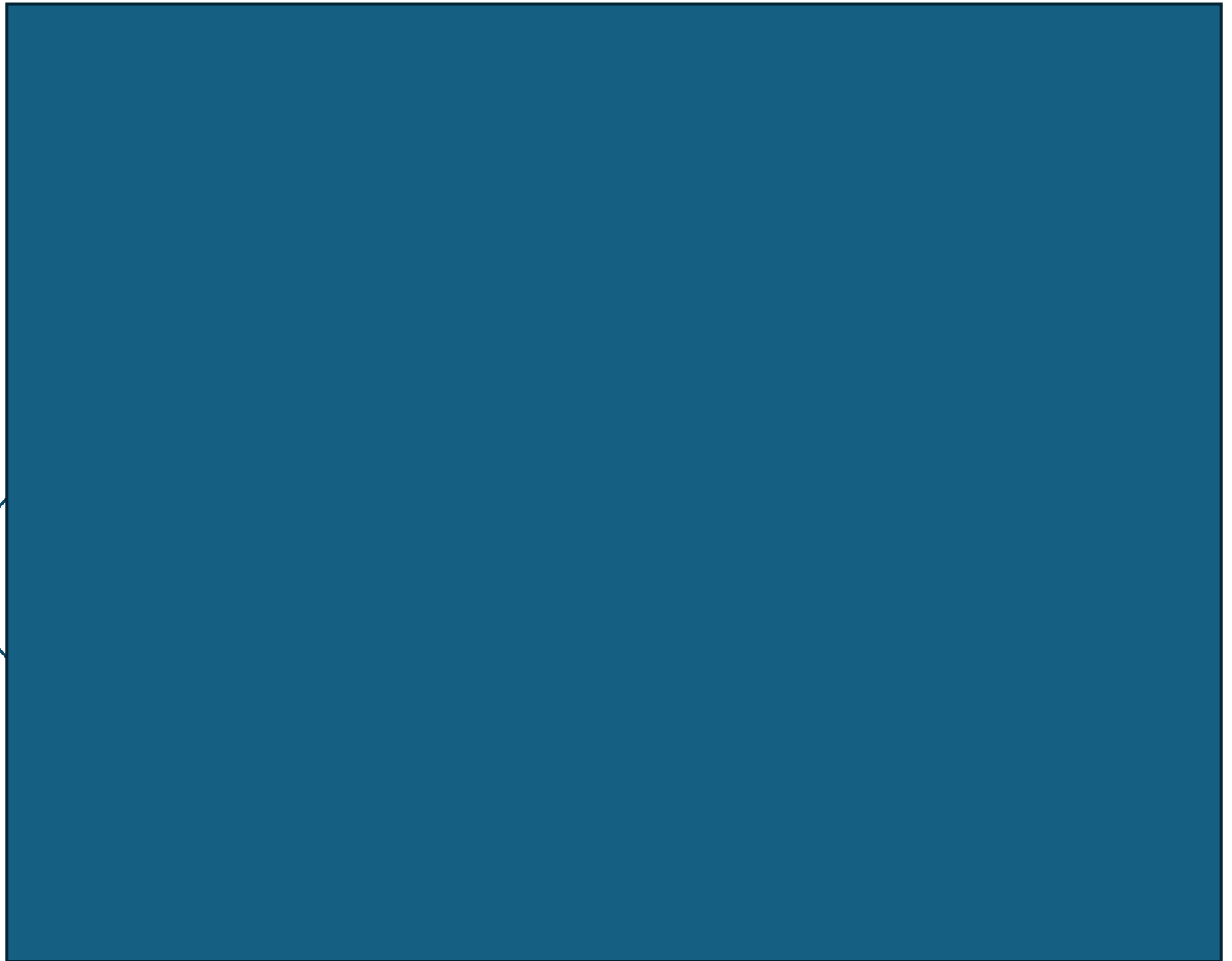


Aspirations



Strategy by
wishlist

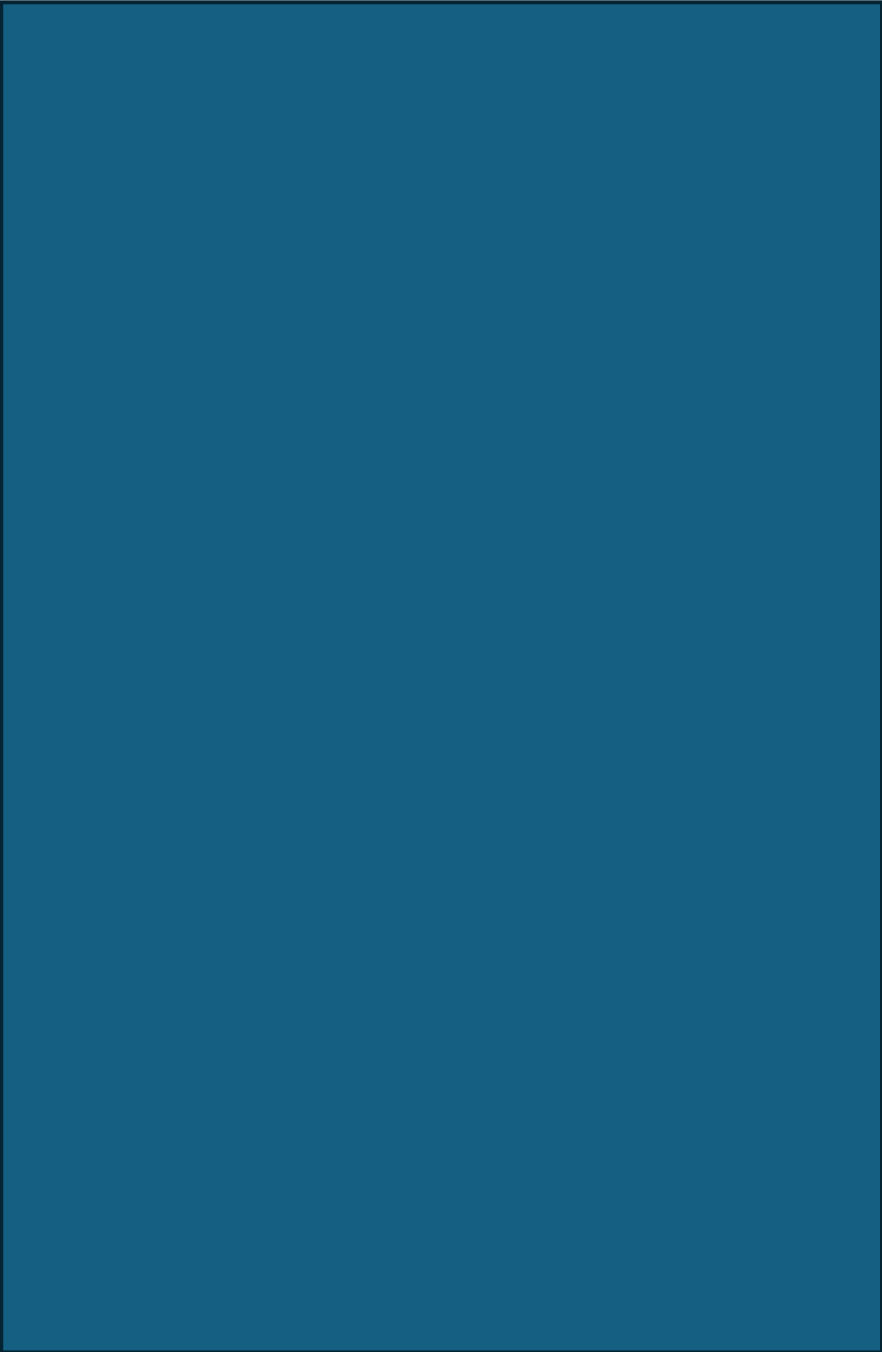
Anything important
but difficult
(Jamaica)



Anything important
but difficult
(Jamaica)

Joined up
government across
units

Sustained
government across
administrations



Anything important but difficult (Jamaica)

Joined up government across units (MDAs)

Sustained government across administrations

Tactics

Best Practices

Reporting mechanisms

Accountability Flows

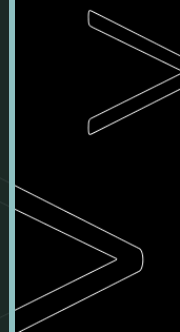
Narrow Goals

VPOC

2. How to keep the future alive



Learning future literacy

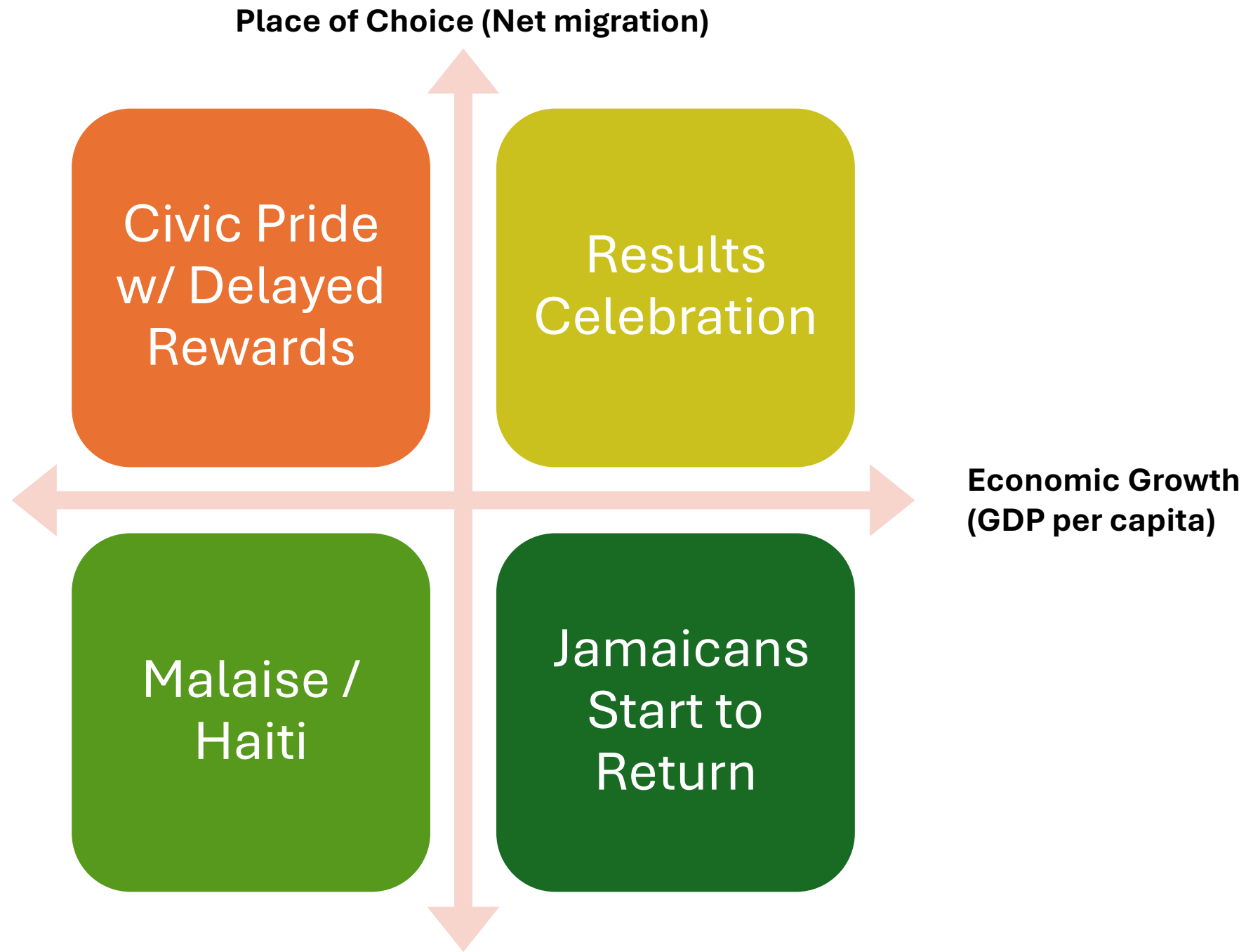


How to Keep the Future Alive | Futures Literacy

- Think and speak in terms of future scenarios
- Use practices to stay inspired
- Backcasting to make things realistic
- Manage Momentum i.e. Kill or Revitalize

What are some things
you aspire to for
Jamaica?

January 2031 Scenarios



A boyfriend who is found to cheat once on his girlfriend may never do so again. But if he never apologises, makes amends, nor promises visible behaviour changes, she will remain upset. Even if she doesn't say it, **the relationship worsens.**

■ **ADVISORY COLUMN:** WORKPLACE PRODUCTIVITY

Jaded staff: Why prior corporate change efforts might be the problem

AS A leader, you have big aspirations for your people. However, the more you express them, the more opposition builds. How do you get past jaded sentiments and resigned responses to your hopeful view of the future?

Case in point: Jamaica's biggest challenges.

In a recent chat I attended among leading thinkers, participants quickly converged on three obstacles: crime, literacy and energy prices. But they also admitted that Jamaicans are jaded. Like many employees in the average organisation, they have become cynical, tired of failed hopes and dashed dreams.

Most leaders' default response? – Stay positive!

Francis
Wade



THE FRAMEWORK

nuanced story behind it all.

The fact is, the build-up to the plan's launch in 2009 was picture-perfect, by the accepted standards of the time.

Consequently, other countries and the United Nations came to us for advice on how to achieve participation and consensus at scale. Why? Miraculously, the effort

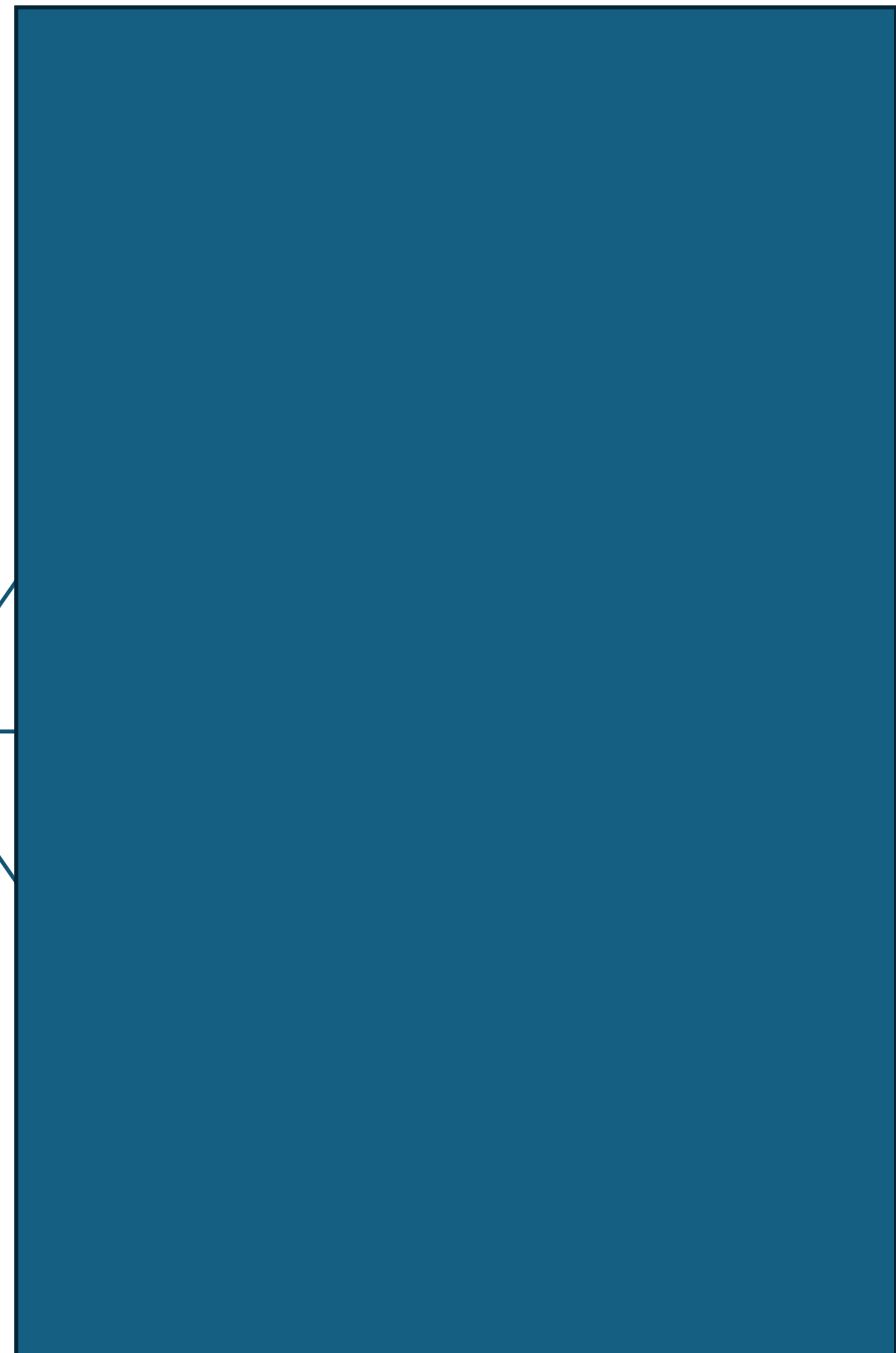
created bi-partisan hope in the middle of a worldwide financial crisis.

This is extremely rare in our recent history. Furthermore, maybe it's only happened two other times. Recall the advent of the Electoral Commission of Jamaica and the Economic Progress Oversight Committee, better known as EPOC.

Your
Aspiration

Vision 2030
Stalemate

*Any aspiration
for Jamaica*



**Your
Aspiration**

*Any aspiration
for Jamaica*

**Vision 2030
Stalemate**

Tactics

Kill V2030

**Revitalize
V2030**

?

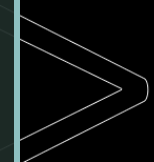
How to Keep the Future Alive | Futures Literacy

- Think and speak in terms of future scenarios
- Use practices to stay inspired
- Backcasting to make things realistic
- Manage Momentum i.e. Kill or Revitalize

3. How to stand for results bigger than a government can



VPOC



How to Stand for Results Bigger than a Government Can - Steps

- Have a strategic plan for the future of Vision 2030
- React to a Crisis
- Be ready with a Terms of Reference (TOR)
- Set up an independent accountability mechanism
 - Public Communication and Engagement
 - Consultations and Feedback
 - Transparency and Accountability
- Craft a process to mediate when relationships break down

Vision 2030 – Hunting for Accountability

Who is accountable for Vision 2030 results?

- The PIOJ is not accountable for Vision 2030 results (only the monitoring and evaluation)
- The reports from MDA's are passed to the Cabinet Office
- The Cabinet is accountable to Parliament

On Jan 1, 2031 no-one will be responsible for any failure.

Normal Accountability for Strategy - Joe

Joe is someone who:

- ***Tracks and evaluates progress***
- Intervenes when results are not being produced – Kill/Revitalize
- Calls for a change in goals when needed
- Performs change management activities
- Offers technical support
- Manages the logic underlying the Strategy Triad
- Does not allow the option of “Ignoring” the vision/strategy

How to Stand for Results Bigger than a Government Can - Steps

- Have a strategic plan for the future of Vision 2030
- React to a Crisis and be ready with a Terms of Reference (TOR)
- Set up an independent accountability mechanism
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Next Steps

- Develop a “call for participation message” for Word-of-Mouth sharing
- Attendees tonight: Recruit within your trusted circles (private sector)
- Secretariat Team + Funding
- VPOC Team to learn from EPOC, CMOC