



**Ministry of Transport and Mining**

**Proposal to Review the National Transport Policy, 2007**



*Prepared by:*

**National Transport Policy Review Working Group (NTPRWG), May 2015**

**Updated May 2020**

## VISION

*An integrated transport system and a vibrant and diversified minerals industry which compare with the best in the world.*

## MISSION

*Provide the leadership and the enabling activities which deliver, in a safe and environmentally sustainable manner, an integrated and efficient transport system that serves the diverse needs of all users and a minerals sector that optimizes the value of the resources extracted and processed.*

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## EXECUTIVE SUMMARY

A robust transport sector forms the backbone to a Nation's economy and by extension its overall development. It is therefore critical that an adequate path is charted for moving the sector forward, one which coordinates the intra and inter-sectorial strategies that are necessary for realizing the vision for the Transport Sector within the context of a national vision that has been articulated in Jamaica's National Development Plan- Vision 2030.

In 2007 a National Transport Policy was developed as an initial step by the Government of Jamaica to streamline the development initiatives within the sector. This later formed the basis of the Transport Sector Plan that was developed by the Planning Institute of Jamaica (PIOJ), subsequent to the development of the Vision 2030 National Development Plan. Articulated in the NTP was the need to revise this document every five (5) years, consequently, the document was due to be revised in 2012. It is imperative that the Transport Policy remains current as the policy issues raised in the document tends to evolve with the dynamics of the environment within which they exist, and the Policy is required to be implemented.

The Ministry of Transport and Mining (MTM) is now embarking on a process to review and update the NTP to make it reflective of the changes in the priorities of the Government of Jamaica for the transport sector.

In order to make the process of implementing the policy more streamlined and effective, also to be developed subsequent to the revision of the NTP, is a National Transport Strategy (NTS), the absence of which, in the past, has resulted in a gap between the outlined policies and their actual implementation.

This document presents a proposal for the revision of the NTP, it outlines a proposed plan of action, timeline, how the development of the NTS will be dovetailed into the revision process, it also identifies the resources that will be required to undertake the process (i.e. financial and human resources). Among the human resource requirement

that will be examined is the prospect of commissioning a consultant to lead the revision process, in this regard, the proposal will also detail the Terms of Reference (TOR) for achieving the intended objectives of the process.

## **BACKGROUND**

The National Transport Policy (NTP) was formulated in 1993 by the Government of Jamaica (GOJ) with the view to improve and manage traditional modes of transport such as air, land, maritime and infrastructure, while ensuring a safe, efficient, secure and sustainable transport system. The document was also created in conjunction with other major policies such as the National Industrial Policy: A Strategic Plan for Growth and Development, which was published in April 1996.

The initial framework of the document did not meet the overall objectives of the Transport Sector which led to further reviews and subsequent approval of the document later in 2007.

The National Transport Policy (2007) is now up for revision as thirteen (13) years have elapsed since its promulgation. The review should have been conducted after the first five (5) years i.e. by the end of Quarter 3 of the FY 2012/2013, however due to extraneous circumstances; and several failed attempts to secure funding, the revision of the Policy is scheduled to begin in the FY 2020/2021.

## **JUSTIFICATION FOR REVIEW**

Based on preliminary evaluation undertaken by the Ministry in 2015, the NTP has achieved approximately 71% of its Strategic Objectives and associated Target Outcomes. This means that the Policy did not achieve its objectives in more than one-quarter ( $\frac{1}{4}$ ) of the key Policy areas since its inception – these gaps require immediate attention in order to support efforts to advance the sector. Moreover, in keeping with GOJ guidelines, the review of the Policy is to be carried out every five (5) years. The current Policy is outdated (the review has been outstanding for eight (8) years) which warrants the need for its update. Outlined below are further justifications for the NTP review:

- The review, evaluation and update the NTP is scheduled as a priority deliverable item for the 2021/2022 Financial Year of the Ministry as outlined in the Corporate and Operational Plans of the Ministry;

- The matter of review for the NTP has been brought to the fore in various other meetings including the National Road Safety Committee of Cabinet and received Cabinet's approval in 2018;
- The review will facilitate the adaptation of the Policy to the changing needs of and the advancement of the Transport Sector;
- The Key Policy Areas where the existing Policy did not perform well and/or where further action is required, as outlined in the Preliminary Evaluation of the NTP, are to be addressed in the review process to ensure a more robust, effective and efficient Policy for the Transport Sector;
- The need for the Policy to keep abreast with the changing political, social, economic, technological, legislative and environmental developments that are pertinent to Jamaica;
- To bolster the implementation of the Transport Sector Plan of Vision 2030 which was prepared by the Transport Task Force in July 2009; and
- To ensure the relevance of the Policy not only for the present circumstances but for the foreseeable future in particular, realizing Vision 2030 National Development Plan of Jamaica, helping to develop a Jamaica where person will be prepared to live, work raise families and do business within the context of a safe, reliable and sustainable transport system.

### **OBJECTIVES**

- i. To replace the existing National Transport Policy of Jamaica.
- ii. To synchronize the Policy with other national policies within the context of the National Development Plan, Vision 2030.
- iii. To finalize the document for tabling in Parliament by the end of the Financial Year 2020/2021 with finalization of the stakeholder consultation by January 31, 2016.

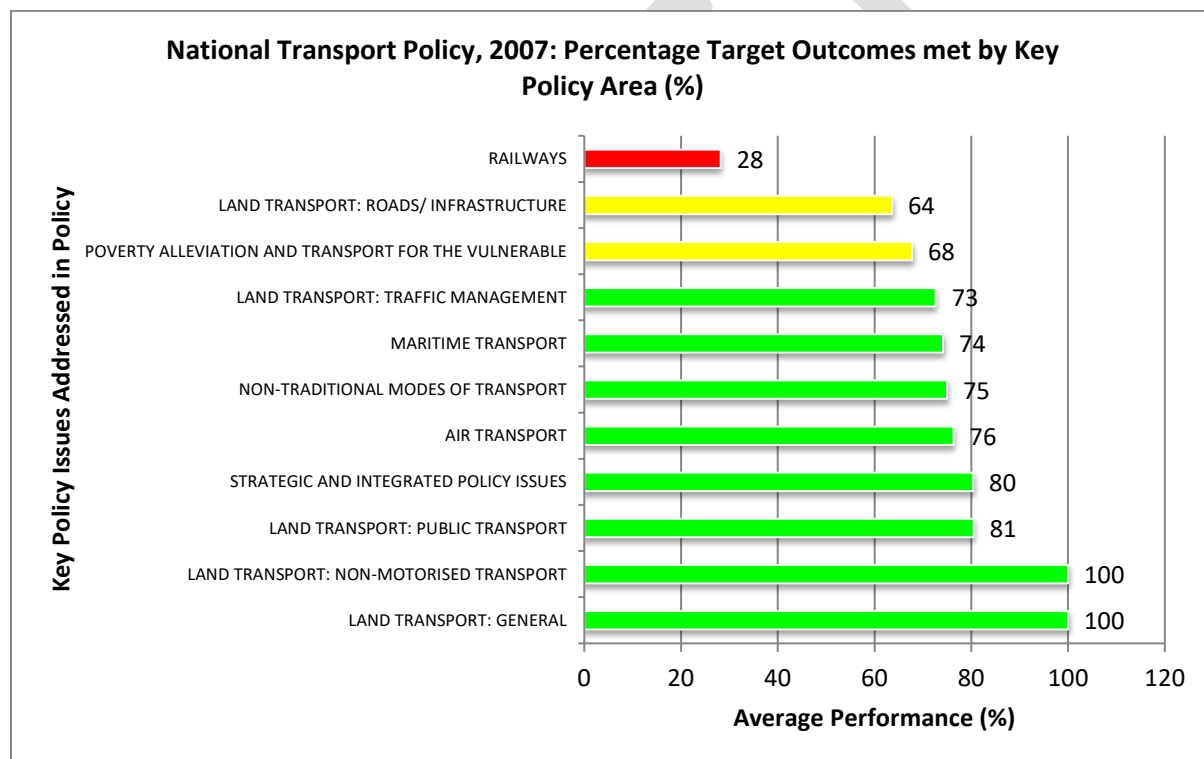
- iv. To identify the gaps in Jamaica's transport sector and present specific policy statements to address deficiencies in the system.
- v. To inform a revised and comprehensive NTP that sets the framework within which the NTS and National Transport Plan will be developed and promulgated.
- vi. To undertake thorough policy analysis and evaluation of the National Transport Policy 2007.
- vii. To inform the preparation of the draft framework document for the National Transport Strategy and National Transport Plan.
- viii. To identify the budgetary allocation necessary to facilitate the NTP revision activities.
- ix. To establish the NTP Steering Committee and Sub-committees with the defined Terms of Reference.
- x. Identify and present the review options for the NTP such as consultancy, identifying possible sources of funding (including grant funding) for the NTP review.
- xi. To identify the relevant stakeholders (portfolio and non-portfolio) for inclusion in the review process.
- xii. To finalize and promulgate the revised National Transport Policy, National Transport Strategy and National Transport Plan.

## PRELIMINARY EVALUATION OF THE NATIONAL TRANSPORT POLICY, 2007

### Summary of Findings

The preliminary evaluation of the National Transport Policy (2007) revealed that overall the Policy has performed fairly well, achieving an overall average score of 71% of its Strategic Objectives and Target Outcomes, which demonstrates that the policy was relatively effective over the period 2008 to May 2015. There were eleven (11) key areas addressed in the Policy and the performance of the Policy in each area is depicted in Chart 1 below.

**Chart 1: Proportion Target Outcomes Met by Key Policy Area, 2008 - 2015**



Source: Ministry of Transport, Works and Housing, May 2015

It is evident from Chart 1 above that the Policy performed on average at 28% in relation to the strategic objectives and target outcomes for railways in Jamaica; this suggests that the policy has performed poorly in relation to railway transportation. The Policy has however done fairly well in all other areas recording on average over 60% achievement in 'Roads/Infrastructure' and 'Poverty Alleviation and Transport for the Vulnerable' target outcomes indicating that those strategic objectives were *on track*. Further, the Policy performed in excess of 70% in Traffic Management, Maritime Transport, Air Transport,



Strategic and Integrated Policy Issues, Public Transport, Non-motorised Transport and other general areas of land transport indicating that on average, more than 70% of the Strategic Objectives and Target Outcomes were met in the of those key policy areas over the period.

Given the overall policy performance, the policy did not meet on average 29% of its target outcomes and strategic objectives. The proposed Remedial Actions will form part of the National Transport Strategy (NTS). The areas in which the policy performed poorly, point to the following needs (by Key Policy Area), going forward:

**1. Strategic and Integrated Policy Issues:**

- (a) Review and update of the National Road Safety Policy (2004) is necessary.
- (b) Rights of Way Policy is to be developed and promulgated.
- (c) Toll Application Fee Formula and Regulations are to be finalized and *gazette*.
- (d) Construction Industry Policy is to be completed.
- (e) Price Adjustment Mechanism (PAM) implementation required.
- (f) Standardisation of the fare increase application process.
- (g) Fragmented regulation of freight industry by multiple Government entities is to be addressed.
- (h) Park-and-Ride service assessment required.
- (i) Road and railway transfer service assessment required.
- (j) JUTC/Rural Stage Transfer Service assessment required.
- (k) Complete the draft National Transport Strategy 2015-2030.
- (l) Transport planning is to be prioritised for Jamaica.
- (m) Dialogue with economic and operational regulators is to continue and ultimate settlement of current dispute with the OUR regarding fees.
- (n) Enact relevant Bills to strengthen institutional capacities are at various stages of the legislative process.
- (o) Articulated and bi-articulated bus fleet increases for JUTC are not determined by length of route but on the volume of passengers.
- (p) Intelligent Transport System (ITS) required for provision of real time information on traffic flows, etc. particularly in urban areas.
- (q) Continued exploration of options for future energy sources to include Liquid Natural Gas (LNG) and Compressed Natural Gas (CNG) as well as lubricants and additives (fuel conditioners, etc.) to improve fuel efficiency, etc.

## **2. Roads and Infrastructure:**

- (a) Develop the medium-term and long-term Strategic Road Network Development Master Plan.
- (b) Complete the National Transport Strategy and National Transport Plan for Jamaica.
- (c) Design and implement initiatives to strengthen the traffic monitoring and demand forecasting capabilities.
- (d) Incorporate appraisal and audits of road maintenance projects and programmes in the Ministry's Annual Audit Plan.
- (e) Ensure that the NWA submits to the Ministry, copies of appraisals and audits of road maintenance projects and programmes.
- (f) Installation and maintenance of infrastructure for vulnerable road users.
- (g) Seek to install pedestrian infrastructure in rural areas, e.g. sidewalks, etc.
- (h) Road infrastructure to include cycle lanes.
- (i) Pedestrian crossing rehabilitation programme (with associated gazetting).
- (j) Sidewalk maintenance programme to be developed and implemented.
- (k) Vulnerable road user separation in road design engineering.
- (l) Policy is silent on the Parochial Road Network – some synergies need to be established with the Local Authorities.
- (m) Coordinate main and parochial road maintenance activities.
- (n) Expand 'road network' to include parochial, farm and forest roads if possible, and establish policy statement to address roads falling within the purview of other Authorities.
- (o) Policy focused on public transport in urban areas – rural areas omitted. Similar initiatives needed to prioritise public transportation in rural areas.
- (p) Better coordination required to effect road maintenance works on public transport routes in both urban and rural areas.
- (q) Continue to foster private sector participation.
- (r) Surveys to be designed and implemented for evaluation of social and resettlement or displacement impacts of roads and roads infrastructure - Recommended for inclusion in the Ministry's Research Programme for the Transport and Works sectors.
- (s) Mandatory Transportation Impact Assessment (TIAs) for all new roads and major road improvements.
- (t) Environmental standards established including social and re-settlement issues.
- (u) Revive the Single Road Authority Initiative.

- (v) Continue capacity building initiatives.
- (w) Appropriate organizational structures in place for newly established Authorities.
- (x) Continued partnership with relevant sources of funding for project financing.
- (y) Develop a Hazard Mitigation Strategy for the road transport sector.
- (z) Develop and promulgate the National Disaster Response Strategy document.

### **3. Public Transport:**

- (a) Develop systems to track safety performance of PPV operators.
- (b) Maintain database of PPV operators and licensed drivers to include information on *inter alia* traffic tickets and associated points/scores, accidents, registration, licensing, etc.
- (c) Establish Land Transport Authority.
- (d) Targeted initiative to encourage PPV operators with safety record to enter market.
- (e) Mandatory use of the Price Adjustment Mechanism (PAM) to assess fare increase applications for public transportation services.
- (f) Visual identification of taxis islandwide, metered taxis, expansion of route taxi services in rural and urban areas, as required.
- (g) Established standardized system for selection of Route Taxi operators for designated KMTR routes.
- (h) Continued focus on enforcement operations.
- (i) Continuous capacity building.
- (j) Synchronised database systems among stakeholders to facilitate administration, safety and regulation of public transport system.
- (k) Splash Guards installed at Bus Stops/Bus Sheds.
- (l) Passenger information signage at major interchange facilities in urban and rural areas.
- (m) Establish Transport Centres at major interchanges which do not currently have said facility in place.
- (n) Continued service improvements to incentivize private car users to switch to public transport.
- (o) Park-and-Ride Facilities established as part of the public transport system.

### **4. Traffic Management:**

- (a) Road Traffic Bill enacted.
- (b) Roadside checks; weigh stations; sign posting of load limits at locations with restrictions.
- (c) Weight Limit monitoring and regulation for all motor vehicles includes trailers.
- (d) Establish facilities, laws and Regulations for motor vehicle emissions testing.
- (e) Promulgation of new Road Traffic Act.
- (f) Direct more road investments toward pedestrian facilities to promote walking.
- (g) Implement planned projects: Windward Road Improvement Project (MOU signed with Tourism Enhancement Fund (TEF)); and Golding Avenue, Mona, Kingston.
- (h) Complete islandwide Pedestrian Needs Assessment and implement recommendations.
- (i) Develop Traffic Management Plans for all urban centres islandwide.
- (j) Conduct studies of traffic flow, land use, and development plans.
- (k) Bans on on-street parking which reduces traffic flows; efficient traffic flows;
- (l) Develop and promulgate Parking Policy.
- (m) Develop and implement initiatives to facilitate school transport systems based on public transport and walking.
- (n) Establish a comprehensive management information system for integrated transport management.
- (o) Bolster integrated approach to main roads design.
- (p) Provision of adequate pedestrian facilities on new and existing roads.
- (q) Outstanding capacity needed before close of Road Safety Decade of Action in 2020: Road Safety Costing and Evaluation through the International Road Traffic and Accident Database (IRTAD); Vehicle Safety - through Road Safety twinning programme via IRTAD, IDB and TRL, will assist with technical expertise; Road Safety Engineering through the Road Safety twinning programme.
- (r) All efforts will be made to ensure Jamaica is positioned strategically for 2020 via the implementation of the five (5) pillars of the UN Decade of Action for Road Safety 2020.
- (s) Sustained partnership with CMI for Road Safety Capacity Building Courses.

- (t) Achieve the 2020 goal for Degree programme in Crash Investigation and Reconstruction.
- (u) Certification of Road Safety Auditors by Society of Road Safety Auditors by 2020.
- (v) Crash Investigations and Reconstructionists certified by the Accreditation Commission for Traffic Accident Reconstruction (ACTAR) – training already completed.
- (w) New Regulations needed to address issues related modified vehicles.

#### **5. General Land Transport:**

- (a) Greater coordination and monitoring of parking facilities through the PCs, KSAC, MTM and NWA fostered by effective enforcement by the JCF.
- (b) Continued modernisation of the ITA infrastructure and services.

#### **6. Non-Motorised Transport:**

- (a) Education and training, improved road designs, good traffic management techniques, better enforcement.

#### **7. Railways:**

- (a) Revitalization of Railway operations pursued and achieved.
- (b) Land Transport Authority established.
- (c) Private railway operations effectively monitored and regulated in accordance with Jamaican laws.
- (d) New railway operator contracted to provide public railway services (passenger and freight).
- (e) Suitable locations for new railway terminals identified, particularly outside Kingston.
- (f) Feasibility studies for the rehabilitation of the railway infrastructure and services islandwide completed.
- (g) Joint ventures explored.
- (h) Assessment of JRC assets completed and divestment strategy and plan developed accordingly.
- (i) Laws and regulations necessary for private railway operations established.
- (j) Land Transport Authority established.
- (k) Level crossings involving private railway lines to be monitored and regulated.

- (l) Safety standards established for public and private railway operations in Jamaica.
- (m) GOJ will establish monitoring mechanism for railway operations to ensure compliance; and investigate accidents and carry out follow up, as required.
- (n) Revision of the National Transport Policy.
- (o) Revitalization of public railway operations in Jamaica.
- (p) PPPs explored for potential rehabilitation of previously existing train tours and tourism attractions.
- (q) Feasibility studies done for development of attractions along the central and eastern sections of JRC railway lines.

#### **8. Air Transport:**

- (a) Continuation of PPP initiatives.
- (b) Network Operation and Control Centre (NOCC) used for remote monitoring (scheduled for implementation in FY 2015/2016).
- (c) Procurement Instrument Landing System (ILS) and Distant Measurement Equipment (DME) at Sangster International Airport.
- (d) Address performance inhibiting factors including obsolete equipment in operation, intermittent failure of all three (3) radars, intermittent failure on Navigational aids at both International airports especially the DVOR at the NMIA.
- (e) Continue monthly Air Policy Committee Meetings.
- (f) Execute all Air Services Agreement now at various stages of completion.
- (g) Complete implementation of Capital Development Programme.
- (h) Develop and implement plans to expand and upgrade domestic aerodromes.
- (i) The GOJ through the AAJ to put a package together for privatization of domestic aerodrome management.
- (j) Interim Plan in place for relocation of Tinson Pen Aerodrome.
- (k) Address General Aviation operators complaints regarding reintroduction of 40% customs duty on importation of aircraft parts used by domestic aviation operators.
- (l) PPP process to be considered for domestic aerodromes as AAJ cannot continue to maintain on budget – part of the National Transport Strategy.

- (m) Consensus on Open Skies Agreement (OSA) framework in CARICOM.
- (n) Implement plans to expand ground handling services at NMIA and SIA.
- (o) Provide adequate capacity for international air cargo services.
- (p) JCAA regulations and Act now being revised to strengthen same, particularly due to the changing ICAO regulations and practices.
- (q) Signed Heads of Agreement to be in place for hosting Caribbean Aviation Safety and Security Oversight System (CASSOS).
- (r) Complete implementation of physical upgrades and procedural changes at airports.
- (s) Encourage more investments in air transport technology and infrastructure aimed at improving environmental performance.

## **9. Maritime Transport:**

- (a) Policy statement regarding 'carrier services provided through free competition and the operation of market forces' to be modified to account for GOJ legislated fee controls such as Wharfage fees, Harbour Fees, etc.
- (b) Port Development Master Plan to be developed and implemented.
- (c) Review possible developments and integration of the Liquid Natural Gas (LNG) sector into the maritime cluster.
- (d) Implement support services including dry docking, leisure boating, etc.
- (e) Pursue cost-effective waste management facilities via port reception facilities for ship generated waste and identify funding for the acquisition of oil-spill response equipment.
- (f) Limited availability of bunker fuel to meet growing demand hampers expansion of bunkering industry – further collaboration required with energy stakeholders to maintain adequate supply.
- (g) Address current challenges regarding the pricing of bunker fuels too high.
- (h) Continuance of private sector participation in the provision of maritime transport services.
- (i) Continued promotion of the industry.
- (j) Develop and assess a strategy for the development of short sea shipping in Jamaica.
- (k) Implement recommendations of the study regarding Positioning Jamaica as a Shipping Centre. Currently, there is focus on the facilities

and the next phase of the implementation is to encompass support services including marine insurance, ship finance and legal services.

- (l) Complete Dry Dock Study.
- (m) Implementation of the International Ship and Port Facility Security (ISPS) Code – Ship Security provisions need to be implemented via legislation – drafting instructions to be re-submitted to the Chief Parliamentary Council (CPC).
- (n) Enactment of MARPOL Bill - Shipping (Prevention of Pollution of the Sea) Act, 2012. The provisions of MARPOL 73/78 were incorporated in the Shipping (Pollution Prevention, Response, Liability and Compensation) Act of 2010 but were extracted and placed in a separate Bill in order to expedite its incorporation into Jamaican law.
- (o) Small Vessel Regulations and Fishing Vessel Safety Regulations to be developed.
- (p) Regulatory changes/ Codes to adopt – Caribbean Cargo Ship Safety Code, Small Commercial Vessel Code, Large Commercial Yacht Code, etc.
- (q) Appraisal of viability of ferry services as an alternative transport mode completed.

#### **10. Non-Traditional Modes of Transport:**

- (a) Consultation to be done with Ministry with responsibility for Energy regarding pipeline transport policy.
- (b) Right of Way Policy to incorporate pipeline transportation.
- (c) Continued collaboration/ coordination with the Jamaica Defence Force (JDF).
- (d) Amendments to the Tourist Board Act may require MAJ to regulate rafting, which is presently regulated via the River Rafting Authority of the Jamaica Tourist Board (JTB).
- (e) Monorails to be addressed in Rights of Way Policy.
- (f) Land Transport Authority to be established.

#### **11. Poverty Alleviation and Transport For The Vulnerable:**

- (a) Assessment of this initiative (*benefits of specific subsidies on journey-to-work tickets channelled through the employer*) to be done to determine feasibility, relevance and need, going forward.
- (b) Completion and promulgation of National Transport Strategy.



- (c) Revision of National Transport Policy and development of associated National Transport Strategy and National Transport Plan frameworks.
- (d) Continue gender mainstreaming activities in the transport sector.

*See further details at Appendix 1.*

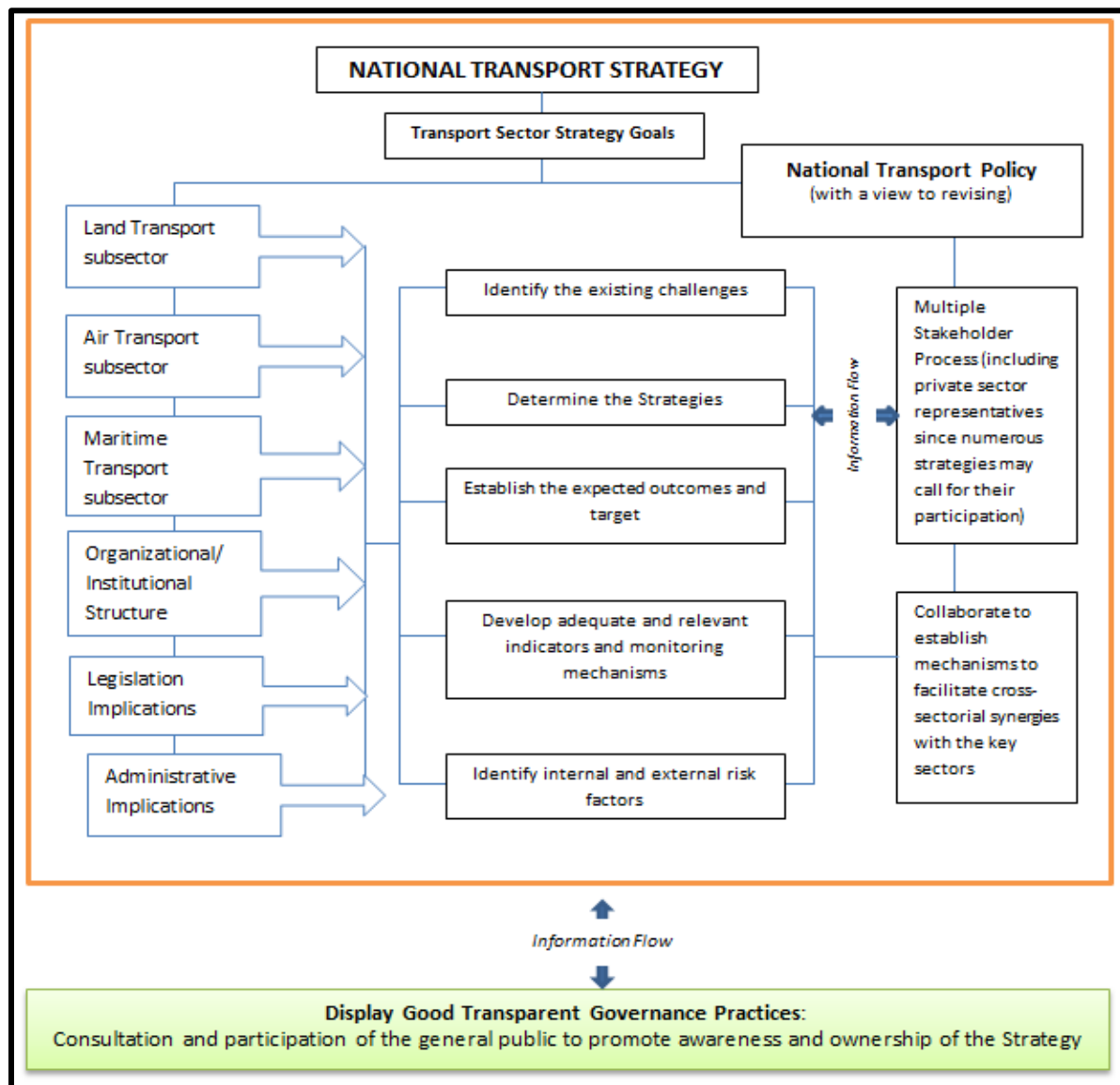
## **DEVELOPING A NATIONAL TRANSPORT STRATEGY (NTS)**

It is evident from the literature reviewed, that if the policy statements outlined in the NTP are going to be effective, the relevant strategies for their implementation must be developed. The NTS is an essential tool for implementing the vision that is outlined in the Transport Policy; it provides an opportunity to facilitate the optimization of resource use in a coordinated manner. Essentially, the goals of both documents should be aligned.

The NTS should be aimed at guiding the development of the transport sector in a manner that reflects the dynamics in the local and global environments. The process of developing this NTS will be pivotal on the provisions of the revised NTP as well as the Vision 2030 National Development Plan- Transport Sector Plan. The NTS should therefore reflect cognizance of the state of the sector and the priority issues within the context of other related sectors. It is essential to have an appreciation for what currently exists in the sector, what is the desired state and what is required for achieving a sector that is in an optimal state. The manner in which the priorities are determined is important, an effective strategy for determining the priority will require that a standard evaluation mechanism be developed, against which all issues can be assessed objectively to determine the status of each relative to the other. The goals of the NTS should reflect the need to integrate across modes, as well as across sectors. In addition to developing strategies to address the technical considerations within the transport sector, attention to the culture and capacity of transport institutions are also very important.

Once the goals of the strategy have been identified, they must be brought through a process of analysis that will ensure that they are adequately addressed. A synopsis of the process envisioned for developing the NTS is presented in the figure below; it also shows that the National Transport Policy is the main reference document for the Strategy. It must be reiterated that it is essential for the goals and strategies of the NTP and the NTS are coordinated. The assessment process is to be applied to each transport sector goal that must be arrived at through consensus among the stakeholders, it will also be imperative that the objectives associated with the implementation of each goal should be assessed from the perspective of all transport subsectors/ modes. Also, to be assessed in this regard is the implications that each goal will have for (and vice versa), the organizational/institutional, legislative, and administrative structures. The evaluation should reveal the existing challenges; determine the strategies; establish the expected

outcomes and targets; develop relevant indicators and monitoring mechanisms and point to the internal and external risk factors.



## **PROPOSED STRATEGY FOR REVISING THE NTP & DEVELOPING THE NTS AND NATIONAL TRANSPORT PLAN**

It is proposed that the NTP revision process be undertaken prior to developing the NTS and Plan, this is to ensure that the strategies will reflect the up-to-date provisions of the NTP, and therefore encapsulate the core principles and concepts that have been brought more to the fore since the promulgation of the current policy (for example: gender, climate change, energy, and a range of other considerations). It is generally being proposed that the initial and supporting coordination activities be undertaken by Officers within the Ministry (and stakeholder entities), and the actual review of the NTP and development of the accompanying NTS be undertaken by a consultant.

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## REVIEW COMMITTEES & WORKING GROUPS

There are six (6) proposed Committees for the National Transport Policy review process:

1. National Transport Policy Review Working Group (NTPRWG);
2. The National Transport Policy Steering Committee;
3. Air Transport Sub-Committee;
4. Infrastructure Sub-Committee;
5. Land Transport Sub-Committee; and the
6. Maritime Transport Sub-Committee.

### **The National Transport Policy Review Working Group (NTPRWG) – Composition and Role**

The NTPRWG will provide support to the preparatory stages of the review process as well as ongoing monitoring and oversight of the review process to ensure effective review of the policy and to facilitate the achievement of its overall goals and objectives. The team will comprise a maximum of ten (10) members from the MTM selected from the Directorate of Policy, Standards and Monitoring.

Outlined below are the objectives of this group:

1. Prepare and submit to the Permanent Secretary for approval, document entitled, **“Proposal to Review the National Transport Policy, 2007”** which will also include a Draft Terms of Reference and Action Plan;
2. Develop the Policy Evaluation Template, complete the preliminary evaluation of the Policy and prepare Report entitled, **“Preliminary Evaluation of the National Transport Policy, 2007”**;
3. Identify and define timelines, budgetary needs and allocation in addition to outlining the tasks of the Sub-committees in the National Transport Policy review process;
4. Provide support to the development of the National Transport Strategy;
5. Act as Secretariat for the National Transport Policy review process by facilitating and supporting where necessary, Consultancy management, coordination and planning activities, etc.

**MINISTRY OF TRANSPORT AND MINING,**

**TERMS OF REFERENCE**

**National Transport Policy Review**

**Working Group**

**1. Background**

The National Transport Policy (NTP), a Framework Document, was tabled as a White Paper in Parliament in 2007. The NTP was used as a base documenting the development of the National Development Plan, Vision 2030.

In keeping with the GOJ's/Cabinet's Directive that policy reviews be undertaken every five (5) years, the NTP review has been outstanding since 2012.

The review of the National Transport Policy (2007) is one of the priority Agenda items of the Ministry of Transport and Mining (MTM) for the 2020/2021-2021-2022 Financial Year.

The review of the NTP has now been placed on a critical path based on but not limited to the following:

- The new Road Traffic Act received the Governor General's accent on December 31, 2018. This has brought to the fore, the need to review the NTP as articulated at a meeting of the National Road Safety Council of Cabinet which is chaired by the Hon. Prime Minister;

- The review will ensure that the policy reflects the changing needs of Jamaica's transport system and the advancement of the transportation sector;
- There is a need for the Policy to keep abreast with the changing political, social, economic, technological, legislative and environmental developments pertinent to Jamaica;
- As globalization intensifies and the role of the transport sector in development evolves on a global scale, there is the need to ensure that the relevance of the sector is maintained;
- The revision of the NTP will ensure its relevance not only for the present circumstances but for the foreseeable future in realizing the projections outlined for Jamaica in the Vision 2030 National Development Plan; where persons will be prepared to live, work raise families and do business within the context of a safe, reliable, efficient and sustainable national transport system.

It is proposed that the NTP revision process be undertaken prior to developing the National Transport Strategy (NTS). This is to ensure that the NTS will reflect the up-to-date provisions of the NTP. The development of a National Transport Strategy is intended to enhance the performance of the Sector and to foster a more affordable, integrated, safe, responsive and sustainable transport system. The NTS will include objectives relating to *inter alia*, socio-economic development, safety and security, access and mobility, energy efficiency, public health and environmental sustainability.

A NTP Review Working Group (NTPRWG) will be re-established to manage the process.

## **2. Purpose**

The development of a modern National Transport Policy, which creates an environment *that, promotes a safe, reliable, efficient and sustainable transportation system which is underpinned by the following elements: political, social, economic, technological, legislative, environmental and cultural, which will serve to improve the quality of life for the citizens of Jamaica.*

## **3. Scope of Work**

The NTP Review Working Group will be Senior Land Transport Policy Officer with oversight responsibility for directing the work of the Committee.

The NTPRWG will provide strategic direction and leadership to the review, the finalization and presentation of the new NTP as well as a National Transport Strategy (NTS) and the framework for a National Transport Plan (NT Plan). It will ensure that the key vision and strategic objectives are accounted for in the NTP, NTS and NT Plan Framework.

The NTPRWG will establish alliances with and coordinate all the transport entities to achieve the stated outcomes for the NTP Review.

## **4. Reporting Requirement**

The NTPRWG will report to the NTP Steering Group (NTPSG) which will be chaired by the Permanent Secretary (PS) or her nominee.

## **5. Role and Responsibilities**

The NTP Review Working Group (NTPRWG) will be directly accountable to the Permanent Secretary for all external aspects including the continuing interpretation of operational needs and wider government objectives, and the validation of the end-product which is the White Paper. The NTPRWG will interface with the senior

management of the portfolio Agencies, other Ministries, Departments and Agencies (MDAs), resolve inter-ministry issues and act as the spokesperson for the revised NTP.

The NTPRWG shall appoint a Coordinator who will be responsible for all internal aspects including the general supervision of the NTPRWG; ensuring that the NTPRWG meets all its approved objectives for the NTP review.

The responsibilities of the Coordinator will include:

- Directing the operations of the Working Group;
- Convening regular meetings of the Working Group;
- Ensuring that a current file of the deliberations and activities of the Working Group is maintained.

The responsibilities of the NTPRWG will include:

- Ensuring that all MDA's who have a programme interest in the revised Policy are notified;
- Overseeing the establishment of Sector Sub-Committees consisting of representatives from the core Ministry and specialised expertise from its portfolio agencies and other relevant MDA's;
- Identifying activities critical to the timely delivery of the revised National Transport Policy / the deliverables of the members of the Working Group and alert responsible persons/entities to act;
- Ensuring appropriate project performance measurement criteria are selected that will provide timely and accurate information on progress measured against the approved milestones;
- Acquiring Consultancy Services which will play a lead role in the review



of the National Transport Policy, 2007 and the development of the NTS and NTPL Framework;

- Ensuring that timely and adequate progress reports are prepared for submission to the NTPSC at critical points or milestones in the project;
- Developing a communication plan to inform industry stakeholders, Ministry employees and the general public;
- Vetting proposals to amend objectives due to changed external or internal factors, and acting as the authority for preparing submissions for such changes as well as for progress reporting to the (NTPSC).
- Reviewing the Framework document and confirming the guiding principles that outline the role the Government of Jamaica (GOJ) will play in the transportation system that will be used to develop the policy;
- Ensuring that the National Strategy and Plan are communicated to the stakeholders and that the objectives are properly aligned for effective implementation;
- Outlining the theoretical links/relationships between transportation and broader economic development, supporting theoretical position with practical experience where possible;
- Reviewing overall trends and factors (government finance, international development, transportation trends and forecasts etc.) that will impact on the transportation development in Jamaica;
- Reviewing the need for new or enhanced policy/regulatory frameworks;
- Developing policy alternatives, priorities and proposed actions;

- Reviewing existing legislation and identifying the changes needed to implement the various policy alternatives;
- Document the results for review with the Ministers, Permanent Secretary and other Ministry officials;
- The development of an Aide-Memoire to Cabinet to brief Ministers on the broad range of decisions, measures, acts, and regulations that are required in the transportation;
- The development of a Green Paper, incorporating the decisions and policy directions evolving from briefing by the Minister to Cabinet;
- Releasing the Green Paper for public consultations, explaining the revised National Transport Policy, its elements, rationale, and its relation to air, marine, land transport and infrastructure including roads;
- The development of a communication plan that ensures that arrangements are in place for the issuing of bulletins, updates, public notices and other advisories aimed at stimulating involvement and response from other Ministries and Agencies, the public and other interested parties;
- The development of a consultation plan with industry stakeholders, government employees and the public to be affected by the policy changes;
- The development of a White Paper, which sets out the Government's transport policy and provides a basis for transport to play a more strategic role in social development, economic growth and competitiveness.

## **6. Objectives**

- To conduct a revision of the National Transport Policy and all related Policies and propose any necessary changes;
- To determine whether the Jamaica's Transport Sector as structured has the capacity to implement a National Transport Strategy and its various requirements;
- To draft a proposed plan of action for the revision of the NTP including timelines; the development of the NTS which will be dovetailed into the revision process; the identification of resources that will be required to undertake the process (i.e. financial and human resources);
- To draft the Terms of Reference to acquire consultancy services (individual/firm) to lead the process for the review of the National Transport Policy, 2007.
- To foster collaboration between and among the various stakeholders to review/set standards for a safe, secure high quality, efficient and well-regulated transport system

## **7. Membership**

The NTPRWG will be comprised of Representatives drawn from the relevant Units within the Ministry to supply the relevant skills for the effective and efficient workings of the committee.

## **8. Meetings**

Include the frequency or formulary for the meeting here. (At this position)

A meeting quorum will be five (5) members of the NTPRWG.

Decisions are to be made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice). If a case of deadlock arises the matter will be referred to the Permanent Secretary for final decision.

Meeting administration will be the responsibility of the Co-ordinator; who will prepare:

- agendas and supporting papers;
- meeting notes and information; and
- an action sheet.

Meetings will be held (how often) for (specify time) at (specify location).

If required established subgroup committees will be arranged outside of these times at a time convenient to subgroup members.

## **9. Amendment, Modification or Variation**

This Terms of Reference may be amended, varied or modified.

### **The National Transport Policy Steering Committee – *Composition and Role***

The Steering Committee will possess the decision-making capabilities for the Policy review Process via management level decisions and directives. The team will comprise a maximum of fifteen (15) members representing each transport portfolio entity of the Ministry as well as core stakeholder Ministries, Departments and Agencies. The Steering Committee will also have overarching responsibility and management of the Sub-Committees.

Outlined below are the objectives of this group:

1. Management of the National Transport Policy review process;
2. Decision-making body for the review process;
3. Review and approve deliverables and outcomes of the Sub-Committees;
4. Facilitate presentations from Sub-Committee Chairs and if applicable, Consultants in the review process.

The proposed composition of the Steering Committee is as follows:

- 1) Permanent Secretary
- 2) Chief Technical Director
- 3) Director, Corporate Planning and Performance Monitoring
- 4) Director, Transport Policy (International and Land)
- 5) Director, Projects
- 6) Director, Planning Research and Evaluation

- 7) Director, Island Traffic Authority
- 8) Director, Road Safety Unit
- 9) Cabinet Office

*Other members, where required (Optional)*

- 1) Jamaica Ultimate Tyre Company Limited
- 2) Jamaica Urban Transit Company Limited
- 3) Jamaica Railway Corporation
- 4) Montego Bay Metro Limited
- 5) Transport Authority
- 6) Aeronautical Telecommunications Limited
- 7) Airports Authority of Jamaica
- 8) Jamaica Civil Aviation Authority
- 9) Caribbean Maritime Institute
- 10) Maritime Authority of Jamaica
- 11) Port Authority of Jamaica
- 12) Ports Security Corps Limited

### **Review Sub-Committees – Composition & Expected Operation**

The four (4) Sub-Committees: Air Transport, Infrastructure, Land Transport and Maritime Transport will report to the Steering Committee. Each Sub-Committee will comprise a Chairman and minimum one (1) member from each relevant and respective portfolio entity of the Ministry.

The Chairman is responsible for the execution of the review, the formulation of the recommended changes and the production of the final output/draft review document. It is expected that the Chairman will designate members of the Committee to carry out the different aspects that fall within the purview of the assigned committee parameters. It is further expected that tasks will be delegated to committee members based on the expertise or experience of the member.

The members of the Committee are expected to give due diligence to the task of the Committee with a view to ensuring that the aspect of the NTP under the Committee's purview will be thoroughly evaluated and adjusted as necessary to reflect a robust and relevant policy suited to the present and foreseeable transport landscape of Jamaica.

The proposed composition of the Sub-Committees as follows:

- **Air Transport Sub-Committee:**
  - i. Chairman
  - ii. Senior International Policy Officer *or alternate*
  - iii. Airports Authority of Jamaica
  - iv. Jamaica Civil Aviation Authority
  - v. Aeronautical Telecommunications Limited
  - vi. Transport Planner, MTM
  - vii. Corporate Planner, MTM
  - viii. Performance Monitoring Officer
- **Infrastructure Sub-Committee:**
  - i. Chairman
  - ii. Senior Works Policy Officer
  - iii. Architects Registration Board
  - iv. National Road Operating and Constructing Company Limited
  - v. National Works Agency
  - vi. Professional Engineers Registration Board
  - vii. Road Maintenance Fund
  - viii. Toll Authority
  - ix. Transport Planner, MTM
  - x. Corporate Planner, MTM
  - xi. Performance Monitoring Officer
- **Land Transport Sub-Committee:**
  - i. Chairman
  - ii. Senior Land Transport Policy Officer, MTM
  - iii. Senior Land Transport Policy Officer, MTM
  - iv. Island Traffic Authority
  - v. Jamaica Ultimate Tyre Company Limited
  - vi. Jamaica Urban Transit Company Limited
  - vii. Jamaica Railway Corporation
  - viii. Montego Bay Metro Limited
  - ix. Transport Authority
  - x. Transport Planner, MTM
  - xi. Corporate Planner, MTM
  - xii. Performance Monitoring Officer

- **Maritime Transport Sub-Committee:**
  - i. Chairman
  - ii. Senior International Policy Officer *or alternate*
  - iii. Caribbean Maritime Institute
  - iv. Maritime Authority of Jamaica
  - v. Port Authority of Jamaica
  - vi. Ports Security Corps Limited
  - vii. Transport Planner, MTM
  - viii. Corporate Planner, MTM
  - ix. Performance Monitoring Officer

## CONSULTANCY: TERMS OF REFERENCE

<b>Project Title</b>	<b>To review, evaluate and update the National Transport Policy</b>
<b>Activity Title</b>	<b>SECTOR SPECIFIC ASSESSMENT AND PLANNING FOR THE TRANSPORT SECTOR</b>
<b>State related Output (s) for which this consultancy is being developed</b>	<ol style="list-style-type: none"> <li>1. Revised National Transport Policy</li> <li>2. National Transport Strategy</li> <li>3. National Transport Plan.</li> </ol>
<b>PROJECT /ACTIVITY BACKGROUND</b>	<p>The National Transport Policy (NTP) was formulated in 1993 by the Government of Jamaica (GOJ) with a view to improve and manage traditional modes of transport such as air, land, maritime and infrastructure, while ensuring a safe, efficient, secure and sustainable transport system. The document was also created in conjunction with other major policies such as the National Industrial Policy: A Strategic Plan for Growth and Development, which was published in April 1996. The initial framework of the document did not meet the overall objectives of the Transport Sector, which led to further reviews and subsequent promulgation of the document in the Houses of Parliament in 2007.</p> <p>The review of the National Transport Policy (2007) is one of the priority Agenda items of the Ministry of Transport and Mining (MTM) for the 2020/2021 Financial Year. The review of the Policy has been outstanding since year-end 2012; this, in keeping with GOJ/Cabinet directive for policy reviews to be undertaken every five (5) years. Whereas aspects of the policy remains relevant to date, the dynamics of the local and global environments, have rendered the current policy outdated in some areas, and as such warrants an update.</p> <p>The review of the Policy will facilitate the adaptation of the policy to the changing needs of Jamaica's transport system and the advancement of the transportation sector. There is a need for the Policy to keep abreast with the changing political, social, economic, technological, legislative and environmental developments pertinent to Jamaica. As globalization intensifies and the role of the transport sector in development evolves on a</p>



	<p>global scale, there is the need to ensure that the relevance of the sector is maintained.</p> <p>Climate change is one issue that is affecting and will continue to impact the transport sector, and must be considered in any current planning and decision making. On one hand, it will increase vulnerability of the sector, including infrastructure and so efforts to reduce the vulnerability must be made (both hard and soft measures). On the other hand, efforts must be made to reduce the levels of emission of greenhouse gases by the sector.</p> <p>Importantly, the revision of the NTP will ensure its relevance not only for the present circumstances but for the foreseeable future in realizing Vision 2030 National Development Plan for Jamaica, in which persons will be prepared to live, work raise families and do business within the context of a safe, reliable and sustainable national transport system.</p>
<b>OBJECTIVES OF THE ASSIGNMENT</b>	To develop a revised National Transport Policy and supporting National Transport Strategy and National Transport Plan.
<b>TYPE OF CONSULTANCY</b>	Individual/Firm (Local or International)
<b>SCOPE OF WORK</b>	<p><i>The Consultants will work with the NTPRWG, to complete the review process.</i></p> <p><b>SPECIFIC TASKS WILL INCLUDE:</b></p> <ul style="list-style-type: none"> <li>i) Conduct a full diagnosis/functional review of the NTP which will comprise a thorough analysis and evaluation encompassing <i>inter alia</i> an assessment of the policy goals/objectives, strategic objectives, steps to achieve target outcomes (including Key Performance and Operational Indicators, procedures, etc.), factors influencing policy outcomes, and the core monitoring and evaluation systems in place; within the context of the Ministry priorities and the Vision 2030 National Development Plan and associated Transport Sector Plan;</li> <li>ii) Review the policy to determine its relevance, requirements to adapt to the changing transport environment, address outdated policies, identify new areas for inclusion and</li> </ul>

	<p>develop a robust monitoring and evaluation framework to ensure continuity and sustainability of the policy;</p> <p>iii) Develop climate-proofed policy directives to support the achievement of priority Outcomes of the GOJs Vision 2030 and its supporting Medium Term Socio-Economic Framework;</p> <p>iv) Conduct necessary cost-effectiveness and cost/benefit analysis on priority strategies in conjunction with a finance specialist;</p> <p>v) Conduct prioritization workshop with key stakeholders in conjunction with the Team Leader/Strategic Planner, Facilitator and Rapporteur;</p> <p>vi) Conduct strategic planning workshop to develop 5-year strategic action plan in conjunction with the appointed Facilitator and Rapporteur;</p> <p>vii) Develop supporting performance indicators and a monitoring and evaluation plan in conjunction with Team Leader and other members of the consultancy team;</p> <p>viii) Conduct stakeholder and broad public consultations on draft National Transport Policy, National Transport Strategy and National Transport Plan frameworks; and</p> <p>ix) Finalize, with the consultancy team, the final draft National Transport Policy, National Transport Strategy, National Transport Plan and the monitoring and evaluation framework.</p>
<b>DELIVERABLES</b>	<p>Draft and final review reports.</p> <p>i) Draft and final National Transport Policy</p> <p>ii) Stakeholder &amp; Public Consultations on draft NTP</p> <p>iii) Draft and Final National Transport Strategy</p> <p>iv) Draft and Final National Transport Plan</p>
<b>REQUIRED QUALIFICATIONS AND TECHNICAL SKILLS</b>	<p>The successful candidate will have the following qualifications:</p> <p><b>QUALIFICATIONS:</b></p> <p><i>Team Leader</i></p> <p>a. Graduate degree in Transport Policy, Transport Planning and Engineering, Urban/Regional Planning, Transport Economics, Public Policy or related disciplines.</p> <p>b. At least eight (8) years' experience at a senior management level in policy development, transportation or related field;</p>

	<ul style="list-style-type: none"> <li>c. Knowledge of and previous experience in transportation policy, engineering, planning, economics, research and statistics and Geographic Information Systems (GIS) including spatial analysis, network analysis and geospatial statistical analysis.</li> <li>d. Training in the areas of Geography, Sociology, Social Research Methods and Statistics or related disciplines would be an asset;</li> <li>e. Excellent writing, editing, and oral communication skills;</li> <li>f. Ability to meet deadlines and prioritize multiple tasks;</li> <li>g. Demonstrated ability to work within a multi-disciplinary and multi-cultural group;</li> <li>h. Knowledge of spatial analysis through the use of tools such as GIS;</li> <li>i. The candidate should be highly motivated and capable of working independently. The ability to work in a multidisciplinary environment spanning government Ministries, Departments and Agencies, NGOs and research institutions is essential.</li> </ul>
<b>LEVEL OF EFFORT FOR THE ASSIGNMENT</b>	This assignment is expected to require about <b>320 Workings Days</b> .
<b>ELAPSED PERIOD OF THE ASSIGNMENT</b>	<i>18 Months (from July 2020 – December 2021 )</i>
<b>BASIS FOR PAYMENT</b>	Deliverables
<b>PAYMENT SCHEDULE</b>	<i>(This will be based on the selected basis for payment above)</i>

### ACTION PLAN (PROPOSED): Revision of the National Transport Policy (NTP)

	ACTIVITIES	DESCRIPTION/ STATUS	OUTPUT	TIMELINE/ DURATION
2	Establish a Ministry working group to manage the preliminary activities associated with the NTP revision process to be referred to as the 'National Transport Policy Review Working Group'.	The team is being formed	<ol style="list-style-type: none"> <li>1. The National Transport Policy Review Working Group (NTPRWG)</li> <li>2. NTP Revision and NTS Development Proposal</li> <li>3. Initial Terms of References: <ul style="list-style-type: none"> <li>- NTPRWG</li> <li>- Project</li> <li>- Steering Committee</li> <li>- Sub-Committees</li> </ul> </li> <li>4. Preliminary Evaluation of NTP</li> </ol>	
3	Submission of Comprehensive Proposal to the Permanent Secretary (PS)	A Comprehensive Proposal (including an Action Plan, proposed Committee Structures, timelines, preliminary budget etc.) is to be completed by the NTPRWG and presented to the PS through the CTD for approval.	PS' Ratification of the proposed plan	
4	Identify possible source(s) of Funding	Funding for the revision has been secured through the United Nations Development Programme's (UNDP) Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER) Project.	Identified sources and amounts	

ACTIVITIES		DESCRIPTION/ STATUS	OUTPUT	TIMELINE/ DURATION
5	Establishment of a Steering Committee to be referred to as the 'National Transport Policy Review Steering Committee' (NTPRSC)	Any addition funding required will be ascertained through the MTM's budget or with support from portfolio entities.		
		A Steering Committee is to be formed.	Oversight of the process	
		This Committee will have oversight and approval responsibilities associated with the activities of the individuals/ firm that will be revising the NTP and developing the NTS.	Finalized Terms of Reference to guide the process	
6	Establishment of the relevant National Transport Policy Review Steering Committee Sectoral Sub-Committees	This Committee will be integral in finalizing the TOR for undertaking the revision of the NTP and development of a NTS		
		These sub-Committees are to be established based on the various modes of transportation, and/or specific subject areas.	Sectoral Sub-Committees	
7	Cabinet Submission <sup>*1</sup>	The sub-committee is to ratify the TOR that is developed by the NTPRWG	Agreed TOR for the sub-committees	
		A Submission is to be made to Cabinet for its approval of the proposed plan of action for revising the NTP and Developing the NTS.	Cabinet Submission  Cabinet's subsequent approval	

<sup>1</sup> It is to be determined whether Cabinet approval is required at this stage, as is the case with the development of a new policy.

	ACTIVITIES	DESCRIPTION/ STATUS	OUTPUT	TIMELINE/ DURATION
8	Procurement of Consultancy <sup>2</sup> (if this path is deemed most appropriate)	A Consultancy will be procured to prepare a revised NTP and develop a NTS to implement the Policy. The activities of the consultant (or other) will be monitored and evaluated by the NTPRSC, which also has the responsibility of finalizing the requisite TOR.	Revised NTP and a NTS	
9	Consultations with the Ministry and its Entities	Ministry Stakeholder (entities) Consultations to be led by Consultant (or other) to discuss the preliminary findings of the Consultant/ other to obtain feedback.	Consultation Session	
10	1 <sup>st</sup> Draft <sup>3</sup> of NTP and Framework NTS document presented by Consultant/ other to Sub-Committees for review and feedback	1 <sup>st</sup> Draft of revised NTP presented to the Sub-Committees and feedback provided (this should reflect the findings from the research and consultation processes).	Feedback on Draft documents	
11	1 <sup>st</sup> Draft of NTP and Framework NTS document presented by Consultant/ other to NTPRSC for review and feedback	Steering Committee to review 1 <sup>st</sup> Draft of NTP and Framework NTS document and provide feedback	Feedback on Draft Documents	
12	Review of the 1 <sup>st</sup> Draft of NTP and Framework NTS by Consultant/ other	Review of the Draft NTP and NTS Framework document and provide feedback to the NTPRSC and the sub-committees.	Incorporate comments from the NTPRSC and sub- committees on the 1 <sup>st</sup> Draft of NTP and NTS Framework Document	
13	2 <sup>nd</sup> Draft of NTP to be prepared and presented by Consultant/ other	Consultants/ other will be required to revise 1 <sup>st</sup> Draft of the NTP based on feedback from NTPRSC.	2 <sup>nd</sup> Draft NTP	

<sup>2</sup> This stage of the process will be dependent on the decision taken at (3) as it relates to the mechanism that will be utilized.

<sup>3</sup> It is to be noted that the requisite Terms of Reference will detail the frequency and formats of interim reporting and presentations that the Consultant/other will be required to make to the National Transport Policy Review Steering Committee (NTPRSC).

ACTIVITIES		DESCRIPTION/ STATUS	OUTPUT	TIMELINE/ DURATION
14	1 <sup>st</sup> Draft of NTS to be prepared and presented by Consultant/ other	The 1 <sup>st</sup> Draft of NTS prepared subject to feedback and amendments from the NTPRSC on the framework document.	1 <sup>st</sup> Draft NTS	
15	2 <sup>nd</sup> Draft NTP and 1 <sup>st</sup> Draft NTS	To be review and ratified by the sub-committees and NTPRSC prior to production of final draft.	Comments/ feedback on documents	
16	Final internal Consultation on Draft NTP and NTS to be presented by Consultant/ other to the Sub-Committee and NTPRSC for sign-off	The final review of the draft final document in preparation for forwarding same to Cabinet.	Signed off draft Final documents: 1. Draft Revised NTP 2. NTS	
17	Initial Submission of Draft Revised NTP to Cabinet Committee	Cabinet Submission is to be prepared and forwarded for Cabinet's approval to advance the process	Cabinet Submission	
18	Public Consultations <sup>4</sup> and Review (Green Paper)	The document is to be approved as a Green Paper once the Committee of Cabinet is satisfied that the document is at an adequate level.	Green Paper	
		The document that is approved as a Green Paper is used as the basis to effect the requisite Public Consultation (based on the stipulations of the Consultation Code of Practice for the Public Sector)	Public Consultation sessions	
		Draft Policy will be revised based on the feedback obtained at this stage (after which the Ministry consults key stakeholders again)	Revised Draft Final Documents consequent on feedback from during the consultation sessions.	

<sup>4</sup> The services of the Consultants/ other are to be retained to assist in marshalling this stage of the process.

ACTIVITIES		DESCRIPTION/ STATUS	OUTPUT	TIMELINE/ DURATION
19	White Paper	The final document will be submitted to the relevant Cabinet Committee for consideration	Cabinet Submission	
		This document will be tabled in the Houses of Parliament as a White Paper, subject to approval of the Cabinet Committee.	White Paper	
20	Tabling of the Revised NTP White Paper in the Houses of Parliament for consideration	Parliamentary deliberations and approval of the White Paper	Promulgated revised NTP (and NTS)	
21	Printing and Distribution of Final documents subject to Parliamentary Approval	The production and distribution of revised NTP and NTS is to be spearheaded by the MTM after being approved by the Houses of Parliament.	Electronic copies Printed and bound copies provided to relevant stakeholders	



**BUDGET**

## APPENDIX 1

### Excerpt from the Preliminary Evaluation of the National Transport Policy, 2007

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
	<b>STRATEGIC AND INTEGRATED POLICY ISSUES</b>				
1)	<b>Encourage greater private sector participation</b>	No action needed;	5/5 = 100% <b>ACHIEVED</b>	100	Ongoing
2)	<b>Improved co-ordination in inter-modal transport</b>	Review of the National Road Safety Policy (2004);	2/3 = 67% <b>ON TRACK</b>	67	Ongoing
3)	<b>Users should pay for the costs of transport services</b>	Rights of Way Policy  Toll Application Fee Formula and Regulations  Construction Industry Policy	2/2 = 100% <b>ACHIEVED</b>	100	Ongoing
4)	<b>Transparent access to subsidies for the provision of transport services for social and economic benefit</b>	Price Adjustment Mechanism (PAM) implementation  Standardise the fare increase application process.	3/3 = 100% <b>ACHIEVED</b>	100	Ongoing
5)	<b>Create policy awareness and further participation in policy development</b>	No action needed.	2/2 = 100% <b>ACHIEVED</b>	100	Ongoing
6)	<b>Integration across modes</b>	Minimal achievements – more work required to advance this policy objective.  Fragmented regulation of freight industry – Ministry with	1/5 = 20% <b>BEHIND TARGET</b>	20	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		responsibility for energy and Mining; MIIC; etc. Assess Park-and-Ride service  Assess road and railway transfer service  Assess JUTC/Rural Stage Transfer Service			
7)	<b>Increased access to transport and transport services in rural areas</b>	Major developments in this area over the period – some initiatives ongoing.	2/2 = 100% <b>ACHIEVED</b>	100	Ongoing.
8)	<b>Integrate transport policy, planning appraisal and implementation across modes</b>	Complete the draft National Transport Strategy 2015-2030.  The GoJ is to prioritise transport planning for Jamaica.	3/5 = 60% <b>ON TRACK</b>	60	Short-term (1-3 years)
9)	<b>Ensure that regulations are adequate and are enforced to meet international environmental and safety standards.</b>  <b>Ensure equitable application and enforcement of transport laws and regulations</b>	Dialogue with economic and operational regulators ongoing but there is a current dispute with the OUR regarding fees.  Some Bills to strengthen institutional capacities are at various stages of the legislative process.	2/3 = 67% <b>ON TRACK</b>	67	Ongoing
10)	<b>To promote energy conservation and environmental protection</b>	Articulated and bi-articulated bus increases for JUTC are not determined by length of route but on the volume of passengers	18/20 = 90% <b>ACHIEVED</b>	90	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		<p>Intelligent Transport System (ITS) required for provision of real time information on traffic flows, etc. particularly in urban areas</p> <p>Continued exploration of options for future energy sources to include Liquid Natural Gas (LNG) and Compressed Natural Gas (CNG) as well as lubricants and additives (fuel conditioners, etc.) to improve fuel efficiency, etc.</p>			
	<b>S &amp; I POLICY ISSUES</b>	<b>AVERAGE PERFORMANCE</b>	<b>80%</b>	<b>80</b>	
	<b>LAND TRANSPORT: ROADS/ INFRASTRUCTURE</b>				
11)	<b>Plan, construct and maintain a road system which serves the transport needs of people and industry</b>	<p>Develop the Medium-term and long-term Strategic Road Network Development Master Plan</p> <p>Complete the National Transport Strategy and National Transport Plan for Jamaica</p> <p>Design and implement initiatives to strengthen the traffic monitoring and demand forecasting capabilities</p>	<p>2/4 = 50%</p> <p><b>ON TRACK</b></p>	50	Ongoing
12)	<b>Maintain the road network at a level which preserves the value of the assets</b>	Incorporate appraisal and audits of road maintenance projects and programmes in the	<p>2/5 = 40%</p> <p><b>BEHIND TARGET</b></p>	40	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		Ministry's Annual Audit Plan (prepared by the CIA)  Ensure that the NWA submits to the Ministry, copies of appraisals and audits of road maintenance projects and programmes			
13)	<b>Provide a safe road system for users</b>	Install and maintain infrastructure for vulnerable road users  Seek to install pedestrian infrastructure in rural areas, e.g. sidewalks, etc.  Road infrastructure to include cycle lanes  Pedestrian crossing rehabilitation programme (with associated gazetting)  Sidewalk maintenance programme to be developed and implemented  Vulnerable road user separation in road design engineering	4/5 = 80% <b>ACHIEVE D</b>	80	Ongoing
14)	<b>Secure a sustainable means of funding road maintenance expenditures</b>	Policy is silent on the Parochial Road Network – some synergies need to be established with the Local Authorities	4/5 = 80% <b>ACHIEVE D</b>	80	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		<p>Coordinate main and parochial road maintenance activities</p> <p>Expand 'road network' to include parochial, farm and forest roads if possible; and establish policy statement to address roads falling within the purview of other Authorities</p>			
15)	<b>Promote the greater use of and facilitate the efficient movement of public transport</b>	<p>Focus on public transport in urban areas – rural areas omitted.</p> <p>Similar initiatives needed to prioritise public transportation in rural areas.</p> <p>Better coordination required to effect road maintenance works on public transport routes in both urban and rural areas</p>	<p>2/2 = 100%</p> <p><b>ACHIEVED</b></p>	100	Ongoing
16)	<b>Encourage and facilitate greater private sector participation in the construction, management and maintenance of the road network</b>	<p>Continue to foster private sector participation</p>	<p>4/4 = 100%</p> <p><b>ACHIEVED</b></p>	100	Ongoing
17)	<b>Minimise any negative environmental and social impacts resulting from the</b>	<p>Surveys to be designed and implemented for evaluation of social and resettlement or displacement impacts of</p>	<p>3/6 = 50%</p> <p><b>ON TRACK</b></p>	50	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
	<b>provision and maintenance of roads and roads infrastructure</b>	<p>roads and roads infrastructure - <i>Recommended for inclusion in the Ministry's Research Programme for the Transport and Works sectors.</i></p> <p>Mandatory Transportation Impact Assessment (TIAs) for all new roads and major road improvements</p> <p>Environmental standards established including social and re-settlement issues</p>			
18)	<b>Improve the inter-institutional arrangements for the management of the main and parochial road networks;</b>	Revive the Single Road Authority Initiative	0/1 = 0% <b>BEHIND TARGET</b>	0	Undetermined
19)	<b>Develop the institutional capacities and capabilities of the roads authorities</b>	<p>Continue capacity building initiatives.</p> <p>Appropriate organizational structures in place for newly established Authorities</p>	1/2 = 50% <b>ON TRACK</b>	50	Ongoing
20)	<b>Improve road transport infrastructure to meet the needs of key economic sectors</b>	Continued partnership with relevant sources of funding for project financing	1/1 = 100% <b>ACHIEVED</b>	100	Ongoing
21)	<b>Produce a formal hazard mitigation strategy and a disaster management</b>	Develop a Hazard Mitigation Strategy	1/2 = 50% <b>ON TRACK</b>	50	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
	contingency plan for the road transport sector	Develop and promulgate the National Disaster Response Strategy document			
	<b>ROADS/INFRASTRUCTURE</b>	<b>AVERAGE PERFORMANCE</b>	<b>64%</b>	<b>64</b>	
	<b>LAND TRANSPORT: PUBLIC TRANSPORT</b>				
22)	<b>Safe Public Bus Service</b>	<p>Develop systems to track safety performance of PPV operators</p> <p>Maintain database of PPV operators and licensed drivers to include information on <i>inter alia</i> traffic tickets and associated points/scores, accidents, registration, licensing, etc.</p> <p>Establish Land Transport Authority</p> <p>Targeted initiative to encourage PPV operators with safety record to enter market.</p>	<p>1/1 = 100%</p> <p><b>ACHIEVED</b></p>	100	Ongoing
23)	<b>Seek support for the JUTC/ KMTR and Montego Bay Metro Limited</b>	Mandatory use of the Price Adjustment Mechanism (PAM) to assess fare increase applications for public transportation services	<p>1/2 = 50%</p> <p><b>ON TRACK</b></p>	50	Ongoing
24)	<b>Regulate the taxi industry</b>	<p>Visual identification of taxis islandwide;</p> <p>Metered taxis;</p> <p>Expansion of route taxi services in rural and urban areas, as required;</p>	<p>5/6 = 83%</p> <p><b>ACHIEVED</b></p>	83	Ongoing



No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		Established standardized system for selection of Route Taxi operators for designated KMTR routes			
25)	<b>Coordinate transport agencies, regulatory and enforcement authorities for transport system safety, efficiency and regulation</b>	Continued focus on enforcement operations  Continuous capacity building  Synchronised database systems among stakeholders to facilitate administration, safety and regulation of transport system	3/3 = 100% <b>ACHIEVED</b>	100	Ongoing
26)	<b>Proper facilities for buses and taxis; and provision of public transport road infrastructure</b>	Splash Guards installed at Bus Stops/ Bus Sheds; Passenger information signage at major interchange facilities in urban and rural areas;  Establish Transport Centres at major interchanges which do not currently have said facility in place	1/2 = 50% <b>ON TRACK</b>	50	Ongoing
27)	<b>Promote public transport use over private car travel</b>	Continued service improvements to incentivize private car users to switch to public transport  Park-and-Ride Facilities in place	1/1 = 100% <b>ACHIEVED</b>	100	Ongoing
		<b>AVERAGE PERFORMANCE</b>	<b>81%</b>	<b>81</b>	
	<b>LAND TRANSPORT: TRAFFIC MANAGEMENT</b>				

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
28)	<b>Regulate vehicle weights to ensure better quality road condition and more efficient freight vehicles</b>	Road Traffic Bill enacted;  Roadside checks; weigh stations; sign posting of load limits at locations with restrictions  Weight Limit monitoring and regulation for all motor vehicles including trailers	3/3 = 100% <b>ACHIEVED</b>	100	Ongoing
29)	<b>Reduce pollution from vehicles</b>	Establish facilities, laws and Regulations for motor vehicle emissions testing  Promulgation of new Road Traffic Act	1/3 = 33% <b>BEHIND TARGET</b>	33	Ongoing
30)	<b>Encourage the use of energy-efficient transport modes</b>	Direct more road investments toward pedestrian facilities to promote walking  Implement planned projects: Windward Road Improvement Project (MOU signed with Tourism Enhancement Fund (TEF)); and Golding Avenue, Mona, Kingston.  Complete islandwide Pedestrian Needs Assessment and implement recommendations	2/2 = 100% <b>ACHIEVED</b>	100	Ongoing
31)	<b>Improve traffic management in urban centres and throughout the</b>	Develop Traffic Management Plans for all urban centres islandwide;	2/4 = 50% <b>ON TRACK</b>	50	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
	<b>country to improve the flow of traffic</b>	<p>Conduct studies of traffic flow, land use, and development plans;</p> <p>Bans on on-street parking which reduces traffic flows; efficient traffic flows;</p> <p>Develop and promulgate Parking Policy;</p>			
32)	<b>Improve the management of traffic on the network to make the best use of the road system (travel demand management)</b>	Develop and implement initiatives to facilitate school transport systems based on public transport and walking;	$3/4 = 75\%$ <b>ACHIEVED</b>	75	Ongoing
33)	<b>Develop an integrated planning approach for roads and development</b>	<p>Establish a comprehensive management information system for integrated transport management</p> <p>Bolster integrated approach to main roads design</p> <p>Provision of adequate pedestrian facilities on new and existing roads</p>	$2/5 = 40\%$ <b>BEHIND TARGET</b>	40	Ongoing
34)	<b>Improve road safety</b>	Outstanding capacity needed before close of Road Safety Decade of Action in 2020: Road Safety Costing and Evaluation through the	$5/6 = 83\%$ <b>ACHIEVED</b>	83	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		<p>International Road Traffic and Accident Database (IRTAD); Vehicle Safety - through Road Safety twinning programme via IRTAD, Inter-American Development Bank (IDB) and Transport Research Laboratory (TRL) will assist with technical expertise; Road Safety Engineering under the Road Safety twinning programme.</p> <p>All efforts will be made to ensure Jamaica is positioned strategically for 2020 via the implementation of the five (5) pillars of the UN Decade of Action for Road Safety 2020.</p> <p>Sustained partnership with CMI for Road Safety Capacity Building Courses</p> <p>2020 goal for Degree programme in Crash Investigation and Reconstruction</p> <p>Certification of Road Safety Auditors by Society of Road Safety Auditors by 2020</p> <p>Crash Investigations and Reconstructionists</p>			

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		certified by the Accreditation Commission for Traffic Accident Reconstruction (ACTAR) - training already completed.			
35)	<b>Regulate the operation of modified vehicles</b>	New Regulations needed to address issues related modified vehicles	1/1 = 100% <b>ACHIEVE D</b>	100	Ongoing
		<b>AVERAGE PERFORMANCE</b>	<b>73%</b>	<b>73</b>	
	<b>LAND TRANSPORT: GENERAL</b>				
36)	<b>Encourage private sector participation in transport through investment in transport services</b>	Greater coordination and monitoring of parking facilities through the PCs, KSAC, MTM and NWA fostered by effective enforcement by the JCF  Continued modernisation of the ITA infrastructure and services	2/2 = 100% <b>ACHIEVE D</b>	100	Ongoing
		<b>AVERAGE PERFORMANCE</b>	<b>100%</b>	<b>100</b>	
	<b>LAND TRANSPORT: NON-MOTORISED TRANSPORT</b>				
37)	<b>Non-motorized transport; Bicycles and Pedestrians and bystanders</b>	Education and training, improved road designs, good traffic management techniques, better enforcement	1/1 = 100% <b>ACHIEVE D</b>	100	Ongoing
		<b>AVERAGE PERFORMANCE</b>	<b>100%</b>	<b>100</b>	
	<b>RAILWAYS</b>				
38)	<b>Private sector encouraged to</b>		1/3 = 33%	33	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
	participate in the provision of rail services		<b>BEHIND TARGET</b>		
39)	<b>Railway to obtain an appropriate share of the freight market</b>	<p>Revitalization of Railway operations pursued and achieved</p> <p>Land Transport Authority established</p> <p>Private railway operations effectively monitored and regulated in accordance with Jamaican laws</p> <p>New railway operator contracted to provide public railway services (passenger and freight)</p> <p>Suitable locations for new railway terminals identified, particularly outside Kingston</p> <p>Feasibility studies for the rehabilitation of the railway infrastructure and services islandwide completed</p>	<p>1/3 = 33%</p> <p><b>BEHIND TARGET</b></p>	33	Ongoing
40)	<b>Use railway assets effectively</b>	<p>Joint ventures explored.</p> <p>Assessment of JRC assets completed and divestment strategy and plan developed accordingly</p>	<p>1/5 = 20%</p> <p><b>BEHIND TARGET</b></p>	20	Ongoing
41)	<b>Railway safety regime established to facilitate the</b>	Laws and regulations necessary for private	0/3 = 0%	0	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
	operation of the railway	<p>railway operations established</p> <p>Land Transport Authority established</p> <p>Level crossings involving private railway lines to be monitored and regulated</p> <p>Safety standards established for public and private railway operations in Jamaica</p> <p>GOJ will establish monitoring mechanism for railway operations to ensure compliance; and investigate accidents and carry out follow up, as required</p>	BEHIND TARGET		
42)	Tourism product expanded and developed	<p>Revision of the National Transport Policy</p> <p>Revitalization of public railway operations in Jamaica</p> <p>Public-Private Partnerships (PPPs) explored for potential rehabilitation of previously existing train tours and tourism attractions</p> <p>Feasibility studies done for development of attractions along the</p>	<p>1/3 = 33%</p> <p>BEHIND TARGET</p>	55	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		central and eastern sections of JRC railway lines			
		<b>AVERAGE PERFORMANCE</b>	<b>28%</b>	<b>28</b>	
		<b>AIR TRANSPORT</b>			
43)	Encourage public/private partnerships for the island's aerodromes	Continuation of PPP initiatives	4/4 = 100% <b>ACHIEVED</b>	100	Ongoing
44)	Enhance the safety of our skies by improving air navigation, surveillance and traffic control systems	<p>Network Operation and Control Centre (NOCC) used for remote monitoring (scheduled for implementation in FY 2015/2016)</p> <p>Procurement Instrument Landing System (ILS) and Distant Measurement Equipment (DME) at Sangster International Airport</p> <p>Address performance inhibiting factors including obsolete equipment in operation, intermittent failure of all 3 radars, intermittent failure on Navigational aids at both International airports especially the DVOR at the NMIA.</p>	4/6 = 67% <b>ON TRACK</b>	67	Ongoing
45)	Promote an efficient and productive aviation industry which will compete domestically and internationally	<p>Continue monthly Air Policy Committee Meetings</p> <p>Execute all Air Services Agreement now at</p>	5/6 = 83% <b>ACHIEVED</b>	83	Ongoing



No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		various stages of completion  Complete implementation of Capital Development Programme			
46)	<b>Facilitate the development and commercialisation of the domestic aerodromes</b>	Develop and implement plans to expand and upgrade domestic aerodromes  AAJ to put a package together for privatization of domestic aerodrome management  Interim Plan in place for relocation of Tinson Pen Aerodrome  Address General Aviation operators complaints regarding reintroduction of 40% customs duty on importation of aircraft parts used by domestic aviation operators  PPP process to be considered for domestic aerodromes as AAJ cannot continue to maintain on budget – part of the National Transport Strategy	3/4 = 75% <b>ACHIEVED</b>	75	Ongoing
47)	<b>Promote the use of, and develop the capacity for</b>	Consensus on Open Skies Agreement (OSA) framework in CARICOM	2/4 = 50% <b>ON TRACK</b>	50	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
	international air cargo services	<p>Implement plans to expand ground handling services at NMIA and SIA</p> <p>Provide adequate capacity for international air cargo services</p>			
48)	Maintain internationally accepted standards for safety and environmental protection	<p>JCAA regulations and Act now being revised to strengthen same, particularly due to the changing ICAO regulations and practices</p> <p>Signed Heads of Agreement to be in place for hosting the Caribbean Aviation Safety and Security Oversight System (CASSOS)</p> <p>Complete implementation of physical upgrades and procedural changes at airports</p> <p>Encourage more investments in air transport technology and infrastructure aimed at improving environmental performance</p>	<p>10/12 = 83%</p> <p><b>ACHIEVED</b></p>	83	Ongoing
		<b>AVERAGE PERFORMANCE</b>	<b>76%</b>	<b>76</b>	
		<b>MARITIME TRANSPORT</b>			

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
49)	<b>Facilitate and enhance the expansion of international trade, particularly tourism and exports</b>	Policy statement regarding 'carrier services provided through free competition and the operation of market forces' to be modified to account for GOJ legislated fee controls such as Wharfage fees, Harbour Fees, etc.	4/5 = 80% <b>ACHIEVED</b>	80	Ongoing
50)	<b>Facilitate the expansion of shipping and berthing infrastructure, transshipment ports and docking facilities for containers, bulk cargo, passengers and fishing vessels</b>	<p>Port Development Master Plan to be developed and implemented.</p> <p>Review possible developments and integration of the LNG sector into the maritime cluster</p> <p>Implement support services including dry docking, leisure boating, etc.</p> <p>Pursue cost-effective waste management facilities via port reception facilities for ship generated waste; and identify funding for the acquisition of oil-spill response equipment</p> <p>Limited availability of bunker fuel to meet growing demand hampers expansion of bunkering industry – further collaboration</p>	10/13 = 77% <b>ACHIEVED</b>	77	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		<p>required with energy stakeholders to maintain adequate supply</p> <p>Current challenges re: pricing of bunker fuels too high</p>			
51)	<b>Encourage greater private sector participation in the provision of services</b>	Continuance of private sector participation in the provision of services	$6/6 = 100\%$ <b>ACHIEVED</b>	100	Ongoing
52)	<b>Promote an efficient, effective and internationally competitive Jamaican maritime industry</b>	Continued promotion	$3/3 = 100\%$ <b>ACHIEVED</b>	100	Ongoing
53)	<b>Promote international relations with countries and international maritime organisations</b>	<p>Develop and assess strategy for the development of short sea shipping in Jamaica</p> <p>Implement recommendations of the study re: Positioning Jamaica as a Shipping Centre. Currently, there is focus on the facilities and the next phase of the implementation is to encompass support services including marine insurance, ship finance and legal services</p> <p>Complete Dry Dock Study</p>	$9/11 = 82\%$ <b>ACHIEVED</b>	82	Ongoing
54)	<b>Ensure safety, security and</b>	Implementation of the International Ship and Port Facility Security	$8/10 = 80\%$	80	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
	<b>protection of the marine environment</b>	<p>(ISPS) Code – Ship Security provisions need to be implemented via legislation – drafting instructions to be re-submitted to the Chief Parliamentary Council (CPC)</p> <p>Enactment of MARPOL Bill - Shipping (Prevention of Pollution of the Sea) Act, 2012. The provisions of MARPOL 73/78 were incorporated in the Shipping (Pollution Prevention, Response, Liability and Compensation) Act of 2010 but were extracted and placed in a separate Bill in order to expedite its incorporation into Jamaican law.</p>	<b>ACHIEVED</b>		
55)	<b>To develop and promote safe local maritime transport activities</b>	<p>Small Vessel Regulations and Fishing Vessel Safety Regulations to be developed</p> <p>Regulatory changes/ Codes to adopt – Caribbean Cargo Ship Safety Code; Small Commercial Vessel Code; Large Commercial Yacht Code</p> <p>Appraisal of viability of ferry services as an alternative transport mode completed</p>	<p>0/3 = 0%</p> <p><b>BEHIND TARGET</b></p>	0	Medium Term (3 – 5 years)

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
		<b>AVERAGE PERFORMANCE</b>	<b>74%</b>	<b>74</b>	
	<b>NON-TRADITIONAL MODES OF TRANSPORT</b>				
56)	<b>Pipeline Transport</b>	Consultation to be done with Ministry with responsibility for Energy regarding policy  Right of Way Policy to incorporate pipeline transportation	0/1 = 0% <b>BEHIND TARGET</b>	0	Short-term (1-3 years)
57)	<b>Jamaica Defence Force</b>	Continued collaboration/coordination	1/1 = 100% <b>ACHIEVED</b>	100	Ongoing
58)	<b>Tourism and pleasure boating</b>	Amendments to the Tourist Board Act may require MAJ to regulate rafting, which is presently regulated via the River Rafting Authority of the Jamaica Tourist Board (JTB)	1/1 = 100% <b>ACHIEVED</b>	100	Ongoing
59)	<b>Banana Monorails</b>	Monorails to be addressed in Rights of Way Policy  Land Transport Authority established	1/1 = 100% <b>ACHIEVED</b>	100	Ongoing
		<b>AVERAGE PERFORMANCE</b>	<b>75%</b>	<b>75</b>	
	<b>POVERTY ALLEVIATION &amp; TRANSPORT FOR THE VULNERABLE</b>				
60)	<b>GOJ to investigate the benefits of specific subsidies on journey-to-work tickets channelled through the employer</b>	Assessment of this initiative to be done to determine feasibility, relevance and need, going forward	0/1 = 0% <b>BEHIND TARGET</b>	0	Ongoing

No.	Strategic Objectives	Analysis and Action Plan	Status	Status (Score)	Time Frame
61)	GOJ to be more receptive to the incorporation of Non-Motorised Transport (NMT) in overall transport strategies	Completion and promulgation of National Transport Strategy  Revision of National Transport Policy and development of associated National Transport Strategy and National Transport Plan frameworks	1/1 = 100% <b>ACHIEVED</b>	100	Ongoing
62)	Where the Government intervenes in the transport sector, it will act to eliminate gender bias.	Continue gender mainstreaming activities in the transport sector	1/1 = 100% <b>ACHIEVED</b>	100	Ongoing
		<b>AVERAGE PERFORMANCE</b>	<b>68%</b>	<b>68</b>	
		<b>AVERAGE OVERALL POLICY PERFORMANCE</b>	<b>71%</b>	<b>71</b>	

Source: Ministry of Transport Works and Housing, May 2015

**NOTES:**

1. **STATUS** (target outcomes met): **ACHIEVED** = 70% - 100%; **ON TRACK** = 50% - 69%; **BEHIND TARGET** = 0% - 49%
2. See more details in document entitled, "Preliminary Evaluation: National Transport Policy 2007".