

it was a well thought out set of scenarios and this scenario is almost like we anticipated that

0:08

a likely outcome we something about crime and violence and growing the economy and

0:15

dealing with some of social we also have a more disturbing one called Paradise your M all right

0:23

let let me jump in there just because if it gets so interesting cuz uh Dr h will actually

0:30

be sharing a bit about the four scenarios as we go along cuz it's a part of our time together

0:36

but um so folks what do we do about a vision for Jamaica how do we engage with any kind of picture

0:47

of the future and you know given the fact that any vision of the future that we want including

0:54

one that is crime free isn't happening in a vacuum but it's happening because of a history

1:00

it means we have to account for where we're coming from which is Vision 2030 so I'm Francis

1:08

Wade and I know all of you but um uh we'll do some introductions in just a moment but you're

1:14

here because you're someone who believes in a vision of our country and you want something

1:21

great to happen however you're also aware that we've tried to make great things happen and then

1:29

we've not not succeeded at the level that we could some things we've made progress but in

1:36

the big areas which would affect the man on the street we've not seen the kind of progress that

1:43

we wanted in spite of our best visioning so here we are on the 21st and we're here to tackle that

1:52

question together and as you see the the group of folks around us are who are with us today

2:00

are people who are committed to a future for Jamaica try and move forward and today we're

2:08

going to explore how do you produce a vision in a country in which people have lots of Visions but also a history of not producing results as a result of the visions that have been

2:19

created so welcome um I'm going to I know we've all introduced ourselves here on who are here

2:29

in person but I'm going to ask us to introduce ourselves also online so that we know who we're

2:34

speaking with and who's with us and who's not so I'm Francis Wade the reason I'm here is because

2:41

I wrote an article for the gleener that Chris Isa read and he called me up and he essentially

2:46

said put your money where your mouth is and do something about it so I'm here because he said

2:53

well I'll pay for the room you just show up and instigate the conversation and I accepted

2:59

his Challenge and um happy to be here um I'm a strategist a Management Consultant and I work

3:05

with my spouse uh Dale Pilgrim in our company d one second um person's online you can hear us

3:13

clearly right I can hear Marine you can hear us yes you can David yes I can hear okay good great

3:24

we'll have you introduce yourselves in a moment so so if you just introduce ourselves really quickly where we're who we are our names and where we're from so nice and loud so that folks who are

3:34

dialing in can hear um I'm good evening I'm Dale Pilgrim Wade um triny by birth raised in the US

3:43

followed Francis back to Jamaica and I now work with them I think that's I came to the meeting

3:50

because he said babes please come I hate to say it but that it's also all we talk about but hi I'm p

4:01

um uh committed committed jamaic uh and uh committed development person and certainly but

4:12

also very private sector focused as one of one of the thing the drivers that I think we under

4:21

underutilize in our whole development strategies so I think it's important that engagement

4:29

of private sector in finding Solutions is very important and perhaps is one of the reasons why we

4:37

don't actually get uh get the results that we're talking about because we we seem to have the same

4:44

people in the room all the time mhm and uh those people are not necessarily uh the people that can

4:53

make things happen and uh I guess because we're familiar with with various people so we call the

5:01

same people to the same meetings all the time and we get sometimes the wrong results but I think I

5:08

think it's not not a question of the what I think it's a question of the how mhm I think that's our

5:16

real challenge is the how cuz even in the prime minister's speech you know the prime minister's

5:22

speech could probably mirror 2030 bar mar mar um all national industrial policy that was done by

5:30

um Don Harris um but it's how how do how how do you how do you move from an idea

5:40

to execution to insuring results I think that's where we fall down all the time

5:46

implementation that's why we that's why we're here that's what brings us we wouldn't be here if implementation were were easy thanks Pat sh development practition and mention about the

6:00

the home iot the home I've been involved in the the home in terms of um designing

6:09

and implementing activities that really speak to development of um

6:17

persons great I'm

6:22

sh from a family history point of view

6:34

SCH of the country and that's kind of the DNA that you know through me and try to just do

6:43

what I can on the way so Dr Hughes and I were in contact from you know I think just Roman who

6:49

was retiring and um I followed some conversations up with with um Dr Henry at wanted to learn that

7:00

2030 was maybe on a shelf and not seem to be in any part of you know that mandate so when when

7:07

your article came up and I said well yes it's 2024 20253 on the corner what what what where are

7:15

we and um so so I'm glad that you you know took up the um opportunity to see where where can we go or

7:24

get the conversation but I think not by chance but I think your writings have some thought on

7:30

the topic to where the prime minister is now you know supposed to be putting forward a vision but

7:36

um and and the editorial Observer also spoke about that but um I think it's very timely and with Dr

7:43

Hughes here I'm sure he can benefit from where where you know things were before he retired and

7:49

how he thinks best for us to go forward as as as as a country I I think I take what P said very

7:57

wholeheartedly I never really been too um involved in actually sitting around the table like this so

8:07

in terms of seeing what the next steps are and and how we can get to some meaningful you know

8:14

um steps or dialogue I don't know but I'm I am Francis whatever help I can be of I certainly

8:23

um would want to help you that capacity great thanks Chris I'll be blaming you if anything goes

8:32

wrong been involved in security one for the last 40 years 40 plus years um both regionally

8:42

J region globally great great Tony and I had a conversation at another meeting like this

8:51

one about change management and I didn't use the phrase in this presentation but it's essentially

8:58

what this is all about cuz imp impementation is we'll see all a function of perhaps of

9:03

change management Dr Hughes where the Hughes um consultant Economist um retired from retirement

9:14

recently involved in development policy banking Finance planning strategic planning National

9:26

planning um from the day Voyer one was launched 1971 it has now done 21,000 21 billion miles so

9:39

that's how far I've traveled in the last um almost 50 years wow great to have you biss

9:51

introduce yourself too okay and then take us through the online I have two familiar faces

9:56

Marine Andia all right so Melissa CH I'm here to bring a fresh pair of ears and eyes to this

10:03

session um focusing on building a better Jamaica through ncv um as well as on a personal level

10:10

through my company um providing low cost access to high quality products and competitive prices

10:17

um and my focus is the hospitality industry but also for our retail persons as well so

10:24

just bringing convenient products to the market at good price is high quality so that's about me

10:30

just a little s but my main focus is building a better Jamaica MV and providing access to

10:37

persons through my company food food will never go wrong right so that's that's about me great okay

10:48

Moren I'm if you hear any songs by any chance my grandson is CL to me so you the

11:02

grand so um like everyone else at the table I'm very much interested in what happens in

11:14

Jamaica I we to try to find

11:29

can ensure that what is important important to the development of the Cure that needs to

11:37

[Music] make uh of these conversations taking place and I think at some point

11:49

we just need to make sure we um a little bit more coordinated so that we all Focus

11:59

focus our energy on um on meeting the objectives that we have in mind thanks very much thanks

12:07

Morin we have Thalia Lynn as well hi I'm

12:13

lyia um I'm the founder of Island gr and I am on the board of The Institute group and the chair of

12:26

the Institute Foundation I I I feel that if I can start a company a woman starting a company from

12:35

scratch maintaining the survival of myself and my employees over 800 mainly single mothers who have

12:48

been with me through Pac through Co not anything is possible and I'm very optimistic I'm the only

12:58

one of my siblings remaining in Jamaica but I feel that if I could do something from nothing

13:06

that there are a lot of possibilities and I think I've built a good brand I know I've built a good

13:11

brand not alone with the help of all my ladies around me yes there are some gentlemen as well

13:18

but I I just don't want to give up hope and I'm here because Francis is there me in the past EU

13:30

if we help one another and we stay positive I do feel that we can get

13:35

somewhere and and that's my big aame to continue feeding as many people as

13:41

possible supporting many people as possible and I'm looking to your all course to execute

13:48

we talk a lot but we can also execute excellent thanks thanks Theo and David

13:54

McBean yes um hi everybody my name is David I'm so sorry it's half all between

14:08

here we're getting introductions on from the online folks so we have David MCB introducing

14:16

himself um Thia Lane and Morin Denton and Howard Mitchell by the way is also he sent his robot so

14:24

he's listening or he's roboting in or whatever that is that thing is he's there somewhere

14:29

sorry David go ahead no problem David at engine is about identifying problems

14:41

designing Solutions implenting Solutions and find out testing if they work

14:47

doing [Music] soltion and I think that describes a lot of what do happen

14:59

and we're always from my perspective we're always trying to solve [Music]

15:16

problems and it's very hard to die and I want to leave a better country for my than the one I have

15:38

and you know that's that's really why I'm here I currently run the mon School of Business and

15:46

management where I get to work with young people and I think we don't have a lot of discussions

16:01

I see where 80% of people in higher education are 20% and you ask yourself what's happening

16:12

to the other 60% of boys should be education um boys are causing us the

16:20

most problem most social dislocation crime new and the same effort we put in to uring

16:30

that there was equal access for women I think we need now to look at our boys

16:36

or SC that so that's my little speech but I'm happy to be here and thanks Francis for inviting

16:51

you're welcome so who just walked in Calton Calton Davis can you introduce yourself and where burn

16:59

a very retired public servant and um I think most people know that I was cabinet secretary

17:09

but my my main area in life was the Box SE and I I take an interest in the economy because um

17:24

without it growing all the things that we write Vision 2030 will not happen not a

17:35

lot great wetherburn all right I'm stepen wetherburn I well I have a I say a background

17:49

in the public service in energy and infrastructure projects um in particular but but among other

17:56

things but I I'm no not currently in the public service right now I'm working as a consultant

18:02

uh with the European Union great so folks it's it's great to have you as you see we we've not

18:10

invited anybody from the current government either opposition or or Current public sector

18:18

or Focus really is on what can everyone outside of government do about the challenge of creating

18:24

and sustaining a vision for Jamaica um the fact that you're here means that you've gotten past

18:30

where most people are so we are engaging in this conversation against a background to be real of

18:39

cynicism resignation and despair and as theia said she refuses to give in and thank you for

18:48

coming because it means that you you refuse to give in to a popular a popular sentiment that

18:54

we're not going to wear we're never going going to we and the best place to go is to get a visa to go somewhere else so thanks for thanks for being someone however this is

19:07

the reality that we are dealing with and almost um fighting with so today let's go over some

19:15

facts about what Vision 3030 is about we've done a bit of analysis and come up with three Secrets then um we will have a discussion about next steps practical steps so things have changed

19:26

very recently can folks ask online see the screen or is it too shiny have gotten the presentation

19:34

that the presentation Mar andure I sent the presentation to you guys so maybe it could

19:39

review it and then it could follow follow through that's okay oh no David David going to send it to

19:48

David okay thanks sorry there's no way in teams to share it with them oh yes yes I can I can you can

19:55

share it from your laptop all right great Okay so the prime minister's utterings have changed

20:01

recently or over the years it used to be that he always spoke about Jamaica being the place

20:06

of choice um this year however in the budget debate there was no mention of place of choice

20:13

leader opposition didn't mention it Minister of Finance didn't mention it and the only one of the

20:18

four major ones who mentioned it was the shadow Junior Robinson The Shadow Minister of Finance

20:26

so it was interesting because there was a time when every Minister would end every speech saying

20:31

Jamaica Place of choice so something has shifted um and then couple days ago um or rather this was

20:42

in September prime minister announced that we're not going to hit uh developed status by 2030 and

20:52

commentators followed up and said therefore Vision 2030 will not succeed now that's not

20:57

news to anyone who is any been tracking anything to do with Jamaica however his response was in

21:06

response to a question it wasn't a statement so it came sounded like he was responding off

21:13

the cuff as opposed to laying out a new policy so two days ago the Prime Minister did indeed

21:22

lay out a new policy and in that new policy he didn't mention Vision 2030 at all um so I guess

21:35

we're here well you are here does it matter is this Vision that was created something that is

21:45

ignorable is it something that we should kill is it something that we should Revitalize or is there

21:55

is it just a matter of changing from one big thing to another big thing and swapping Vision 203 for

22:01

Aspire so I had to change my presentation because this was not this was not a part of it a couple

22:08

days ago but things did change so that's just a fact of the matter of where we are now what I'll

22:17

describe was a very awkward spot um we said that the overall purpose of vision 2030 was to make a

22:22

place of choice to live work raise families and do business however Jamaicans have expressed a

22:35

continuing and growing interest in migrating so if you just measure are we accomplishing Vision

22:41

2030 the answer is well the numbers tell us that more of us want to migrate than ever before so

22:48

the numbers have been going in the wrong direction the lines have been getting longer the sentiment

22:55

has been growing and if we just look in our own lives I imagine you have friends who are either

23:01

migrating or migrated or they're talking about migrating and it's it's not that they're going

23:07

abroad to study and then get themselves better and come back is that they are fed up angry cynical

23:13

resigned and in despair so it's not coming from a good place it's coming from having given up of a

23:21

dream of living here and having this be home and they're doing it under due rest and willing to do

23:29

so do you have these migration numbers um these ones are from migration data portal.org so we

23:38

looking the period 209 this is from 2009 to 2023 so between 9 and 11 it shot yeah I I I suspect there

23:49

was a change in the way it was measured I see I suspect but the trend has been asking is certainly

23:57

in M this has not been even with the people around me the highest point that which people want to

24:02

migrate in my in my world a lot of cuz people are traveling people are going back and forth

24:08

right I don't have a lot of people that can think of living up home I don't know if you are seeing

24:14

that I seeing it yeah or they they would if they could if it were there were no obstacles and there

24:21

were no Trump involved and it was easy to get a green card boy but you know it's a sentiment yeah

24:32

being speak up please can you go a little louder David can you guys hear are you

24:40

hearing me yes okay yes go as loud as we can David are you hearing me yeah 8% of

24:51

grad right and how long has that been the cas the young people are

25:03

educated people

25:15

plers electricians but those are not the tertiary people David Pro no I'm saying

25:29

both both because trades men make a lot of money people all right that's the story and vision 2030 was intended to reverse that action desire

25:52

sentiment the idea was to make a Jamaica so great that we would have people coming back

25:59

even you know those in the diaspora when I lived abroad everybody wanted to come back until some reality setting and they had children and grandchildren and they looked to

26:12

Jamaica the numbers weren't going in the right direction the stories scared them to death and

26:17

so I was part of a cohort when I was living in the states of maybe 30 people I'm the only one who came back we all talked about coming back all wanted to but all the different

26:28

reasons so Vision 2030 hasn't delivered um on that result which is a measurable result um the average

26:38

Jamaican I think has a what's that response to Vision 2030 so it's not even on their radar it's

26:47

it which is remarkable right because at some point this was our inspiration this was the own not only

26:58

the best Vision we had for ourselves but I want to say that we we've had different Visions for

27:04

ourselves at different times in history so before before slavery ended we had a vision of being free

27:11

before the rebellion and uh semi- representative government coming in we had a vision of having

27:18

a St in government then we had a vision of having the vote then we had a vision of having Independence and then there was a gap this is my interpretation and the Gap was filled by Dr

27:34

Hughes and others Dr F refuses to take policy was probably one of the better documents that we had

27:46

between that and vision 2030 the industrial policy National industrial policy excellent

27:52

document which if we had followed it would have we would have been able to get Vision

27:59

2030 well let me let me let me jump in there and and just there's a gap that you're creating

28:09

there are lots of other things like in the 1960s M that's um development plan yeah I think was um

28:21

driver trying to do something things in that era for Education expanding ucation and Industrial

28:30

Development between 55 and 7 generated lots of growth um coming from a a relatively small base

28:40

but was significant um those are things that we have to Fashion um so there was no Gap in My View

28:49

From 38 to that is 62 62 there's no Gap right I think have different views on it because as a as

28:59

a normal to sell ourselves so that we discount some of the achievements of the of the right

29:09

I think that theme is going to come out again today also something on the timeline that some

29:16

of those are really changes to social structure and social conditions MH and then other ones are

29:23

economic policies and now they inter you can't take them apart but Focus for instance I found

29:31

it remarkable that between the first elections and Independence was 18 years only 18 years so

29:40

one party was form 44 to 62 6 years before then the next one was formed in a few years just before

29:47

then you went to election 44 right 18 years later we were independent right 60 years after

29:53

that we were debating whether we're ready yet to go fully independent isn't that interesting right all right let me let me let me jump in and move on that symbolism doesn't matter it

30:07

matters cuz what what I put this up to say that an inspiring vision has the power to change

30:17

everything that a country is about and its people experience and when there's you know when they say

30:22

when there's no vision the people perish Vision 2030 was an active attempt to create cre a vision

30:29

that would Inspire us to accomplish in every area of national life and that our example of doing

30:37

that has never happened before in our history hasn't happened since and in many countries like

30:44

the USA still hasn't happened for them it has happened in many and I'll talk about it but Dr

30:50

Hughes to break you up so Dr Hughes mentioned before that there was there were four scenar

30:58

that were created back in 20 2001 um if you could speak to the four that were created

31:06

CU they describe sort of Jamaica's where will Jamaica end up in how many years time can sorry

31:15

squash suffering not as young as I used um let me go a little bit beyond before that

31:29

2001 two great events took place one was U 911 but before that an even more

31:40

important uh event took place Human Genome was published DNA of most people wouldn't put

31:52

that on their radar was not dramatic 911 but spoke to the transformation

32:00

of thoughts and ideas and knowledge creation and where the world could go

32:07

um that year also launched two things um

32:14

the development dialogue process within the P because a number of people after finac and

32:25

the economy was in a a state of you know real real mess put it that way no growth not just

32:34

no growth significantly declining um declines in GDP in the economy unemployment crime you name it

32:43

was a period of really really um National flux we decided to go into the field to ask people

32:53

what their views were get feedback from people because if you can't be planning
Institute and

32:59

not know what you're planning who you're planning for what they thinking would be um
and I must say

33:07

this came from the point when I was being appointed when the Prime Minister said to
me if you do not feel the urge to go out and speak to people and understand what they
are

33:18

about and what they want don't do not take the job um it is not a technical job only it is a
job to

33:28

understand the society and the place you're living in and how you can Propel life for
better we went

33:37

out we had the discussion but that was not even sufficient we found that we had to
engage

33:42

more people at a more technical level and so we established with the undp um to do a
process in

33:50

Jamaica that was done in South Africa um Adam Kam I can't remember the name same
kind of um dialogue

34:00

process to develop some scenarios that will get us to a better place in understanding
our ourselves

34:08

and making choices deliberate choices and we engage a lot of people across the
country Uptown

34:16

downtown rural you name it at least one other person here can verify this process is in the

34:23

room from High Court judges to Human Rights people Carn GES was part of it and I decided to stick

34:35

with this because something stood out from me the very first session we had on the North Coast um

34:43

I met a young man from BB I've never seen him I don't know and it was the most moving moment of

34:52

my my career I can tell you that tears came to my eyes he's from B bush and he was in the same room

35:00

with a guy named Bonnie Witter who was a peral beating s from mrag and other candidate in West

35:09

Kingston yeah and this guy at the break and nobody else saw it I saw it was shaking

35:21

literally and water flowing down him and I went up are you sick and he said I can't stay here

35:28

I have to go back to town he said why said I've never been in a room with another PNP

35:35

man I feel that going to kill me any minute now he's from back Bush which is about no more than

35:45

10 miles from downtown Kingston wherever much closer much closer yeah these are two Jamaicans

35:54

and one was so petrified so frightened to be in the same room as the other The Divide was

36:02

so unbelievable um and deep I said this cannot be um just you have to build a Jamaica for everyone

36:11

that's inclusive and you can break down these boundaries and we spoke and we spoke and he he

36:19

calmed down his anxiety levels went down went down um I won't name him um but that that was

36:28

something that um that came out of that process for me that told me that we needed to go beyond

36:35

what we were doing um out of that exercise came four and I'm going to go very quickly because I

36:44

four scenarios that we developed very detailed very thoughtful using all kinds of inputs from

36:52

social sciences political science economics um legal you you name it we came up with these four

37:00

and quickly describe number one was a very dark dismal one called Paradise Lost in which a Don

37:14

took over the country the running of the country and had popular support this was

37:20

2001 at dawn emerged and had popular support and took over the running of the country um I won't

37:32

we can go into details about what that meant this second one for me was nose must run where it was

37:42

not done this time it was a military because of the undermining of Law and Order and crime and

37:49

violence emerging and social disorder this came out where the military came out and they were

37:55

doing a el salv um solution um yeah so we almost anticipated that kind of shock and awe solution

38:10

um Paradise loss incidentally was similar to what is happening in Haiti um with the gangs supporting

38:19

a a Don took over so these two scenarios in a sense was pre were preent anticipating what

38:28

could happen fortunately it hasn't happened in Jamaica yet but it shows that it can happen in

38:35

in the region um El was a slightly different take the nose must run um the second one one one Coco

38:45

speaks to Jamaica as we know it one step forward two steps backward two steps backward one step

38:54

forward that's the rhythm of Jamaica we do get some things right we get a lot of things wrong

39:02

then we get some a lot of things right and we get some things wrong and we move on and we become

39:09

very comfortable and complacent and we adjust crime goes up we still adjust it goes down we

39:17

adjust that's just the rhythm of Jamaica one one coca um and that is a scenario that seem to be

39:26

the dominant scenario for the country the fourth one Get Up Stand Up is a more hopeful one we a new

39:34

generation um emerg but that was more inclusive in the politics it's almost like the the president

39:43

lead lead set of leaders we have in the country that new generation would have emerged and take us

39:48

on a more hopeful path um doing things differently more technology and if you look and listen to some

39:56

of the language is was like um what we were thinking about then but guess what the world

40:02

has moved on and when we talk about the vision 2030 feeling the issue is the world has moved

40:15

on so even if we were to make our Targets in 2030 it would not be sufficient because the rest of the

40:22

world has would have moved on so we get to 20 30 we made the targets for some things but it's it's

40:31

have no moment because we have not just not kept up but we have fallen so far behind final comment

40:40

on Vision 2030 incidentally this scenar these sets of scenarios were not welcomed by everyone

40:49

some of them were considered too shocking and I I remember one permanent secretary said how could

40:58

you dare publish something like this you the piog you're irresponsible she called me irresponsible

41:05

for having something like this emerging because um um this should never have happened um but it

41:15

was an Insight um but the point is we were able to use these scenarios to guide our our discussions

41:25

in establishing Vision 2030 because we saw where people really wanted number four Get Up Stand Up

41:37

a more hopeful Jamaica but there was one key thing in that people wanted lifestyle of people in the

41:46

United States but they did not want to lose the culture of Jamaica the what Jamaica stood for

41:56

what what they felt about being Jamaican that was very very important to them um so they wanted the

42:06

high income good infrastructure um Clean Cities and environment good health care good education

42:18

but they did not want to lose reg music Ai and saltfish rice and peas and those are metaphors

42:27

for Jamaica what Jamaica stood for um and most of these things would have been embodied in Vision

42:37

2030 which is a comprehensive document um we can go into the history of how it was established and

42:45

how it came about um there's a prime minister who is not very happy with me because um having given

42:53

the instructions about what to do and making sure that it was inclusive of everybody in the

42:58

country in the process um the final document did not mention him um sufficiently he told me did

43:05

not really reflect his his instructions to ensure to ensure that they um the it was not a partisan

43:18

issue and the PNP and the JP as political organizations were canvassed and included

43:28

as against the government and the opposition um they were so we we went to the PNP headquarters

43:36

the JP headquarters we spoke to the youth arm young Jamaica G2K pnpo all of those groups private

43:47

sector every everybody would have been included and so this was a technocratic document to a large

43:54

extent trying to translate what we got from this process here into a document of a national nature

44:03

um but my last comment technocrats cannot lead this process Vision National Vision has to come

44:14

from leaders political leaders have to own this sell it mobilize people cuz leadership is about

44:26

getting people to Mo move from their comfort zone to another level that the leaders envisage

44:35

and communicating that with integrity and skill and what have you to get people to go to that

44:43

next level so if the leaders or leader doesn't have that vision and owns it and believes it and

44:52

then get people to buy into it it's not going to happen technical people people cannot do that we

44:59

can do the technical work we can do all the the other aspects of this but we can't we can't lead

45:08

National Vision um we can do other things but not that great great so you you can imagine this was

45:17

no short process this was no one speech this was no this was no quickie that this process involved

45:26

it it started in 2001 or before and it took didn't finish until 2009 so you're talking about a steady

45:35

buildup and engagement of Jamaicans that had never been undertaken before in our country um there was

45:45

a great deal of lobbying that Dr Hughes has shared with me that he personally had to do including

45:51

camping out in outside certain certain offices to meet with certain people of High standing who

45:58

otherwise could not be found unless they were tracked down so it took consultations at this

46:04

wide level it was launched in 2009 yes and my reading of history and again I'm being I can be

46:13

creative right is that the reason that we are able to be to get through the crisis and have an Epoch

46:19

and get our GDP ratio down is a function of the cooperation and collaboration that happened before

46:28

in other words if there were no vision 2030 there would be no Epoch disagree I think I think that you know even before that even before that we were talking about

46:43

a tripartite approach that tripartite approach we were talking about looking at the the model

46:52

from from Ireland we were looking at all of these various models all over the place so

46:58

that that process of of looking at a tripartite Arrangement finding Solutions didn't just start

47:05

in 2003 it started before that good to hear could I say something happy to hear I believe

47:13

that first of all we did well in terms of growth in the 50s and 60s I would say that

47:24

what we have going first US I was I told somebody we spent less than 50 million us

47:32

a year importing oil or anything \$2 a DI that was so Jamaicans never thought of the

47:42

price of electricity it was availability of electricity we were not far removed from the

47:52

Eastern Caribbean in overall yes in the and I mean of all the strong the taxi drivers inid

48:03

quite literate Barbados too barbad but that oil separated you know what we're

48:14

spending on importing oil now \$2 billion it separated I was discussing with the former

48:24

Prim Minister that what was known as the third world into the Saudi we all Colonials in some

48:31

form what separated was O some became wealthy or much better off and some became on the back

48:44

foot and so the 50s and 60s 50s and 60s also had agricultural Commodities had markets the mind

48:56

I like the prices all the time but access I mean I heard Hill saying the last time we had was 60

49:07

that was the year we produced 565,000 tons of sugar 565000 so we had access we had cheap oil

49:20

okay and that we have never in regard to the oil and you know that well you spend a lot of we have

49:32

never we have tried the solar thing and all these other things but we have never overcome that and

49:38

let me just give you an example we are spending I don't know if you check your electricity bill

49:44

as I do we are paying 33 cents a kilowatt hour for electricity in Trinidad I think is about 7

49:54

Sub subsidized I know it's subsidized but they are think seven what it means well they can subsidize

50:01

it it is a what I call recondite economic argument of the wisdom of not pricing it according to the

50:11

more Market but that is the so the Trinidad consumer when he or she uses electricity has

50:19

so much more disposable income mhm I mean if you take if you take the average Jamaican use of say

50:27

300 kilowatt hours okay and you're paying 33 cents for a kilowatt hour it means you're spending 100 a

50:36

month just imagine you had uh 20% less that is disposable income I mean some people may spend

50:49

it on foolishness and so on but it is likely to generate uh a lot more economic activity and I

50:57

tell you to take this o seriously this is a sheet of paper which shows our economic growth with the

51:04

the brilliant 50s and 60s mhm and then you saw this thing and if you see a little Resurgence

51:16

that Resurgence occurred when Saudi Arabia decided for some reason or the other to bring it the other

51:23

oil producers on the heavy maners and you remember that what a pump and so we got this rest fight and

51:32

if you notice we are growing again and then that disappeared and and we are either barely above

51:42

or barely below so I my my own feeling is that fundamental to whatever Vision we set and I have

51:51

no problem with the place to live you know all this sort of things we have never quite overcome

51:58

the energy problem I mean travels helped us out in terms of the foreign exchange part in that

52:06

we didn't have to pay up the whole thing for all of it immediately and that cushioned the foreign

52:12

exchange for a while but the price of the Jamaican consumer and we have never the World Bank p and

52:22

wesle will remember the World Bank contributed to this chaotic transportation that we have on

52:29

the highway that we should not subsidize the trans yeah the urban bus system and this was not econom

52:38

and then we we open this scill but what it what what it what the thing has done is that we spend

52:46

and despite what we spend on electricity we spend much more on fuel for transportation because Aid

52:55

cleaner it's it's cleaner um and therefore more expensive you know you pay more for gasoline than

53:03

you pay for Bunker SE oil so at the root of it I am saying that we need to have a vision I don't

53:14

think any country can operate just even the West IND cricket team has a vision that will one they

53:23

recover the heights that um one you have to have a vis but lucking lucking in in supporting this we

53:35

have to see how we can get the physical parameters the economic parameters and I don't know I really

53:42

don't know what's the way out for the energy thing because we have been trying our best with the solar think but somehow it's not making on I don't feel it I don't if any you feel it but

53:53

I don't feel the well haven't put it on my roof I'm feeling no you might be feeling it no no no no

54:01

that is no that no that that sorry ladies ladies and gentlemen apologies for interjecting I have

54:10

to drop off for a little so if if you indulge me um just 60 seconds and this is really interestings

54:20

step step make on our electricity bills 25% higher and that's an interesting one that we what's that

54:29

say makes makes our energy bills 25% higher um and just listening here I

54:41

think it it's hopefully what I have to do I can finish and come back I just think in a

54:48

sense where like frogs in boiling water cuz the things the things that should make us

54:57

outrage and Tackle we don't so there 18% passes of five subjects or um transportation not being

55:11

able to be managed um I I think the visual thing that we speak about has to translate at some point

55:22

to tangible objectives or the people not believe and I think that that's where I think the vision

55:31

becomes believable so what does vision 2030 mean for the lady Incarnation Market you know what

55:41

does it mean for teachers and I think that's the part that's that's the Gap that must be bridged

55:52

I feel that Vision 2030 will only work if it has Milestones agreed to by everybody and we

56:06

we hold them accountable but this is a really amazing discussion really sorry I have to drop

56:11

out but um thanks if this is being recorded I'd love to yes that's yes I'm recording um

56:23

all right um just just mentioned than David than David P just mentioned that she's on it I think

56:31

this is going to be one of the things that like a Housing Trust okay may have to shift a lot of

56:38

its financing to having these individual houses financing so so um attractive that people will

56:50

do that sort of thing because we are spending on something that I'm saving like 70,000 yes

56:56

a month that's the point a month right and I'm still paying JPS right per what's my payback

57:02

period 5 years less far less than I spent I spent I spent uh \$3 million and I'm s saving \$770,000 a

57:13

month yes so so I am saying that you're going to have to take what you can't do is you know since

57:22

you can't you can't change the world market price for this commodity you're going to have

57:29

to try to make every home wh now that raises another question is whether a jpsco can survive

57:40

if you have 50% of the population um Let me let me jump in there C cuz we're going to we're going

57:48

to address the issue of a vision for example of energy for Jamaica what are the obstacles

57:56

to us accomplishing that as uh people because you can't again you can't just say a speech and then

58:01

have it happen Vision 2030 followed a process to build consensus that took at least 8 years and Pat

58:09

is saying it happened it started before that but definitely when we got to 2009 we had consensus

58:15

around energy for example so we got to a point where we all agreed that this is what we wanted

58:23

and then something interesting happened that we're going to talk about you know a lot of discussions

58:31

around Jamaica Singapore comes up Singapore 32 cents per Kow hour 32 cents 32 cents per Kow hour

58:40

they don't have cheap energy no doesn't seem to stop them though because they have a high income

58:45

right so no but they didn't start there they started behind us what's the their Vision what

58:54

was their execution I I have I have an opinion on that but it's beyond the conversation today but it

59:00

is about vision fixity of vision which we need the same result we just can't get there with a single

59:07

leader I don't think so for those of you who may not know Vision 2030 compus four National goals

59:13

15 National outcomes 60 indicators and involve 31 sector groups it was a massive buildup um these

59:21

are what the goals and the outcomes look like if you've not seen them before so in essence there's

59:27

something in there for anything that matters to us as a people you might say there was nothing left

59:33

out including energy here is one of the reports that was put together by a sector committee this

59:42

is a table of contents but look at the people who are involved you'll know some of these names if

59:48

you can see them it was headed up by Dr Raymond Wright seconded by Wayne McKenzie Ruth poop poop

59:56

skin um various other experts 30 others who I couldn't fit on the page so there were 31 of

1:00:05

these groups oh and Steven is at actually stepen wurn is right there no accident but there was 31

1:00:15

groups and that's what it took to bring us to that level of consensus in fact it was such a model

1:00:21

of of doing this kind of visioning in the world that other countries came to us for inspiration as

1:00:30

to how we did it because this was more than just a technocratic document correct this was heart mind

1:00:39

soul Life Death everything that matters to us and the idea was that it was intended to inspire so

1:00:49

you may say at 2009 we were highly inspired and today we don't people don't know what what it is

1:00:58

so something happened between 2009 and today that we're going to get into because any Vision that

1:01:04

we have for Jamaica for the future has to follow a process now what I'm saying flies in the face

1:01:13

of some who believe that all you need to do is announce a policy but our history tells us that

1:01:19

accomplishing big things takes time so here's some language written by by someone in this

1:01:27

room it sounds like it was written yesterday

1:01:32

right I'm familiar with those two districts

1:01:41

a so this was written by Dr Hughes who has forgotten

1:01:56

and this is a this is just a snippet of the forward they want to read it they read go back read it today our children from the tiny boy in abacar sent an to the teenage girl in

1:02:07

cave West mland have access to technologies that were once considered science fiction they seek

1:02:14

opportunities to realize their full potential this plan is to ensure that as a society we do

1:02:20

not fail them we have a duty to ourselves to the sacrifices of past generations and to the hopes

1:02:29

of future generations to preserve the best of our country and to transform the worst the outcome in

1:02:35

2030 is dependent on the decisions we make today so the forward to the vision 2030 document folks

1:02:44

it's worth reading to my mind it's worth sending out to every school to read it every day now that

1:02:51

may sound like a little bit a lot of friends Overkill but you know what the other documents that we read every day the The Pledge and the national anthem and other things that we they

1:03:01

don't create a vision for Jamaica the way Vision 13 2030 does not did does it does something for

1:03:11

us that no other things do it has a special place so special in fact that I mentioned that

1:03:20

there's a bunch of countries that followed our lead so this is a list of countries that also

1:03:26

have development plans a bunch of them came here find out what process we use because the process

1:03:32

that we use to build Vision 2030 was exemplary it was almost picture perfect it did exactly

1:03:39

what it was intended to do it delivered um now having said that there are some problems that

1:03:47

all Visions are facing sure process mhm reason why we insisted on this process is because of

1:03:55

fail of in the past planning processes in the past most of the plans from 55 65 68 78 were designed

1:04:11

around government government in office and as soon as the administration changed it became defunct um

1:04:21

to the point where within the pi there are people who were skeptical of even developing another

1:04:29

plan because it's a waste of time it's a waste of effort and and so we're not going to work on this

1:04:36

or if we do it's perfunctory we go to the meetings we take notes and there was no heart our soul we

1:04:43

had to go about convincing them that this was a process that was going to be inclusive it was

1:04:50

not going to be a government plan it was going to be a national plan and I think that that was what

1:04:59

got people truly truly inspired and involved in the process now as I say it can only go so far no

1:05:07

further but that point is is very very well worth noting um right and and part of what I would I

1:05:16

would say today is that private sector people know this from running companies this is well known in

1:05:23

private sector cuz they have small universities to control but they are also very focused on profit

1:05:29

one thing and to get hundreds of employees all engaged in the same way toward the same goal you

1:05:37

to do exactly what Dr Hughes talked about doing it at government however 100,000 people 150 mdas

1:05:46

is another story so what governments are finding around the world from I've talked to a couple of

1:05:52

colleagues in other countries who are also they also have have their Vision 2030 South Africa Kenya and all the other ones is that their Visions if their Visions didn't have strategy then

1:06:06

what they're left with is a wish list so one of the criticisms of ours is that wish list is that

1:06:12

it has everything in it which then if you're a private sector person you would say it has too much in it because now it's hard to focus because there's everything in it and the a vision that

1:06:25

doesn't have a strategy with it has a problem in implementation by definition cuz then you can't

1:06:32

imp you can't Implement everything even if you have all the resources in the world and again

1:06:38

given that we're in a extra governmental private sector conversation this is well understood

1:06:43

by private sector we can't do everything we only have a Lim out of money resources so we have to focus so that's one problem that is coming uh happening around the world

1:06:56

another one is a function of government do you know how hard it is to get a pothole fixed I

1:07:03

don't mean you take your own cement and thr it in the hole I mean you follow a process

1:07:09

to find out who is accountable for filling that pothole filling a pothole is a major

1:07:15

undertaking if you're fortunate you get someone who has cloth and that neighbor no no I didn't

1:07:26

mean it that way I meant it which agency because some roads belong to them some roads belong to

1:07:32

them and some roads are in between some Road are in between exactly don't have a master no

1:07:40

ownership so in the private sector world this is this is misdey influence is also that influence

1:07:47

is also part of that globally globally yeah this is everywhere so these are these are not unique

1:07:55

to Jamaica at all but you know the private sector folks outside of government this is mistifying why

1:08:01

can't you just fix the pole cuz it in a in a nice private sector company you fix the things that are

1:08:08

obviously broken it's it's easy but it doesn't work that way in governments uh around the world

1:08:14

um accountability and accountability for vision 2030 if you ask who is accountable for vision

1:08:20

2030 but we'll we'll try to that question later but there's not a real answer to it the common

1:08:30

problems and the third one is that unfortunately these National Visions pay off a bit late so the

1:08:40

expectation is high in the very beginning that yeah man something going to happen but really

1:08:47

what has to happen is that the population the Citizens need to be patient because there's a lot

1:08:52

of nothing that needs to happen first so if you go to the average man on the road I said would you

1:08:57

believe that Jamaica's economy is being held up by and I'll show you some names of organizations

1:09:03

that hold us up as a model for having achieved a reduction in our debt to GDP ratio the average

1:09:10

man in the street going to be like I talk about if you ask any good Jama they don't get it they

1:09:20

never told it and they don't see it what I'm saying is there are so many good things talks

1:09:25

about them as if their irrelevances once they become good because there's always a bad thing

1:09:31

Another Bad Thing to talk about B when you look at somebody's standard of living in the public sector

1:09:40

at the lowest levels now compared to what it used to be it is astronomically different so so there's

1:09:48

a that's there coming out of this I will impr my

1:09:58

part when it is is promise was very informative for to listen thanks a

1:10:07

lot so so a part of what a Visionary needs to do a vision 2030 or anyone who wants a vision

1:10:19

for Jamaica is that you have to manage the expectation that Tony is talking about and

1:10:24

guess what we haven't really done a good job we have done a bad job the expectations have

1:10:31

remained higher than the actual accomplishment and there's been no communication to that effect or little communication so now we're we're just you said There lives before and

1:10:43

now it's worse now far better far better that's what I thought I give you a little for instance as a young army officer left tenant um I I did not earn enough to qualify

1:10:55

to get a car loan that's at that time now a private Soldier or a constable of police or

1:11:05

lowest level of public servant can do that just just one example and there are many

1:11:11

more think when I think of my teachers my teachers live in Mona they lived in um you

1:11:29

know uptown p no hope pastors Etc but where can they live now well I think they're worse

1:11:37

off no no well their ability to buy a house is higher now oh yeah now a lot of people rented

1:11:48

and their Arrangements family husband whatever it is because that's where the housing was once Port

1:11:56

got building you had a mass migration over there most people live over there most public servants

1:12:02

live in Portmore and we saw that in Co like the whole it empties in the day and then builds up

1:12:09

back at night so because that that is the sort of middle income housing in Jama and similar things

1:12:18

abroad you know after a while some some areas get gentrified you can't live there anymore you

1:12:23

know Clinton lived now a few years ago yeah here Chris you point to that to that but I know what

1:12:32

othery might have you know get to the discussion perod and where we go from here we we right we get

1:12:43

there who was responsible having done all the work that went into

1:12:57

who was responsible to hold that question Chris cuz we'll get to that

1:13:02

one so there's managing the Gap and then there's continuity between governments I said

1:13:11

there was common problems every government has around div Vision now you can try and squeeze up accomplishments and division into one Administration but there has to be a mechanism

1:13:23

for continuity and causing Vision 2030 to happen and to create it over a period of 9 years meant

1:13:31

to cross a number of Administrators at the same time or at different times in Trinidad for example

1:13:41

for a contra example they have a vision 2030 that was announced by the government that the

1:13:46

opposition immediately attacked so if there's a change in government in Trinidad it's dead so

1:13:55

they don't have a vision they don't really have a vision they have a statement or a policy or a I think they even call it a Manifesto at some point but you don't get

1:14:03

anywhere so having seen all of that my to my surprise when I went into government and

1:14:12

again this is for most of the private sector folks who are listening to this there is a

1:14:17

huge infrastructure within government to report on Vision 2030 there is it is it is the it should be

1:14:26

the Envy of every private sector company because we do strategy in both private and public sector

1:14:32

there is no equivalent in a public private sector company of what has been accomplished in the public sector it is an amazing capability and any Vision that we create for Jamaica needs

1:14:44

to build on that capability these are some of the documents that get produced and they're all

1:14:51

aligned to Vision 2030 at the top level those of you who have been in government say no big

1:14:57

thing but it is a very very big thing huge and difficult for if you're not in government to

1:15:05

appreciate in terms of what walking away from Vision 2030 means that you're giving

1:15:11

up so a lot has been done and I I you know I I know there are people who I have my sentiments

1:15:22

about the public sector and how civil servants and them no but and blah blah blah blah
blah blah but they're just not true in the sense that they it ignores the infrastructure
that's been

1:15:35

built over 14 15 16 years to implement Vision 2030 CU it tells us that whatever Vision
that

1:15:43

we have can be built on top of that and from a change management point of view

1:15:50

this is just common sense you don't go and reinvent a whole new way to implement any

1:15:55

Vision whether it's for energy for economy for growth for potholes whatever it is you
have to

1:16:02

use this this mechanism so that was the first misconception I had so can I ask a
question

1:16:09

since if we look at transformation in government the places we can see transformation
the passport

1:16:20

office uhhuh the um ta general department all all of the places that became executive
right that's

1:16:31

where you see transformation and performance you can get a passport in one day right I
don't know

1:16:38

how many other countries in the world you can get a passport in a day but you can get a
passport in a day and if you reflect on when I was young um or even today you can go
online and get

1:16:51

your your birth certificate all of those kind of things transformation took place there why

1:16:59

because there was huge expenditure not huge but significant expenditure in change management in

1:17:07

setting up accountability Frameworks in putting performance indicators in place all of those

1:17:13

things and those were followed through people were being paid based on that right okay now so

1:17:21

you have illustrations of you can turn something which was a completely corrupt institution which

1:17:30

is the place where you used to get the everywhere yes RG into a performing a performing organization

1:17:40

and I was surprised frankly I don't like to talk about my watch but I was surprised that that was

1:17:47

not expanded I was really surprised and I have never been able to understand because it's the

1:17:55

most successful transformation transformation and when I I mean I was chairman of public sector

1:18:02

transformation committee at one point in time when I first came back into Jamaica and it was the most

1:18:11

frustrating because none it just seemed to me that none of the principles that we had developed

1:18:19

during the first exercise were being followed through it was it was a a a slack nonperforming

1:18:28

process that um I never saw any results coming out of out of being you know head of the same

1:18:37

so I was very happy to give it up but you know so there there say to you know I I and I'm still

1:18:45

engaged in trying to help transformation side of government right from one is from one government

1:18:51

to the other but I don't feel inside of the government the desire the enthusiasm and the

1:19:00

enthusiasm for change mhm and inspiration and all the things that Vision 2030 was intended to right

1:19:09

right there's no energy being put behind right I I I walked into different parts of government and I asked them you know aren't you guys more excited about Vision 2030 than anybody else in

1:19:20

the country and it look at me like I'm mad yeah or what like are we talk about I said but you this is

1:19:28

this is you this is of all the people in Jamaica you should be the most inspired by this not the

1:19:33

man in the street so something that was supposed to happen didn't happen and let's let's talk about

1:19:40

some of those strange strange things that didn't happen just saying that those Transformations like on rgd and so on were they was that transformation linked to 23rd right one more

1:19:57

they have own and that is something a private sector company would never do what you would never accomplish something and then not TI it back to your original

1:20:05

Vision well timing and sequencing sequencing yeah we did this in 1996

1:20:11

starting about I mean J where she was was F transform with the trade Point service all

1:20:19

these things so but those were those those would have played their part in facilitating

1:20:26

business but but the point I'm making is that we've accomplished us Tony said these different

1:20:33

things and not tied them back to Vision 2030 the way a CEO of a normal company every cat

1:20:41

the cat cat eats the cat does well who been running around and we stopped getting rid of

1:20:46

them but oh what a success everybody loves the cat oh that's because of our vision you know

1:20:52

this propensity to tie everything to vision is a everyday behavior in the private sector it serves

1:21:00

a function truthful that's not how our politics is even though you have Vision 2030 people have

1:21:07

their own set of priorities um different leaders different times different issues uh not to run

1:21:18

too F ahead but the reason why Vision 2013 my view have would not have taken off there real

1:21:25

serious problems that the country fa after Vis 2030 um was published Global financial crisis

1:21:33

um Co to name you two those things have to take immediate priority and you we of course to some

1:21:43

extent and have to deal with those issues um and in a sense you almost forget to come back

1:21:49

to to that you really Tio um recovery into Vision 20133 um Let me let me suggest that

1:21:58

we do and that we actually need a Secretariat to do this now why would I say another level

1:22:03

of when I say Secretariat I'm suggesting that we need a way to bring non-governmental people

1:22:14

to the party because there are things that everyone else in the world takes for granted that when good things happen you hear about them in government that's not so it does

1:22:24

you don't hear about them necessarily because Party politics Pol the reasons that you said and

1:22:30

it leaves us as Citizens feeling as if Vision 2030 not do nothing but the truth is it's doing amazing

1:22:36

amazing things from my point of view so my point of view I said before all these organizations

1:22:42

have said that we've done amazing things with our Deb to DP ratio with our unemployment rate that

1:22:50

we've done an amazing job of curbing inflation we've done what other countries like to do now

1:22:58

the argument that Mara makes was interesting some things are too important to be left up to government interesting H what could a private sector Secretariat or a private sector group

1:23:15

offer to government and say you know there's something that we Jamaicans care about that's

1:23:21

bigger than a party that's in power that's so big that it can't rely on one party or any other party

1:23:29

to continue it so it needs continuity it needs technical assistance along the lines of tying

1:23:37

gains to the vision so there's these behaviors that we see in private sector that are everyday

1:23:45

accepted normal that in government are just foreign but you could probably take Aspire

1:23:54

and find in Mission 2030 okay so if I were the Prime Minister and just following on your what

1:24:05

you're saying um you would say that you're you are this this is your focus this is going to

1:24:13

be my focus and here we are know we need both public and private sector to buy interest as

1:24:25

as the goal or let us have a conversation about Aspire and then come distill that down into

1:24:33

actionable actionable tasks for various Ministries agencies private and public sector do in the same

1:24:45

way that we did for Epoch because there was a consensus in Epoch and there was the con Conant

1:24:55

monitoring which is what is always important because then if you're not monitoring people

1:25:02

are going to just continue to but it needs to be public it can't be that what you're talking

1:25:09

about which takes place in the public sector which everybody pulls their hair out at the end of the month or every quarter when they have to do that report and having been involved in many of those

1:25:21

reports I can tell you MH that um um they're they're being done a lot better now but I mean

1:25:29

a lot of it is just updating what it is the month before and the person in the office and get to do

1:25:35

it if you were to if you were to test the organization to see if the organization was

1:25:47

actually living up to those targets you wouldn't find that right right so how do you how do you

1:25:54

bring it down to my job and I know when I was at jamro and we went through that process even

1:26:00

the driver knew what he had to do in order to make sure that at the end of the year we could

1:26:09

get our you know 25% on on our salary right or it would chop in years when our salary

1:26:18

dropped by 25% a bonus you know it wasn't really a bonus it was it was our performance

1:26:27

right so some some of the things I think a Secretariat could help a non-governmental secretary could help accomplish is communicating how the vision is progressing at all times

1:26:38

Perpetual communication because we all need it cut down the focus so between now and the end

1:26:46

of 2030 we can't accomplish everything that's in the original document but I don't know if

1:26:54

we can even accomplish everything that's in Aspire but the point is that we need to

1:27:00

be together and what a what a Secretariat of public private sector would say is pick three

1:27:07

things and that way you can communicate them all the way down to the driver but when you

1:27:13

have hundreds of things the communication down to the lowest level becomes it's actually impossible

1:27:21

communication because there's nothing in Vision 2030 frankly that you can give up you can't give

1:27:28

up fixing schools roads hospitals um you have to be doing all those things however for you to make

1:27:37

a difference in terms of um a transformation you have to have a strategy and a strategy requires

1:27:45

some clear objective actionable objective over a period of time but most importantly

1:27:54

more importantly the capabilities for doing those things there's no point in having a desire to take

1:28:01

the Blue Mountain all they have is a truck and um revolver and using so yeah so the idea would

1:28:12

be yes government is going to be doing all these things but these are the critical lynchpin ones

1:28:21

that will make a difference the Prime Minister I identify um a few uh five or so like human capital

1:28:29

development there's no question in anybody's mind that's a consensus I you have to build training

1:28:37

and the education um to do the transformation so maybe we had a consensus around that and maybe two

1:28:46

others right but it's not about taking things out of the vision have to keep it right fixing

1:28:56

the part right so good good strategy there's a new philosophy that says that for your aspirations you

1:29:03

find bottlenecks and you focus your resources around the bottlenecks that's another way of saying what you're saying but there's a a new book that's out now that talks about the difference

1:29:12

between trying to do everything at the highest level versus keeping most things at the same level

1:29:19

and putting your energy behind the few things that would move the needle the most in other words there's an analysis to do to find the bottlenecks and you focus all your resources all your

1:29:29

attention all your energy on the few I suggest this is a private sector skill a capability hard

1:29:36

to develop in government and in government we end up with we end up with a wish list we have some

1:29:44

some capabilities I keep saying we for you're in the private sector Dr Hughes I'm talking to

1:29:51

you as a private sector person all right I'm going to move on well the point is the point

1:29:56

is focus and the fact is we only have five years no for anything can we are limited can I make one

1:30:04

appeal the term 230 is a kind of a metaphor um it's not a destination it's not that where you're

1:30:15

going to wake up on the 12 31st of December 2030 um and gosh we didn't make it on the

1:30:24

we field it was a a kind of a a point in time that you needed to work towards but

1:30:31

you're never going to reach there um development don't happen like that and I don't think we should

1:30:40

start um put it in terms of we have only six more years and if we don't make it there's a

1:30:48

yeah so I I suggest I I differ with you on this and again private sector I have a priv

1:30:54

point of view which is that when you have a vis uh when you do a strategy for a particular year you're deadly serious about it it's not it's black or white it's not well we don't really

1:31:03

because when I talk to people in government they say well it's aspirational you know which to me means we're not serious we're not committed and we're not committed I'm just sharing with you

1:31:14

what I've heard people tell me this and I say to them when you say it's aspirational does that mean

1:31:20

it's optional or are you deadly serious about accomplishing this I suggest that a Secretariat

1:31:28

or a vpac from the private sector would bring that level of vision is either Vision or it's

1:31:35

not Vision that kind of black and whiteness to it that would give us Clarity and give us say okay

1:31:41

we're either going to do it or we're not going to do it if we're going to do it let's do it if we're not going to do it hand up underneath all of this you have to have an economy that grows right you

1:31:54

that's the way you get the resources okay government can get more tax they need an

1:31:59

economy that grows and fundamentally the thing that we should be watching is how I

1:32:08

mean different levels you get more money as the economy grows is that money being used to the

1:32:16

purposes for the vision because the vision does not to happen without some resources put into it

1:32:24

and government has been struck look at it this and the general is here security health and

1:32:33

education take 60 to 65% of the budget that is not spent on debt now that's extraordinary it

1:32:46

means that you have to do everything else with 30 to 40% of your but it's almost true in the

1:32:55

private sector to the amount of money that want to spend on security yes and so security I mean until

1:33:04

security I was thinking about it in the 60s I could I could recite every murder I mean when w

1:33:18

King was it was celebrated in this spes because it was like one of three he was outstanding so

1:33:26

you so you had a society I heard Paul Scott saying how you would like to have 24/7 work where people

1:33:35

work at night first you get electricity cheaper off off PE but you not you don't feel secure you

1:33:44

know a lot of people don't feel secure and C go down places so I believe that one of the

1:33:52

things we have to monitor is how we're getting economic how we're doing with economic will will

1:34:05

and Because unless those are right your vision can't be translated that easily it takes money

1:34:14

not everything takes cash to cure yeah it takes growth to accompl started literacy program you

1:34:20

know they thought um Michael thought he could get it on a voluntary basis afterwards it had

1:34:26

to be institutionalized on the Jamal and money money put into it so I think that of while we

1:34:37

are monitoring this these objectives we have to monitor how are we doing with go the achieving

1:34:46

of the the better fiscal thing will help in fact my own views that we should slow down the pace of

1:34:55

reduction to buy buy some time to so to free up money up some time and money the things

1:35:03

like for the hospitals the you know the schools or whatever so I I believe that a

1:35:11

monitoring Committee just not should be focus on we have focused on the fiscal then we have

1:35:17

to continue to focus because you don't want to make things slick but that should focus

1:35:23

on the growth agenda and as a part of the how are we doing from the growth agenda with achieving

1:35:32

these objectives is 203 and I I believe that 2030 is now dead and you should be talking know

1:35:40

of 2035 which would give you a 10 year or 2040 which would give you a 10 to 15 year run 2030

1:35:49

is virtually thanks know you have to leave yes yes okay thank you process Crea of vision yes

1:35:58

also Inspire the the participants participants to really um get involved and engage and so I

1:36:06

think in this whole process what is required at this time you talk about you a person's not even

1:36:13

knowing what Vision 2030 is about is that kind of Engagement whereby people themselves and so

1:36:20

you will get the consensus to in terms of people prioritizing what it comes back to that whole

1:36:27

process of evil Civic scenario what is it that should be a prior right at this time and if we

1:36:34

do that right and do that well right how that will treat with some of the other things that

1:36:41

we must do I I suggest that's one of those things that can't be left off the government to do no and

1:36:46

that is not something it's it's too much it's too much it's too it's it's that engagement is

1:36:53

is required at this time if we're going to talk about crafting a vision that you know most of

1:37:00

us can buy into right and that process is is NE it's not a process that can be done by government

1:37:08

right if and if any because partly because of the politics but arguably we are we are we are with

1:37:13

vision 2030 because private sector NOS churches we all dropped the ball it not just government

1:37:21

didn't do what it was supposed to do it's that we all dro the ball I'm going to let me go through

1:37:27

the recommendations and then we'll have let me just go through all of them so that we can just get get it up and all right so part of what we've been talking about is how do you talk about the

1:37:37

future to inspire people how do you use practices to stay inspired after the initial inspiration we

1:37:45

can see that Vision 2030 inspired and then lost its steam how do you backcast so that you can

1:37:53

accomplish the realism that um Dr Hugh and I were just going back and forth on that backcasting

1:38:00

allows it to be realistic and how do you manage the momentum so that things don't fall apart so

1:38:07

the suggestion here is that we have to deal with vision 2030 before we consider any other

1:38:17

aspiration so I did this before Aspire came out okay but the argument is that for aspire to work

1:38:26

there's no skipping over Vision 2030 how about Tony and Dr Hugh to hear this one just because

1:38:32

it's controversial but for aspire to get to what it needs to get you can't skip over Vision 2030

1:38:40

now there's reasons and I in a face the article I said that it's kind of like a boyfriend who is

1:38:46

found to be cheating on his girlfriend and then if he never apologizes then the relationship

1:38:52

would only get worse is that if you bear trust in other words if you give up on Vision 2030 and

1:38:59

simply ignore it to death or try to ignore it to death then any aspiration including

1:39:06

Aspire will met with cynicism resignation be true if a lot of people had an emotional attachment and

1:39:17

felt let down because you're no longer pursuing it I don't know that there's a lot of emotional

1:39:23

attach broadly to Vision no I I think you're right about that but there's a logical but there's a

1:39:30

logic here we all know that it's there and it better it better for let's say argument sake

1:39:37

better for the government of or prime minister to have said we're killing Vision 2030 and we're

1:39:42

going to follow Aspire instead because that at least has some Integrity to I don't know whether

1:39:49

that would be the politically sensible thing to do I not no I know in private sector in Ane

1:39:55

it's done all the time it's a regular thing you kill a vision you start a new one it's a normal this is what happens at stale we craft a new one but you don't try to ignore the big

1:40:08

elephant in the room and you certainly have to acknowledge that the process of building in 2030

1:40:16

which was bipartisan mhm can we get to Aspire without a bipartisan and even if we put it in

1:40:26

place and start to if the government changes the next government will come in and they'll

1:40:31

do what happened in Trinidad and they'll kill it from day one so there's no escaping kind of the

1:40:37

logic of vision 2030 you don't work around it by ignoring it you have to contend with it in

1:40:44

one way shape or form and it's better to do it up front than it is to I'm going to move

1:40:50

ahead just because of I I know I'm I'm tiing of your time so it's F to so the choices with

1:40:56

respect to how do you free up this bottleneck you either kill it or you Revitalize it but ignoring

1:41:05

it I suggest part of what a private sector group could bring to the table is to show and to say

1:41:16

that that does not work it doesn't work in the medium term it doesn't work in the short term all

1:41:23

right third suggestion is a vac so a vac would just be a Visionary version of the epoch now

1:41:31

interestingly this was before the new Epoch was announced efficiency po was announced by the Prime

1:41:39

Minister a few days ago but a vac could engage in these kind of actions have a plan for at the

1:41:50

time there was no Aspire but Vision 2030 that it offers to government reacts to crisis that corner

1:42:00

with General and Doctor react to a crisis know how to react to a crisis like for example covid

1:42:10

and know how to come out of Co with a bigger commitment to Vision 2030 rather than a lesser one be ready with a terms of reference terms of reference with respect to how to engage if

1:42:23

the government says okay we're we're we're we're willing to accommodate your ideas as private sector as non-governmental what ideas do you have just so happens we already we've already

1:42:32

thought it through here's what we suggest and then have an independent accountability mechanism

1:42:38

which is exactly what the Prime Minister has suggested around just efficiency but it doesn't

1:42:44

really matter what the mechanism is as long as it brings some Integrity back to Vision 2030 again

1:42:51

kill Revitalize kill or rev aliz is what this organization could say we must do as a people

1:42:58

again this do not fit into a political calculus but so what this is what's required for us as

1:43:07

a nation the two parties from what I understand and hear probably aren't going to agree to Aspire

1:43:16

together it's not not the way it's going it seems well J is saying the same thing that the minister is

1:43:22

saying except basically but he says that the prime minister is just rehashing what has been

1:43:29

said before right so the fact is that one way or the other the kinds of things that the Prime

1:43:39

Minister said are things that we going to have to focus on right right one way or the other PNP or call it a Spire call it something else those are the things that we're going to have

1:43:49

to focus on right not to say that there aren't other things that that we need to to focus on

1:43:56

um but I'm a huge proponent of the need for uh transformation to to actually take place in a

1:44:07

similar manner to how it happened uh with with the executive agencies call it whatever you want to do

1:44:14

but you know the the the chief medical officer was was crying to me the other day about the medical

1:44:23

systems and basically saying we have no management and because we have no Management in the systems

1:44:30

then almost anything goes and the level of waste that we have she says um we we turn over equipment

1:44:40

faster than everybody else in like in a first world country because we don't maintain them

1:44:46

and we don't maintain them it's not part of our culture we don't have a management culture and how

1:44:52

do do you introduce a management culture into something which is broken mhm you can't do it

1:44:59

without change management you can't do it without without putting systems in place mhm I don't think

1:45:06

the current public sector transformation unit inside of the Ministry of Finance although you

1:45:13

know everybody singing their praises I I I don't see transformation happening there I don't think

1:45:20

they're I don't think they're successful I I can't see the result okay so you know how are we going

1:45:29

salaries have been transformed salaries have been transformed without accountability I mean my own

1:45:36

work at the police force had nothing to do with them we did people quality technology three things

1:45:42

everybody news it you can ask the policeman on the road what you doing it can tell you what his his

1:45:47

roolling that quality that was ISO 91 the reason why we did that is because if we say so people

1:45:54

won't believe it if if International body say so that we are at that people take more note of that

1:46:02

just make your things right people were first and so we start recruit people rather than with 3xc

1:46:10

we have them with degrees coming yeah right boy and head girl yeah that's how you do so you know

1:46:18

and of course that builds up momentum you have you agree on establishment for 10 15 years can't

1:46:25

get there reached there because you have to move it the technology is there you don't do something

1:46:33

like that right and I really I really cannot understand this this transformation unit inside

1:46:38

of the Ministry of Finance because I I have not seen anything that they have done which I can say

1:46:46

wow consults to do it right so you you you have to but but clearly we need something like that

1:46:59

but we need something like that that works right but what a best practice in private sector is that

1:47:04

you have change management expertise and it it empowers units to do their own transformation you

1:47:11

don't it's not a pstu type function but it gives the P The The J they police jdf it

1:47:19

gives them the skills that they need and it gives at the training and empowers them and

1:47:25

it it offers them skills that when I asking government who who does change management I

1:47:31

don't get answers well they have a there that supposed to do it but they're not offering it

1:47:37

to you to organizations that need to implement a Chris you had your hand up chis Chris yeah sorry

1:47:45

I'm sorry you had your hand up gu I was I'm yes this is the last last recommendation the vpac um

1:47:53

so if I could just what's touched on right now was was culture which I think is a big thing

1:48:01

nothing has really been done to address culture so GRE hen one thing that struck me in the vision

1:48:08

[Music]

1:48:14

2030 I forget the actual wording but to me that was the the the ailles heel of the whole Vision

1:48:29

that was the single was only one I think one one sentence or two and I didn't know who was going

1:48:34

to take those steps and when I asked Wayne Henry about it we said well essentially no steps were

1:48:41

taken you know so culture really I think is at the heart of what we're talking about whether

1:48:48

it's fixed mindset you know growth mindset open mindset whatever the terminology we have allowed

1:48:56

um the lowest common denominator in our society to dictate or you know or to kind of um lead us where

1:49:04

we are today I had a a very professional young um manager in the security world and he's telling

1:49:11

me he's he's he he's wants to move his boys to England where his wife is working as a teacher

1:49:19

uh not because of Finance in fact he happened to he he was picking me up from somewhere and driving

1:49:26

me in a very nice mazda SUV and I'm like how is he affording this same point you we're making up you

1:49:32

know where our salaries are but he can't take the the the especially for the boys and he made this

1:49:40

point as a father especially for our boys the culture that is out there now he he he doesn't

1:49:46

want them to have a part of that it wasn't for financial reasons based on what he's telling me

1:49:53

he wants to get his boys out because of what is in our culture so and we have Society have

1:49:58

really taken no no steps to address this so we have been left at the mercy of the dance

1:50:05

hall artists they have crafted the culture that is out there today you know and that's why the

1:50:11

vice president or premier of one of the islands could not believe that there's this much interest

1:50:17

in in Vibes cartel's concert you know because of his lyrics but it just I I believe that whether

1:50:24

the politicians and they might say but they don't want to say anything they they they they realize

1:50:29

that Daman Crawford make a big mistake talking about curry goat and plyboard and whatever you

1:50:35

you cannot it we we're dealing with such a spoit level of people in our society and that you that

1:50:43

you can't say anything to them this is why if you tell a young man um somewhere you say no don't do

1:50:50

that or that beats his chest and say oh you f tell me what to do M why because not his mama to tell

1:50:56

him what to do rotten rotten spoiled and that's what we're dealing with right now and we know

1:51:02

empty barrels me make the most noise so how can we overcome all of that because these people are not

1:51:08

listening they're they're they're they're they they know it all they're they're Wise Crackers

1:51:14

anything that you say and this is what brings me I'm saying who who do we we need to get to

1:51:19

to follow this this Vision you know is it the the people who know better or or what do we need to

1:51:25

address in our society but I'll tell you a couple quick things based on some other um experiences I

1:51:31

had right um you know the very powerful Jamaican word overstand so two things said boy Vision 2030

1:51:44

but but and a good Vision that you know you need like 2020 Vision so I I'm not sure how much that

1:51:52

plays in the Jamaican par but I I have found that you have to overand you have to overand in

1:51:59

Jamaica right second thing it says all Jamaica the place Fe work live that that sound like after of

1:52:12

the foreign people that you know versus making Jamaica a place for Jamaicans to live second

1:52:23

thirdly people don't Jamaica don't mean nothing to people right they there there's no patriotism

1:52:29

there's no nationalism there's not it's what what is in it for me so if I was going to say

1:52:35

making it better for Jamaicans now I'm not on us politics but that's what they said help Mr

1:52:42

Trump win because he said he's going to make it better for you right so so um those are some of

1:52:49

the observations but the one that hit me the most was what I call the ACC please heal you know in terms of those those steps I would have expected a campaign to go along a mindset thing

1:53:00

or whatever motivation efficiency what what is what is craftsmanship or you know even you talk

1:53:06

of productivity in Jamaica you do things seven times before you really do it you know come see

1:53:14

why talk about what a job then they come back and serve more but they just passing through

1:53:19

they they don't realize how much time wasting is going on to get the job done but I find that when

1:53:26

you explain it to people in a way a light bul goes off because most people are just living in

1:53:31

this sea of Bo you know ray ray ray ray and you know I said there two types of people in Jamaica

1:53:38

they're the Des you know what with us there you know there and and the lefas the lefas who want

1:53:45

to leave here right so so the the rest of us were trying to make a difference so I I really wanted

1:53:51

to hear what Dr Hughes thought about like it and I agree with the point about not jumping over

1:53:57

something because you have to lay it to rest you know and um or you have to say well are we going

1:54:05

to extend it you know or is there going to be you know phase two and and what did we learn from it

1:54:10

but but I was surprised when you said and if I didn't get mistaken the the the fact that it is

1:54:16

being monitored and still seems to be being used in but did I see a NEPA reference there or not

1:54:22

is it in NEPA I saw something every but in every Ministry it's being used and here's the here's

1:54:31

the Here's the the the real danger you know as we contend with this I'm going to this going my

1:54:37

last comment and then we close out that 5 years from now somebody's going to say we need a vision

1:54:45

2060 and all of us are going to look around the table and say really if we don't close this 2030

1:54:54

out well there will be no vision 2060 or 50 because our memory of what happened the last

1:55:03

time is that we just basically gave up on it and forgot about it and allowed it just to soar didn't

1:55:10

pick up some of the things that Wesley spoke about ni all of those kinds of things so I mean

1:55:17

we do this all the time you know we we Dro we plan and then we leave it and then we come right we W

1:55:24

one C again but do we do we do we or rather I should say we must this time because this

1:55:34

one is our biggest effort our biggest attempt our most public the world knows what we're doing the

1:55:40

World Bank the UN they all know what we're trying to do here and we know and if we come again and

1:55:45

say let's try again or let's extend before we go we have to deal with what is right in from

1:55:52

of us already even Aspire anything that comes next and I don't want this the whatever Vision

1:55:59

30 becomes or does not become it doesn't it doesn't turn into the reason Jamaicans don't

1:56:05

have a vision in the future call for that take you have your next that would be the disastrous for us already written you're you're going to address yes address how is it that the

1:56:16

Prime Minister has just glossed over Vision 2030 and it's I don't write the political you

1:56:22

know to I would I would add that to the next

1:56:33

steps I would I would add that to the to the other Next Step that I have here folks so just to close

1:56:41

out I suggest that we carry this conversation to people who care about a vision for Jamaica I

1:56:49

don't care if it's Vision 2030 Vision 2060 aspire element of whatever it is but there are certain

1:56:55

rules about Vision accomplishment and creation that we just need to stick to if we're going to

1:57:00

be successful I think you should talk with talk to people in your immediate circles but I think

1:57:07

the question of a Secretariat the question of a Secretariat of a representation so that those of

1:57:15

us outside of government can jump back into the game which is what the Prime Minister has asked

1:57:20

for it's just that now the chances of us jumping in as a result of what's happened in the past we

1:57:28

still need to jump in because jumping in is what our country needs you know beyond Vision 2030

1:57:35

there is no accomplishing great things and having government be the only one that's still remembers

1:57:42

what those things are it takes a a joined up team so I'll close out there and then turn off the recording comment all right the close off my part is what I and then we'll and then Chris

1:57:56

[Music] afterwards prime minister made some announcements Rec Vision