

**THIS DOCUMENT SERVES AS A SUMMARY OF THE
MSME AND ENTREPRENEURSHIP POLICY**

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EXECUTIVE SUMMARY

1. Creating an Enabling Business Environment

The high levels of bureaucracy in the administrative and regulatory system, coupled with high transaction costs, are not conducive to the development and growth of businesses in Jamaica. The policy strategies to be implemented to combat this include the establishment of a special team dedicated to reducing bureaucracy and increasing efficiency, and the introduction of technology to improve efficiency in conducting transactions. It is also recognized that the high cost of energy is one of the fundamental challenges facing businesses in Jamaica. Creating an enabling business environment for the sector requires policy intervention in the Government procurement framework for MSMEs. The MSME Policy document highlights the need to lead the process of internationalizing the sector through the strengthening of Jamaica's bilateral, regional and international economic and trade relations and the promotion of local and foreign investments in certain areas.

2. Increasing Finance to the Sector

Policy strategies place emphasis on recognizing non-traditional collaterals such as inventory, accounts receivable and intellectual property. The Secured Transaction Act will provide a legal framework to formally recognize these forms of collateral. The Policy also calls for efforts to restructure the existing institutional framework governing micro-finance. The Policy addresses the need for the continuation of subsidised funds to retail lenders through the Approved Financial Institutions (AFIs). The Jamaica Bankers' Association (JBA) will also be encouraged to provide loans to entities that intend to purchase land or property for business use.

3. Enhancing Business and Development Support

Training and development are critical to the growth and viability of the MSME sector. Common problems faced by MSMEs include low customer base, lack of access to marketing resources and poor marketing skills. A major strategy is to provide training, technical guidance and grants to assist businesses. Businesses will be encouraged to establish clusters in areas in which Jamaica has a competitive advantage. Another important strategy is to allocate prime or other crown land for the development of business clusters, centres and zones. The policy gives special focus to the creative industries (film, music, animation, fashion etc.).

4. Fostering a Culture of Entrepreneurship and Innovation

The introduction of entrepreneurship in the curricula of all primary, secondary and tertiary institutions is a game-changing strategy which speaks to the policy goal of developing entrepreneurship in Jamaica. It is imperative that greater attention be paid to the long term sustainability of start-ups, business growth, and reducing business discontinuation. These issues are addressed under the Policy Element which speaks to "Business Sustainability and Fear of

Failure.” Some of the strategies to be implemented to use ICT in business development include the establishment of Business Incubators and Entrepreneurial Production Centres.

5. Tackling Cross-Cutting Issues

The Policy addresses “cross-cutting” issues such as the collaboration among Government, associations representing MSMEs, and trade associations, to foster greater social capital among MSMEs through various programs. The Policy also places special emphasis on the attainment of equality and equity of opportunity between men and women. The youth and persons with disabilities are also given special attention through a number of strategies to promote and increase the level of self-employment via entrepreneurial activities. There are also strategies to protect the environment and collect and disseminate data and information on MSMEs.

Policy Implementation

The major challenge faced during the development of this policy was the paucity of data on MSMEs. The Ministry is cognizant that, in order to achieve results, there needs to be synchronicity of efforts and enduring commitment on the part of all partners.

INTRODUCTION

Micro, Small and Medium-Sized Enterprises (MSMEs) are important drivers of economic growth and development in Jamaica. The numerous challenges facing MSMEs in Jamaica are both internal and external to their operations. The prevalence of business informality among Jamaican MSMEs poses a challenge to the growth and development of the sector. MSMEs in Jamaica also encounter challenges with marketing their goods and services, both locally and internationally, managing high energy cost and untapped wealth tied up in idle assets. These challenges have led to business closure, retarded growth in business and reduced competitiveness. It is imperative that the impediments to the formation and sustainable development and growth of businesses in the MSME sector be significantly reduced, if not eliminated.

PROFILE OF THE MSME SECTOR

Size and Composition of MSME Sector in Jamaica

The number of non-agricultural micro and small businesses in Jamaica increased from 36,780 in 1983 to 88,850 in 1990. Own Account Workers (i.e. those who operate a business but do not pay staff) accounted for 35.9 per cent of the employed labour force in 2011. A more recent estimate

of the total number of MSMEs is presently not available. More than half (55.7%) of the MSMEs surveyed were involved in the Wholesale and Retail Trade and 23.3% operated in the Community, Social and Personal Services sectors. Studies show a gradual increase in the percent of non-agricultural micro and small enterprises involved in Trade Industry.

Formality

Businesses in Jamaica are obligated under law, to comply with licensing, registration and tax requirements and procedures in order to be recognized as formal. There are several basic legal requirements for individuals and organizations operating businesses in Jamaica.

Registration and Licensing:

- Registration with the Companies Office of Jamaica in accordance with either the Companies Act or the Registration of Business Names Act
- Be licensed as required under Licence on Trade and Business Act, Spirit Licence Law, Hotel Licence etc.

Tax Compliance and Statutory Deductions

- Obtain Taxpayer Registration Number (TRN)
- File and make Income Tax payments (as required)
- Obtain Tax Compliance Certificate (as required)
- Register to pay General Consumption Tax (GCT) and make payments for all taxable activities Pay Education Tax
- Contribute to National Insurance Scheme (NIS)
- Contribute to Human Employment and Resource Training (H.E.A.R.T.)
- Register with the National Housing Trust (NHT) and make contributions, as required by law
- Practice Good Record Keeping
- Submit Employer's Annual Return Form

Informality in the economy is mirrored by informality among micro and small enterprises.

Geographical

56.9% of the micro and small businesses in Jamaica were located in urban areas, according to two surveys. The 2008 survey found that the majority of businesses are located in the Metropolitan and Other Urban Areas; Kingston (15%), St. Andrew (22%) and St. Catherine (11%).

Ownership Structure and Management

Owner-managed businesses represent the majority of non-agricultural micro and small. Businesses with 1-4 paid employees accounted for 39.9%, 46.6% and 24.4% in 1983, 1990 and 1996. Just 23% of businesses surveyed used account books and 21% had business plans.

Financial System Participation

Only 11% of micro and small firms applied for a loan in the year before the survey and only 8% were successful. 33% of micro-enterprises and over three quarters (77%) of small firms possessed bank accounts, according to the study. More than half (53.2%) of MSMEs surveyed continued to use their own savings to finance business activities. 16% relied on family members, 12.4% accessed funds from banks and 5.6% from credit, according to the survey.

Customers and Suppliers

The IDB study showed that 90.3 per cent of micro and small businesses surveyed provided goods and services to local individual customers. Though variations were reported for the different enterprises, overall Only 2.8% and 2.3% of micro and small businesses sold to private enterprises and wholesale and retail customers respectively. The availability of credit was limited, with less than 20% of the firms surveyed being able to access any type of credit from suppliers.

POLICY FRAMEWORK

Vision Statement:

“A highly entrepreneurial sector which fuels economic transformation through innovation, creativity and high performance.”

Mission Statement:

“To inculcate a deep-seated culture of entrepreneurship in MSMEs, reduce bureaucracy to improve the ease of doing business, build capacity, and provide timely and relevant support by forging strategic partnerships and linkages with key sectors within the society.”

In achieving the vision and mission, the Government will perform the following roles:

- Promoter – Government intervenes directly in MSME development
- Facilitator – Government provides an environment that is conducive to establishing and conducting business
- Regulator – Government crafts (and amends, where necessary) and implements laws and regulations relating to MSMEs

Policy Goals: • Increase the number of formal MSMEs by 10% each year

- Improve the technical skills of 100 MSMEs per annum
- Increase the number of MSMEs utilizing R&D in their business operations by 75% by 2025
- Ensure all MSMEs are entrepreneurial by 2030
- Ensure Jamaican firms are innovative and competitive by 2030
- Promote and secure equality and equity of opportunities among MSMEs.

Main Principles: • MSMEs are entrepreneurial in all undertakings

- MSMEs are catalysts for human, social and economic development
- MSMEs are key drivers of economic growth
- MSMEs are key enablers for social stability

Alignment with Vision 2030 Jamaica: National Development Plan

The goals, strategies and outcomes embedded in the MSME and Entrepreneurship Policy are congruent with Jamaica’s National Development Plan (Vision 2030). Jamaica’s National Development Plan (Vision 2030) outlines the roadmap that will facilitate the nation achieving "Developed Country" status by 2030. Under Vision 2030 Jamaica, efforts will be made to foster a culture of entrepreneurship and improve the business environment.

Alignment with National Policies

The MSME and Entrepreneurship Policy is in alignment with key national policies.

CREATING AN ENABLING BUSINESS ENVIRONMENT

Policy Element: Informality

Policy Issue: Formalization is not an instantaneous process but one that requires public education, simplification of existing systems and ongoing support. The IDB illustrates that businesses that operate informally are forced to take actions that keep them invisible to the legal system. This leads to disadvantages such as limited number of customers and restrictions on the size of the establishment.

Policy Objective: To encourage business formalization in the MSME sector

Policy Strategy: (i) Promote greater simplicity, cost effectiveness and efficiency in business licensing and registration and tax compliance procedures through greater use of Information and Communications Technologies (ICTs). (ii) Continue to promote the marketing and developmental assistance available to firms that are registered

Policy Element: Tax and Incentives Structure

Policy Issue: MSMEs face a host of constraints related to taxation; these constraints inhibit their growth and ability to compete. The current Tax Reform initiative should be used as an opportunity to revise the taxation and incentives framework so that it is more conducive to starting and expanding MSMEs.

Policy Objective: To promote a supportive tax and incentive framework for the MSME sector.

Policy Strategy: (i) Ensure all beneficiaries of Government support are tax compliant. (ii) Explore the affordability of eliminating double taxation on dividends for non-listed companies, to encourage re-investment for expansion. (iii) Provide tax incentives for ICT adoption in high-value MSMEs that are engaged in export markets.

Policy Element: Legal, Regulatory and Administrative Framework

Policy Issue: There is a high level of bureaucracy in the administrative and regulatory environment for businesses. Improving the regulatory and administrative environment for businesses requires a whole-of-government approach that will ensure efficiency and cost-effectiveness of services provided by the Government.

Policy Objective: To improve the efficiency and cost-effectiveness of the legal, regulatory and administrative environment for businesses.

Policy Strategy: (i) Institute a rigid monitoring and evaluation system to measure progress in reducing the bureaucracy and cost of doing business. (ii) Introduce „one-stop shop“ to facilitate business registration and application of TRN, NIS, NHT etc., to reduce time and cost for setting up new businesses. (iii) Promote greater use of technology within MDAs that provide services in order to boost efficiency and reduce cost associated with service delivery.

Policy Element: Energy Cost

Policy Issue: The high cost of energy poses a serious threat to micro, small and medium-sized businesses. This persistent problem has led to business closures, retarded the growth of businesses and reduced competitiveness.

Policy Objective: To promote greater energy efficient practices among MSMEs.

Policy Strategy: (i) Implement the various energy policies to diversify the country's energy supply and options (renewable energy, et al.). (ii) Promote and implement Energy Conservation and Efficiency Projects¹² to help MSMEs lower their operational costs and boost productivity through energy conservation and more efficient use of resources.

Policy Element: Government Procurement

Policy Issue: In 2010 Ministry of Finance (MOF) and Ministry of Industry, Investment and Commerce (MIIC) consultants engaged by the Procurement Policy Unit of the MOF through its Inter-American Government Procurement Network (IGPN) membership, through a survey, indicated that few small enterprises and no micro-enterprises were participating in public procurement.

Policy Objective: To increase MSME participation in government procurement tenders.

Policy Strategy: (i) It is proposed that GOJ procuring entities set aside a minimum of twenty percent (20%) of their Procurement Budgets for eligible micro and small businesses. (ii) All contracts designated for MSMEs under the Set-Aside will be advertised on a single One-Stop Set-Aside website, hosted by the MIIC. A database will also be established to capture MSME participation, contract awards and contract values as well as to monitor the performance of procuring entities and MSMEs.

Policy Element: Internationalization of MSMEs

Policy Issue: The level of internationalization among local businesses leaves much to be desired. According to the Global Entrepreneurship Monitor 2011 Jamaica Report, the majority of entrepreneurs had none of their customers living outside of Jamaica. In an increasingly competitive environment, MSMEs have to learn to both act and think more globally.

Policy Objective: Improving the ability of MSMEs to take full advantage of a favourable and enabling internal and external environment.

Policy Strategy: (i) Promote Jamaica as a Global Shipping and Logistics Hub, and provide opportunities for MSMEs to benefit under this new arrangement. (ii) Undertake periodic review and refinement of the National Trade Policy. (iii) Ensure that Jamaica's National Trade Policy provides an enabling framework for MSMEs.

INCREASING FINANCE TO THE SECTOR

Policy Element: Non-Traditional Collateral

Policy Issue: Based on the assets that MSMEs would typically have available as security, the usual “commercial” opportunities available to them to access funding are limited.

Policy Objective: To introduce financing options that are less dependent on the provision of traditional collateral.

Policy Strategy: (i) Promote the on-lending of funds to micro-enterprises without the need for traditional collateral. (ii) Implement Secured Transaction Framework to increase the range of personal properties that can be used as security for loans.

Policy Element: Supply of Credit

Policy Issue: The critical policy issue is the lack of supply of credit from financial institutions together with the limited options available to MSMEs.

Policy Objective: To facilitate an increase in the supply of credit to MSMEs.

Policy Strategy: (i) Re-structure the institutional framework for lenders in the microfinance industry to ensure that funds are more efficiently and effectively allocated to MSMEs. (ii) Increase awareness of grant funding as a source of capital and build capacity among MSMEs to help them access these sources of funds.

Policy Element: Interest Rates for MSMEs

Policy Issue: Creditors tend to charge high interest rates that are often above rates charged by traditional financial institutions.

Policy Objective: To facilitate lower interest rates to MSMEs.

Policy Strategy: (i) Continue to provide subsidized funds to retail lenders through the AFIs. (ii) Provide training to MSMEs to help build capacity to prepare suitable business documents and properly manage finances.

Policy Element: Equity Financing

Policy Issue: Small businesses need to participate more effusively in the country’s economic development process.

Policy Objective: To promote equity financing as a viable financing option for MSMEs.

Policy Strategy: (i) Educate small and medium enterprises on the merits of equity financing and the options available. (ii) Foster and promote a structured venture forum environment where investment opportunities can be pitched to potential investors.

ENHANCING BUSINESS DEVELOPMENT SUPPORT

Policy Element: Comprehensive Training and Development Framework

Policy Issue: Training and development are pivotal to the growth and viability of the MSME sector.

Policy Objective: To increase access to training and development by MSMEs in areas that will address specific challenges.

Policy Strategy: (i) Establish the HEART Trust/NTA as the Certifying Authority to develop training programmes and a manual for training Master Trainers who in turn will train others. (ii) Establish a SME Business News Web Portal to provide ongoing mentorship for members of the sector.

Policy Element: Skill Levels of MSMEs

Policy Issue: The establishment, growth and viability of MSMEs have been hampered by the absence of adequate technical skills on the part of owners/managers as well as employees.

Policy Objective: To increase the level of technical skills in the MSME sector.

Policy Strategy: (i) Provide continuous training programmes for MSMEs in the area of Customer Service. (ii) Accelerate the wider incorporation of technical/vocational training at the secondary and tertiary levels of the educational system.

Policy Element: Structured Mentorship Programme

Policy Issue: A critical strategy needed to support the promotion of entrepreneurship across Jamaica is the implementation of a structured and sustainable Mentorship Programme.

Policy Objective: To implement a structured Mentorship Programme for the sector

Policy Strategy: Develop and implement a plan for a structured mentorship programme.

Policy Element: Demand for Traditional Goods and Services Produced by MSMEs

Policy Issue: Often, low demand for traditional goods and services available from MSMEs is primarily due to improper or insufficient marketing and a lack of understanding of the sector(s) in which they are competing.

Policy Objective: To increase the market share for goods and services produced by MSMEs.

Policy Strategy: (i) Facilitate the promotion of non-traditional exports such as the creative arts, ethnic food and apparel, through overseas missions and consulates. (ii) Strengthen agencies that

play a key role in the identification, facilitation and development of products with a high export potential.

Policy Element: Marketing and Communication Skills

Policy Issue: Demand for the goods and a service from MSMEs is generally hindered by the inability of MSMEs to effectively market their products.

Policy Objective: To increase the marketing and communication skills of MSMEs.

Policy Strategy: (i) Promote greater use of online services as a marketing strategy. (ii) Facilitate the use of ICT as an avenue for MSME operators to access information necessary to facilitate “self-paced” empowerment and knowledge.

Policy Element: Business Clusters/ Centres

Policy Issue: The need for the establishment of business clusters in Jamaica has been verified by the JBDC and JAMPRO.

Policy Objective: To encourage the formation of business clusters as a means of developing the MSME Sector.

Policy Strategy: (i) Collaborate with the private sector, MSME associations and academia to deliver a pointed and persistent education programme to inform MSMEs of the benefits of being part of a cluster.

Policy Element: Standards, Quality and Safety of Products and Services

Policy Issue: MSMEs generally lack the capacity to identify and meet the standards and other requirements of export markets.

Policy Objective: To increase the competitiveness and market access of good and services produced by MSMEs through standards, certification and accreditation.

Policy Strategy: (i) Identify and address the issues MSMEs face with becoming involved in the standards development process. (ii) Provide accreditation-related training and make relevant technical information available to MSMEs.

Policy Element: Labour Productivity and Labour Conditions

Policy Issue: Labour productivity in Jamaica compares poorly with that of its trading partners and neighbours in the Caribbean.

Policy Objective: To build an internationally competitive labour force that will bolster productivity performance.

Policy Strategy: (i) Increase the capacity of the Jamaica Productivity Centre to enable it to expand technical assistance to all MSMEs. (ii) Increase awareness and facilitate greater utilization of the services provided by the Ministry of Labour and Social Security to help MSMEs with effective job matching.

Policy Element: Creative Industries

Policy Issue: Creative industries are fraught with challenges that can only serve to undermine their true value to the Jamaican economy, if not addressed.

Policy Objective: To create an enabling institutional and legislative framework to aid the development of creative enterprises

Policy Strategy: (i)Facilitate e-training through Massive Open Online Courses (MOCCs) which are available in business practices, film-making etc. (ii) Establish more business incubators for creative entrepreneurs.

FOSTERING A CULTURE OF INNOVATION AND ENTREPRENEURSHIP

Policy Element: Entrepreneurial Skills

Policy Issue: MSMEs lack general proprietary skills which hamper their development and growth.

Policy Objective: To promote sound entrepreneurial practices through sustainable capacity building and public education programmes.

Policy Strategy: (i) Introduce entrepreneurship in the curricula of all primary, secondary and tertiary institutions. (ii) Develop a Strategic Plan that will facilitate the implementation of a structured programme which will see the delivery of ongoing support to MSMEs.

Policy Element: Business Sustainability and Fear of Failure

Policy Issue: The capacity of MSMEs to endure and create value over time is an issue of grave concern.

Policy Objective: To assist viable MSMEs experiencing losses or insolvency to restructure and turnaround.

Policy Strategy: (i) Develop and communicate bankruptcy legislation for re-organization of viable MSMEs in financial distress.

Policy Element: Innovation and Productivity through Science and Technology and Research and Development.

Policy Issue: Although science and technology are widely accepted as key drivers of economic growth, expenditure in this area is limited.

Policy Objective: To foster a culture of innovation through more productive use of science and technology and R&D among MSMEs.

Policy Strategy: (i) Promote greater use of technology especially in schools. (ii) Encourage umbrella organizations to provide information on technological and scientific business development services.

Policy Element: Innovation and Productivity through Information and Communication Technology (ICT)

Policy Issue: There is little emphasis on the use of ICT in helping to simplify business procedures, marketing, advertising products and services and boosting productivity in product development.

Policy Objective: To create an enabling environment that will help to foster innovation among MSMEs through greater supply of and demand for ICT products and services.

Policy Strategy: (i) Support technical training and education to develop a cadre of knowledge workers capable of being instrumental in local and international investments in the ICT sector and the wider economy. (ii) Foster the development of an appropriate legislative framework to support businesses that use or supply ICT products and services.

TACKLING CROSS-CUTTING ISSUES

Policy Element: Social Capital

Policy Issue: MSMEs are faced with several social challenges that stem from a general deterioration in the country's social capital.

Policy Objective: To foster greater cohesiveness and promote the benefits of information and knowledge sharing, unity and cooperation.

Policy Strategy: Jamaica's Ministry of Small and Medium Enterprises (MSME) has launched a series of programmes aimed at promoting greater social cohesiveness, unity, cooperation, trust and solidarity among the country's micro-enterprise sector. The programme aims to improve knowledge sharing, information symmetry, networks and experience sharing and best practices.

Policy Element: Gender Sensitivities in Business

Policy Issue: To extend equal rights to all MSME operators, it will be important to ensure equality in levels of remuneration, employment, conditions of labour and civic involvement

Policy Objective: To ensure equality and equity of opportunities between women-owned and men-owned Business.

Policy Strategy: Facilitate training with at least fifty percent of training resources allocated to women entrepreneurs. Develop business incubators, to facilitate innovation particularly in ICT and the use of indigenous material, with at least thirty percent WOB occupation. Partner with Women Owners Limited in the development of business-related policies/strategies for women.

Policy Element: Persons with Disabilities

Policy Issue: Indications are that although persons with disabilities are still employable and are being employed, there remains a high level of unemployment within the group.

Policy Objective: To provide full inclusion, opportunities and support for persons with disabilities within the business community

Policy Strategy: (i) Build the capacity of organizations/entities to design and deliver programmes that consider the needs of physically challenged entrepreneurs. (ii) Provide increased funding for the small-scale entrepreneurship venture under the Rehabilitation Grant. (iii) Ensure that at least five per cent (5%) of participants in all relevant training programmes offered by the MIIC and its agencies comprise persons with disabilities

Policy Element: Youth in Business

Policy Issue: While a significant number of the nation's youth are disconnected from education and appropriate employment, it is believed that given the right support and interventions, the potential creativity of this group can be harnessed to establish enterprises that will contribute to national development.

Policy Objective: To encourage and support youth entrepreneurship as a strategy for youth empowerment and employment

Policy Strategy: Under this strategy, efforts should be made to: i. establish projects and programmes on entrepreneurship that specifically target unattached youth, in an effort to bring them into the mainstream of society through self-employment ii. partner with institutions such as the HEART/NTA to attract and engage youth in basic literacy and numeracy skills development to help with assimilation of information on entrepreneurship iii. enhance the reach of the JBDC by equipping it with resources that will help them to provide mentors for the youth iv. create community clusters for youth-led enterprises v. strengthen NGOs such as the People's Action for Community Transaction to help encourage interest in entrepreneurship.

Policy Element: Environmental Degradation

Policy Issue: The business practices of some MSMEs pose serious threats to the environment. Business operations must consider fundamental issues such as pollution, ozone depletion, flooding (as a result of dumping in gullies, drains, et al.) and climate change.

Policy Objective: To ensure that proper systems, including an environmentally aware/friendly culture, are in place to ensure environmental protection.

Policy Strategy: (i)Sensitize MSMEs on the need to protect the environment. (ii) Ensure that the revenue garnered from the Environmental Levy will fund recycling activities and other projects and programmes which serve to protect the environment. (iii) Promote conformity among MSMEs, to National Environmental Policies and Legislation. (iv) Recognize, through national awards, MSMEs that undertake green initiatives which contribute to sustainable development

Policy Element: Continuous and Comprehensive Empirical Data on MSMEs

Policy Issue: There is a paucity of data on MSMEs. There is a need for continuous and comprehensive data and studies to adequately inform policy direction, including project and programme development.

Policy Objective: To improve the capacity of the Public Sector to collect data on MSMEs.

Policy Strategy: (i) Impose mandatory reporting requirements on business activities (ii) Use impact assessment tools to help with evaluation of policy strategies (iii) Establish a council consisting of trade associations, academia and statistical agencies to oversee the acquisition and dissemination of data and information on the sector.

Policy Element: Public Education Programme

Policy Issue: MSMEs lack awareness of the factors which impede (or can enhance) their development and growth. A significant number of MSMEs are also unaware of the business development support (BDS) available to them.

Policy Objective: To provide ongoing informational support to MSMEs.

Policy Strategy: Partner with the private sector to implement a structured and sustainable public education programme which provides critical and relevant information to MSMEs concerning factors which retard their performance, as well as the range of available services and initiatives. Partner with the Jamaica Exporters' Association and the Jamaica Chamber of Commerce to increase the number of Information Centres.

Partner with the Social Development Commission , Faith-Based Organizations and Community-Based Organizations to promote service offerings available through business development service providers.

MONITORING AND EVALUATING

In order to achieve the goals outlined in the Policy, an Action Plan (aligned to Vision 2030 Jamaica: National Development Plan) will be crafted. This will be done via a partnership between the public and private sectors. The Plan will outline Key Performance Indicators and Targets, including the responsible entities. This work programme must be reflected in the Strategic Business Plan of each Ministry, Department and Agency, with a concomitant Quarterly or Semi-Annual Review System in place. A rigid monitoring and evaluation system will also be developed and implemented to ensure that the Strategic Objectives are met. The policy will be evaluated after the first year of implementation. Thereafter, reviews will be conducted every two (2) years (at minimum) to meet the changing needs of the MSME sector. A Progress and Analysis Report with respect to the impact and achievements will be prepared to inform such review and modifications.