



NATIONAL ENVIRONMENT AND PLANNING AGENCY

**FIVE -YEAR STRATEGIC ACTION PLAN
(2014-2019)**



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Acronyms and Abbreviations

AMANDA	Application Management and Data Automation
AMD	Applications Management Division
CBO	Community Based Organisation
CEO	Chief Executive Officer
DAC	Development Assistance Centre
EAA	Executive Agencies Act
EAMU	Executive Agencies Monitoring Unit
EMD	Environment Management Division
ENGO	Environmental Non-Government Organization
ERA	Environmental Regulatory Authority
FBO	Faith Based Organisation
GIS	Geographic Information Systems
GPS	Global Positioning System
HCFC	HydroChloroFlouroCarbon
GEF	Global Environment Facility
IMF	International Monetary Fund
IDP	International Development Partner
ISA	Institutional Self-Assessment
IT	Information Technology
JBTE	Joint Board of Teacher Education
KPI	Key Performance Indicators
LDUC	Land Development and Utilization Commission
MDAs	Ministries, Departments & Agencies
M & E	Monitoring and Evaluation
MIND	Management Institute for National Development
MLG	Ministry of Local Government
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOU	Memorandum of Understanding
MTF	Medium Term Socio-Economic Policy Framework (2012-2015)
MPA	Marine Protected Area
MWLECC	Ministry of Water, Land, Environment & Climate Change
NAB	NEPA Advisory Board
NBSAP	National Biodiversity Strategy and Action Plan
NEEC	National Environmental Education Committee
NEEAPSD	National Environment Education Action Plan for Sustainable Development
NEPA	National Environment & Planning Agency
NGO	Non-Government Organization
NLA	National Land Agency
NRCA	Natural Resources Conservation Authority
OPM	Office of the Prime Minister
PA	Protected Area
PASMP	Protected Areas System Master Plan
PDC	Parish Development Committee
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PIOJ	Planning Institute of Jamaica
PMERS	Performance Monitoring Evaluation and Reporting System
PPER	Policy, Planning, Evaluation and Research

PSMP	Public Sector Modernization Programme
PSTU	Public Sector Transformation Unit
RPPU	Rural Physical Planning Unit
SAP	Strategic Action Plan
SDC	Social Development Commission
SO	Strategic Objective
SR	Strategic Review
SWOT	Strengths, Weaknesses, Opportunities, Threats
TCPA	Town and Country Planning Authority
TPD	Town Planning Department
TTI	Teacher Training Institution
UWI	University of the West Indies
VMGSO	Vision, Mission, Goals, Strategic Objectives
WAMM	Watershed Area Management Mechanism

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EXECUTIVE SUMMARY

NEPA's Strategic Action Plan (SAP) 2014 – 2019 provides a roadmap for the next five years and focuses on a Vision and Mission that will be achieved through defined strategic objectives. It establishes linkages between core functions and strategic objectives as well as between and among divisions and branches. Linkages with the Vision 2030 Jamaica - National Development Plan Medium Term Socio-Economic Policy Framework 2012-2015 (MTF) and the Strategic Business Plan of the Ministry of Water, Land, Environment and Climate Change (MWLECC) have also been presented.

Like its parent Ministry (MWLECC), NEPA's 2014 – 2019 Goals are aligned with Goals 3 and 4, (but mostly Goal 4) of the MTF. These are:

- (i) National Goal #3 – “Jamaica’s economy is prosperous” which in turn is aligned with the national outcome which speaks to Jamaica having “a strong economic infrastructure”, and
- (ii) National Goal #4 – “Jamaica has a healthy natural environment”. This National goal is aligned with the national outcome, “Sustainable management and use of environmental and natural resources and sustainable urban and rural development”.

The SAP development process comprised documentary review, consultations and participatory planning. Through the participatory processes three additional organisational values were identified and added to the existing ones. These three are considered to be critical pillars for the organization and include (i) Effective internal and external communication; (ii) Effective and respected leadership; and (iii) Motivated Staff.

Vision Statement

“Jamaica’s Natural resources are used in a sustainable way and there is broad based understanding of environment, planning and development issues, with extensive participation amongst citizens and a high level of compliance with relevant legislation”.

Mission Statement

“To promote sustainable development by ensuring protection of the environment and orderly development in Jamaica through highly motivated staff performing at the highest standard”.

NEPA's seven provisional Core Functions are

1. Policy and Programme Development
2. Application Management
3. Compliance and Enforcement
4. Conservation and Protection
5. Environmental Management
6. Spatial Planning
7. Public Education

These Core Functions are in conformance with international best practice. The goals and strategic objectives relate to these core functions as the means of achieving NEPA's Vision and Mission for the five-year period 2014-2019.

Goal 1: "Effective Spatial Planning and Environmental Protection" is to be achieved through four Strategic Objectives:

- SO 1: To support the continued development of environmental and planning policy and legislative framework
- SO 2: To improve compliance with environmental and planning laws and guidelines
- SO 3: To create an effective and efficient spatial planning framework that fosters orderly development and supports sustainable ecosystems management
- SO 4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced

Goal 2: "An Efficient, Fact-based, and Results-Oriented Organization" is to be achieved through two Strategic Objectives:

- SO 5: To increase and diversify financial resources for NEPA
- SO 6: To build sound performance management systems through strengthened strategic planning and operational processes

GOAL 3: "Increased stakeholder support for environmental protection and orderly development" is also to be achieved through two Strategic Objectives:

- SO7: To improve customer satisfaction through improved service delivery.
- SO8: To build awareness of, stakeholder participation with, and support for NEPA functions and programmes through targeted communication

Goal 1 is linked to all seven NEPA Core Functions through its four strategic objectives. Goal 2 is linked to four NEPA core functions through its two strategic objectives and Goal 3 is linked to all NEPA core functions through its two strategic objectives.

This document is intricately linked to an accompanying document, the Performance, Monitoring, Evaluation and Reporting System (PMERS) for NEPA. The PMERS provides details on the setting of baselines, targets and monitoring and evaluation of Key Performance Indicators (KPIs). Twelve (12) strategic level KPIs have been defined for application to this SAP and these will be supported by operational level KPIs whenever annual Operational Plans are developed.

KEY PERFORMANCE INDICATORS (KPIs)

KPI 1: Increase in Policy Promulgation Index

KPI 2: Percentage change in number of instruments issued

KPI 3: Percentage of Development Order Areas with up-to-date Orders

KPI 4: Percentage increase in the population of Targeted Threatened Species occurring in the wild.

KPI 5: Number of Watershed Management Units (WMUs) with improved management through the Watershed Area Management Mechanism (WAMM)

KPI 6: Coral Reef Health Index

KPI 7: Improvement in ambient air and water quality in targeted (degraded/ threatened) areas

KPI 8: Percentage of NRCA Protected Areas with an increase in the Management Effectiveness Tracking Tool (METT) score

KPI 9: Increase in revenues to meet target of achieving 40 per cent of revenues on accordance with existing regulations

KPI 10: Percentage improvement in number of applications processed within stipulated time

KPI 11: NEPA Customer Satisfaction score

KPI 12: Increase in the effectiveness of stakeholder engagement and partnerships in planning and environment management

1.0 INTRODUCTION AND BACKGROUND

The National Environment and Planning Agency (NEPA) is an Executive Agency that became operational on April 1, 2001. The National Land Policy (established in 1996) recommended the creation of a new agency through a merger of the Town Planning Department (TPD), Natural Resources Conservation Authority (NRCA), Land Development and Utilization Commission (LDUC), and Rural Physical Planning Unit (RPPU). NEPA represents the merger of these agencies with the exclusion of the RPPU. The formation of the Agency is a result of the work of the Government of Jamaica's Public Sector Modernization Programme (PSMP). The aim of the merger was to integrate environmental, planning, and sustainable development policies and programmes, and to improve customer service. It was also an attempt to create a 'one-stop shop', which would make the development approval process more efficient, effective, transparent and policy driven.

A review of NEPA's performance since the organisation was established (Hayman *et al.* 2012), recommended among other things, the development of a strategic action plan utilising participatory processes, as well as strengthening of the organization's Monitoring and Evaluation (M&E) Framework. The Agency has begun to implement these recommendations and this has resulted in the development of this five-year Strategic Action Plan (SAP) for 2014-2019 as well as a Performance Monitoring, Evaluation, and Reporting System (PMERS) with supporting Key Performance Indicators (KPIs) and targets for the five years.

The SAP represents a proactive and harmonised response to local, regional and global sustainable development challenges geared towards achieving NEPA's Mission while contributing to the achievement of Vision 2030 - Jamaica National Development Plan. The SAP forms part of the efforts by the Agency to strengthen its strategic objectives and improve performance effectiveness, and is in accordance with the Executive Agency Regulation requirement for periodic review of its strategic plan. The SAP is also aligned with that of the Ministry of Water, Land Environment and Climate Change (MWLECC), which is NEPA's parent Ministry.

1.1 Background

The establishment and operationalisation of NEPA in 2001 preceded the Executive Agencies Act by one year. The Executive Agencies Act (2002) (EAA) stipulates the development of a "Framework Document". The Framework Document establishes the legal framework within which NEPA operates and defines the relationship NEPA will have with its parent Ministry, the Ministry of Finance and Planning & the Cabinet Office.

Some of the topics included in NEPA's Framework Document (1999) are:

- i) NEPA's Mission and Strategic Objectives as an Executive Agency;
- ii) The accountability of the Agency and the Chief Executive Officer;
- iii) A three-year interim mechanism for legislation under which NEPA would operate until the NEPA legislation was developed;
- iv) The arrangements for the management of the Agency, including the powers of the Chief Executive Officer (CEO) relating to appointment, dismissal and disciplinary control of employees;

Legislative Mandate for NEPA

- The Natural Resources Conservation Authority Act (1991);
- The Land Development and Utilization Act (1966);
- The Town and Country Planning Act (1957);
- The Watersheds Protection Act (1963);
- The Beach Control Act (1956);
- The Wild Life Protection Act (1945); and
- The Endangered Species Act (2000)
- Executive Agencies Act (2002)

- v) The planning, monitoring and reporting requirements with respect to the Agency;
- vi) Specific outputs to be achieved by the management of the Agency;
- vii) The resources available to the Agency for the performance of its functions;
- viii) The financial framework for the Agency's performance and accountability; and
- ix) Employee performance indicators and the method of performance measurement and evaluation in respect of the Agency.

A Strategic Action Plan (SAP) defines the Goals and Strategic Objectives (SOs) that are the precursors to the development of a Business Plan, which is a requirement under the Executive Agencies Act. Annual Operational Plans are based on the provisions of the SAP. Specific strategies identified in the SAP are intended to build on NEPA's past accomplishments and are geared towards achieving its Mission and Vision while contributing to the achievement of Vision 2030 Jamaica - National Development Plan. The SAP must also be in alignment with the MWLECC's strategic business plan.

2.0 VISION, MISSION AND ORGANIZATIONAL CORE VALUES

NEPA's Vision is an aspirational description of what the organization would like to achieve or accomplish in the mid to long-term future.

VISION

“Jamaica’s natural resources are used in a sustainable way and there is broad based understanding of environment, planning and development issues, with extensive participation amongst citizens and a high level of compliance with relevant legislation”.

Its Mission is the statement of purpose, providing the framework and context for the development of its Goals.

MISSION

“To promote sustainable development by ensuring protection of the environment and orderly development in Jamaica through highly motivated staff performing at the highest standard.”

ORGANIZATIONAL CORE VALUES

NEPA's staff members are committed to a set of organizational values, which it has disseminated among staff and Board members.

ORGANIZATIONAL CORE VALUES

Integrity: We earn our reputation by adhering to the highest ethical standards, conduct and moral principles and at all times act in ways to preserve our integrity.

Accountability: We hold ourselves accountable to the public, accept responsibility for the decisions and actions that we take and will submit ourselves to the scrutiny that attends our decisions and actions.

Justice & Fair-play: In valuing the diversity in human nature and circumstances, we apply the principles of justice and fair-play in all our dealings within and outside the Agency to ensure that equity always prevails.

Customer Service: We acknowledge our role as a provider of services and will always strive to be proactive and responsive in satisfying our customers' expectations.

Teamwork: We foster collaboration and teamwork among staff while maintaining individual accountability.

Health & Safety: We strive to create and maintain a safe and healthy work environment.

Empowerment: We aim to create a learning organisation where all our employees are motivated to achieve excellence, and high levels of performance are recognized and rewarded.

Respect: We treat our team members, clients and partners with respect and sensitivity, recognizing the importance of diversity.

Effective internal and external communication: Ongoing information flow is an important part of our decision making process. We therefore believe that this is hinged on regular communication across all levels of the organisation and with our stakeholders.

Effective leadership: We have the authority to lead, the creativity to inspire and the will to foster positive social and environmental change.

Motivated Staff: Staff is engaged in seeking effective means to keep productivity, innovation, creativity and hard-work at the center of our workday.

3.0 CURRENT REALITY

The Current Reality, which provides an outlook of the environment in which NEPA operates, is outlined in this section. An environmental scan highlighting the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) contexts is presented in Table 1. The Strengths, Weaknesses, Opportunities and Threats (SWOT) are presented in Table 2. The PESTEL focuses on factors external to NEPA while the SWOT identifies internal factors. Consideration of both sets of factors is crucial to the strategic planning process.

Table 1. Environmental Scan for NEPA

Political factors	Economic factors
<ul style="list-style-type: none"> • Variable political will to operationalise NEPA's functions including the enforcement of environment and planning laws and regulations • Capacity constraints within external entities that affect completion of activities • Change in government, with constant changes in national policies/strategies/priorities • Corruption or perception of corruption • Widespread crime and lawlessness • Lagging Local Government Reform • Political ignorance of the technicalities of the environment • Inability to link environment with development and quality of life 	<ul style="list-style-type: none"> • Financial constraints of government • High cost of living and inflation • Poor economic climate • Limited investment in environment sector e.g. cleaner technology • Government's economic model does not include or give due consideration to the environment • Current IMF agreement that places many restrictions and constraints on the economy • Lack of economic incentives to protect the environment • High economic cost of spatial planning: including current budgetary allocation; environmental economic modelling; and environmental data scarcity • Lack of valuation and recognition of the importance of environmental services • Priorities of Bilateral Agencies & Governments are not always well-aligned to environment • No requirement of companies to report on environmental factors (triple bottom line) – not in line with international best practices • Unavailability of affordable housing solutions in formal sector leading to unplanned and/or unapproved housing developments
Social factors	Technological factors
<ul style="list-style-type: none"> • Poor public perception of NEPA and low level of understanding of its mandate • Growing health and safety consciousness of Jamaicans • Populace desensitized/ unaware/ unconcerned about environment and planning issues • Weak efforts to address cultural practices and attitudes that are harmful to the environment • Poor corporate responsibility for the natural and built environment • Poverty is a constraint to environmental protection and proper planning • Varying consumption and production patterns • Linkage of environment to economics/survival not made to populace • Limited environmentally friendly options given to populace (e.g. for energy and waste) • Poor business and professional ethics • Existence of environmental lobby groups 	<ul style="list-style-type: none"> • Increase in cybercrime and incidences of hacking • Safety and efficiency of AMANDA (Application Management and Data Automation) software • Increased public demand for online data and permit application processes • Increase in use of technology • Rapid rate of technological change • Limited/Low levels of access to technology • Positive and negative impacts of Social Media • Use of drones to do remote data gathering and pollution monitoring • Impeding cost of technology • Inadequate use of technology in agriculture in Jamaica • Limited data sharing opportunities • Land Use System has new real time technology to simulate models and scenarios • Availability of Economic Modelling and crowd source technology • Inadequate/outdated IT infrastructure (hardware and software)

Environmental factors	Legal factors
<ul style="list-style-type: none"> • Vulnerability to adverse climatic and geological occurrences and climate change • High energy costs and inefficient use of energy. • Limiting geographic factors of a Small Island Developing State • Severe and serious nature of environmental degradation • Consideration of invasive species pathways • Earthquakes/geotechnical/fault lines 	<ul style="list-style-type: none"> • Importance of a streamlined legislative and governance framework for NEPA, including updated Framework Document • Long time taken to approve proposed legislative changes • Improved access to information through Access to Information Act • Inefficiency of local court system especially with respect to prosecution • Culture shift required for judiciary as there are issues with respect to awareness, support, and delays • Increased threat of lawsuits (litigious nature of populace) • Restitution/fines to be appropriate to infraction • Low levels of voluntary compliance • Perceived lack of deterrent to infractions including environmental violations • Increased number of legal professionals trained locally • Limited number of persons with post graduate degrees in environmental law • Inadequacy of fines system • Discrepancies between legal framework and cultural practices • Jamaica is party to several international conventions

Table 2. SWOT for NEPA

Strengths	Weaknesses
<ul style="list-style-type: none"> • Projects and programs are in line with mission and mandate • Highly educated, qualified and dedicated staff • Stable and reliable Financial Management System • Wide-ranging legislation • Board and Authorities led by experienced persons • AMANDA system 	<ul style="list-style-type: none"> • Weak Strategic Vision and Planning process, manifested in poor linkages and cooperation among the Divisions working on related activities, and towards similar outcomes • Skills sometimes not well aligned to task/job description • Performance reporting not adequately recording the level of work done by the Agency • Weak analysis and reporting on impact of NEPA programs and projects and NEPA's progress towards achieving its mission • No Monitoring and Evaluation Framework that defines and/or provides clarity on the work of NEPA and its contribution to "promoting sustainable development" • Internal communications ineffective and lacks Standard Operating Procedure (SOP) • Programmes limited by inadequate level of resources available • Outdated laws and regulations hinder effective planning and regulatory processes • Functional overlap with other government and local government agencies • Lack of integration of current scientific data of good quality to inform policy development and permit and applications processing • Inadequate system for monitoring the environment, weak culture of enforcement, roles and responsibilities not well defined

Strengths	Weaknesses
	<ul style="list-style-type: none"> ● Inadequate office accommodation ● Poor prioritization of activities ● Inadequate risk management
Opportunities	Threats
<ul style="list-style-type: none"> ● Access to various types of international funding sources e.g. GEF ● Increased public interest/support/awareness and consciousness of environmental issues and receptive media (Environment Watch feature) ● Rich biodiversity and natural resources (e.g. freshwater resources) ● Utilization of Vision 2030 as an overarching mechanism for cross-sectoral and integrated approaches to sustainable development ● Collaboration and partnerships with stakeholders (local authorities, central government and civil society, academia, private sector and international agencies) for implementation of NEPA' strategies ● Development of a research agenda ● Institutionalization of lessons learned and best practices from projects implemented to provide greater benefit ● Availability and adaptive capacity for new and emerging unsustainable techniques and technologies ● Global trend towards the development of sustainable economic sectors (e.g. sustainable tourism, transportation etc.) ● Green economy proposal under the Ministry of Water, Land, Environment and Climate Change ● Increased coverage of Development Orders ● Preparation of Strategic Environment Assessments ● Opportunity to highlight achievements through revised PMERS ● Collect/generate revenues through Business Plan ● Environmental symbiosis e.g. Jamaica Waste Exchange ● Utilization of renewable energy ● Utilization of social marketing to effect behaviour change as a key requirement for environmental protection and orderly development ● Utilization of strategies to improve interface with the public ● Strengthening relationships with clients, NGOs, communities and other government agencies ● Website/social media presence ● Process available data related to planning and environment to enable decision making 	<ul style="list-style-type: none"> ● Global economic crises reducing levels of available funding ● Jamaica's increasing debt situation ● Government entities sometimes do not adhere to environmental laws. ● Weak coordination and linkages developed between environment and development ● Variable political will for environmental management ● Over-exploitation of non-renewable natural resources ● Weak Environmental Education and Awareness ● Capacity Constraints (e.g. Chief Parliamentary Council). ● Trade and its impact on MPAs ● Litigious nature of the society (various stakeholders) ● Economic (sectors) practices ● Environmental destruction affecting economic sectors (e.g. tourism) ● Consideration of the Environmental Regulatory Agency (ERA) ● Large external investment driving environmental destruction ● Bad press ● Poverty and affluence ● Population increase ● Consumption patterns ● Sister agencies/ministries with environmental mandates overlapping with NEPA ● Urbanization ● Invasive species associated with trade ● Modes of transportation ● Unsustainable economic development practices e.g. in tourism and mining ● Increasing demands on the organization due to the plethora of environmental issues ● Climate change ● Many environmental policies developed but not promulgated

4.0 GOALS AND STRATEGIC OBJECTIVES

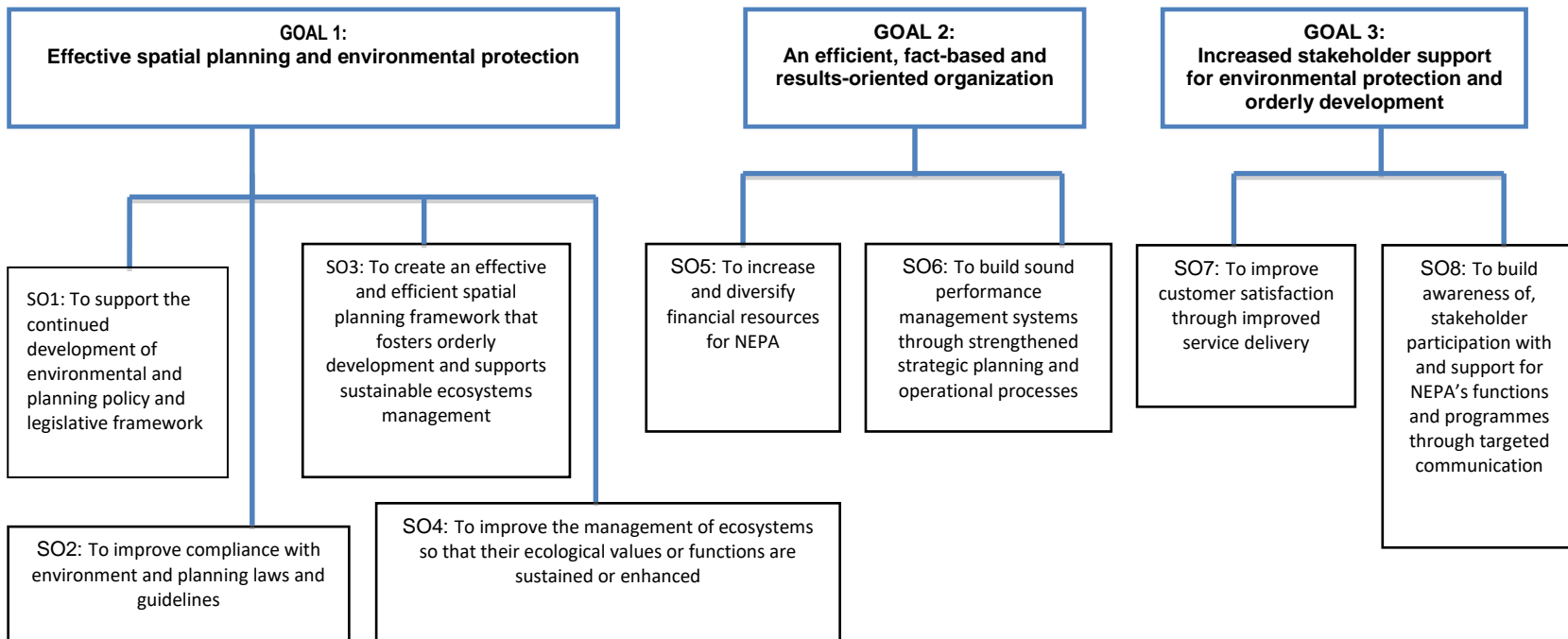
The 2013 SAP process resulted in the establishment of three organisational goals and eight strategic objectives (SOs) for the next five years. These goals and SOs are focused on achieving the overall Vision and Mission for NEPA¹. Figure 1 provides a schematic representation of the Goals and SOs.

¹ Strategic objectives are supported by defined key performance indicators including baselines and annual targets, making them Specific, Measurable, Achievable, Realistic and Time bound (by 2019)

Figure 1. Goals and Strategic Objectives for NEPA SAP (2014-19)

VISION: “Jamaica’s natural resources are used in a sustainable way and there is broad based understanding of environment, planning and development issues, with extensive participation amongst citizens and a high level of compliance with relevant legislation”.

MISSION: “To promote sustainable development by ensuring protection of the environment and orderly development in Jamaica through highly motivated staff performing at the highest standard.”



5.0 CORE FUNCTIONS AND ALIGNMENT WITH GOALS AND STRATEGIC OBJECTIVES

The core functions and key outputs that NEPA is to deliver on are set out in the Framework Document² (1999). As part of the process of updating the Framework Document, NEPA carried out a Management review of its core functions and specifically considered recommendations from the Strategic Review Report (Hayman & Associates 2012). Table 3 provides a listing of core functions as defined in the 1999 NEPA Framework Document and as proposed in 2012. In the 2012 revision of core functions ‘Application Approvals’ was changed to ‘Application Management’ in order to reflect that applications go through a management process that may not end in approval. ‘Compliance and Enforcement’ was changed to ‘Compliance and Enforcement Management’. ‘Park, Beach and Watershed Management Operations’ was considered too limited and in keeping with international best practice, was split into two core functions, namely: ‘Conservation & Protection Management’ and ‘Environmental Management’. ‘Conservation & Protection Management’ deals with natural resources and biodiversity management, and ‘Environmental Management’ refers to functions dealing primarily with environmental monitoring and pollution prevention. ‘Environmental and Land Use Database and Mapping’ has been updated to ‘Spatial Planning’ and Public Education and Information Services changed to Public Education. Policy & Programmes Development remains the same.

Table 3: Changes in NEPA Core Functions 2001

<i>Previous (1999- 2012)</i>	<i>New (2012-)</i>
1. Policy & Programmes Development	1. Policy & Programme Development
2. Application Approvals	2. Application Management
3. Compliance and Enforcement	3. Compliance and Enforcement Management
4. Park, Beach and Watershed Management Operations	4. Conservation & Protection Management
	5. Environmental Management
5. Environmental and Land Use Database and Mapping	6. Spatial Planning
6. Public Education and Information Services	7. Public Education

Table 4 provides a summary of linkages of the Goals and SOs with NEPA’s Core functions. An extensive participatory process including consultations with internal and external stakeholders led to the development of three broadly defined goals and eight strategic objectives (previously outlined in Section 5.0) which are aligned to the core functions of NEPA and captured in Table 4. Goal 1 is linked to all seven NEPA core functions through its four strategic objectives. Goal 2 is linked to four NEPA core functions through its two strategic objectives and Goal 3 is linked to all NEPA core functions through its two strategic objectives. These linkages are highlighted in teal in Table 4. Core function 7: “Public Education” and SO8 under Goal 3 which relates to awareness and stakeholder participation are crosscutting themes that are linked throughout and are highlighted in orange in Table 4. This emphasises that public education, awareness, and stakeholder participation are imperative. These goals reflect the long-range Vision for the future.

² The Framework Document sets out the basis upon which NEPA and its CEO operate and defines how they relate to the Minister of Water Land Environment and Climate Change, the Minister of Finance and Planning and the Cabinet Office. It specifies the key outputs (and assisted performance indicators) that the CEO, through NEPA, delivers, the roles and responsibilities of the contracting parties, the reporting requirements, and the extent of management, financial and human resources delegation to the CEO.

Table 4. Linkages between Core Functions and SAP 2014-2019 Goals and Strategic Objectives

		Core Functions									
		Policy & Programme Development	Applications Management	Compliance & Enforcement Management	Conservation & Protection Management	Environmental Management	Spatial Planning	Public Education			
Goals	Effective Spatial Planning & Environmental Protection									SO1: To support the continued development of the Environment and planning policy and legislative framework	Strategic Objectives
									SO 2: To improve compliance with environmental and planning laws and guidelines		
									SO 3: To create an effective and efficient spatial planning framework that fosters orderly development and supports sustainable ecosystems management		
									SO 4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced		
	An Effective fact-based and results-oriented Organisation								SO 5: To increase and diversify financial resources for NEPA		
									SO 6: To build sound performance management systems through strengthened strategic planning and operational processes		
	Increased Stakeholder Support for Environmental Protection and Orderly Development								SO7: To improve customer satisfaction through improved service delivery.		
									SO8: To build awareness of, stakeholder participation with, and support for NEPA functions and programmes through targeted communication		

Figure 2 illustrates how goals relate to the core functions and strategic objectives as the means of achieving the fundamental Mission of the organization. Core functions are the foundation on which NEPA is situated. Strategic Objectives are specific targets within a set of goals. Goals, when achieved, will help further the Mission over time and fulfil the Vision. NEPA's Mission and Vision having been actualised, will contribute to the achievement of national priorities and objectives of the parent Ministry and the Vision 2030 Jamaica – National Development Plan. National linkages are described in Section 5.1.

Figure 2: Relationship of Core Functions to Strategic Objectives, Goals, Vision and Mission



5.1 Linkages

Like its parent Ministry (MWLECC), NEPA's 2014 – 2019 Goals are aligned with Goal 3 and particularly Goal 4 of the Vision 2030 Medium Term Framework (MTF). These are:

- (i) National Goal #3 – ‘Jamaica’s economy is prosperous’ which in turn is aligned with the national outcome which speaks to Jamaica having “a strong economic infrastructure”, and
- (ii) National Goal #4 – ‘Jamaica has a healthy natural environment’. This National goal is aligned with the national outcome “Sustainable management and use of environmental and natural resources and sustainable urban and rural development”.

The Vision 2030 MTF lists twelve (12) priority strategies/actions for which NEPA was identified as the responsible implementing agency, while the MWLECC lists twenty two (22)³. Annex 2 provides details of the alignment of NEPA’s goals and strategic objectives as follows:

i) Goal 1

NEPA’s Goal 1, “Effective development planning and environmental protection” and SO 4, “*To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced*” is aligned with Vision 2030 MTF’s National Outcome # 13 “*Sustainable Management and use of Environmental and Natural Resources*”; National Strategy 13-1 “*Integrate Environmental issues in Economic and Social Decision making processes*”; and National Strategy 13-2 “*Develop and implement mechanisms for Biodiversity Conservation and Ecosystem Management*”. “Under Vision 2030’s National Strategy 14-3,

³ Note that not all MTF and MWLECC priority strategies and actions were in alignment with NEPA’s Goals and SOs.

“Develop measures to adapt to climate change” NEPA has lead responsibility to “Create mechanisms for the better management of natural resources including water resources, coastal resources, land degradation and deforestation.”

NEPA’s Goal 1, and SO 3 *“Creation of an effective and efficient spatial planning framework that fosters orderly development and supports sustainable ecosystems management”* are aligned with Vision 2030’s National Outcome # 15 *“Sustainable Urban and Rural Development; National Strategy 15-1 “Create a comprehensive and efficient planning system”;* and Sector Strategy *“Develop and adopt mechanisms for better integration of spatial models and tools for decision making”*. MWLECC’s SAP lists *“Promote orderly sustainable development of the built and natural environment”* in alignment with Vision 2030’s National Strategy 15-1 as a major project for NEPA to undertake.

ii) Goal 2

NEPA’s Goal 2, *“An efficient data driven and results based organization”;* *“To increase and diversify financial resources for NEPA”* and SO 6 *“To build sound performance management systems through strengthened strategic planning and operational processes”;* are in alignment with Vision 2030’s MTF National Outcome #8 *“An enabling business environment”* and priority strategy *“Streamline process and reduce the processing time for development planning applications”* which has NEPA in a lead role. MWLECC’s SAP also lists *“Coordinate and report on the status of applications and permit license and beach license collection”;* *“Review of applications”;* and *“Applications preparation and scanning”* as roles for NEPA.

iii) Goal 3

NEPA’s Goal 3 *“Increased stakeholder support for environmental protection and orderly development”;* SO 7 *“to improve customer satisfaction through improved service delivery”* and SO 8 *“To build awareness of, stakeholder participation with, and support for NEPA functions and programmes through targeted communication”* are aligned with Vision 2030’s National Outcome #8 *“An Enabling Business Environment”;* National Strategy 8-1 *“Ensure a facilitating policy, regulatory and institutional framework for business and development”* and Sector Strategy *“Improve and streamline bureaucratic processes for business establishment and operation”*. Vision 2030’s MTF lists NEPA as having the lead role in implementation of this strategy, which is also aligned with MWLECC’s actions for development of applications, licenses, and permits.

Goal 3, SO 8 is also in alignment with Vision 2030’s National Outcome 12 *“Internationally Competitive Industry Structure”;* Sector Strategy *“Enhance awareness within the (tourism) sector on the impacts of climate change on Tourism”;* and Strategy 12-24 *“Develop a climate change communications strategy to support/improve awareness of climate change”* for which NEPA is designated a supporting role. Goal 3, SO 8 is also aligned with MWLECC SAP designated action for NEPA to support sensitization of managers and users of fish sanctuaries. Another alignment evident is that of NEPA’s Goal 3, SO 8 with National Outcome # 14 *“Hazard Risk Reduction and Adaptation to Climate Change.”* For National Strategies 14-1 *“Improve resilience to all forms of Hazards”;* NEPA is designated supporting roles for 12 communication activities including the preparation and dissemination of information to guide decision making related to Hazard risk reduction and spatial planning; development of communication dissemination mechanisms for disaster risk information and early warning systems; and packaging of technical information for communication to various target audiences.

6.0 STRATEGIC ACTION PLAN (SAP) (2014-2019)

The following section represents the SAP for NEPA for the five-years, 2014-2019. The SAP is based on a thorough review of NEPA's past performance, since its existence and in the past year; linkages with Vision 2030 Jamaica- National Development Plan and its MTF (2012-2015); the MWLECC's Strategic Business Plan; and the National Performance Management System. It also takes into account Jamaica's obligations under various International Conventions and Frameworks.

This SAP is linked to an accompanying document, the PMERS for NEPA. The PMERS provides details on the setting of baselines, targets and monitoring and evaluation of Key Performance Indicators (KPIs) that measure progress towards achieving the Strategic Objectives, Mission and Vision. Twelve strategic level KPIs have been defined for application to this SAP and these will be supported by operational level KPIs whenever Operational Plans are developed.

Table 5 provides a listing of these KPIs. The PMERS document details the monitoring, evaluation and reporting framework for these KPIs and defines associated roles and responsibilities. There are some baselines⁴ that will need to be defined further. Adaptive management is critical in the successful roll out of the PMERS. Section 6.1 - Table 6 provides an implementation schedule for the key strategies defined in this document.

⁴ Baselines and some targets for KPIs 2, 11, 12.

Table 5. Key Performance Indicators associated with each Goal and Strategic Objective

GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
GOAL 1: Effective spatial planning and environmental protection	SO 1: To support the continued development of the environment and planning policy and legislative framework	KPI 1: Increase in Policy Promulgation Index
	SO 2: To improve compliance with environment and planning laws and guidelines	KPI 2: Percentage change in number of instruments issued
	SO 3: To create an effective and efficient spatial planning framework that fosters orderly development and supports sustainable ecosystems management	KPI 3: Percentage of Development Order Areas with up-to-date Orders
	SO 4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced	KPI 4: Percentage increase in populations of Targeted Threatened Species occurring in the wild
		KPI 5: Number of Watershed Management Units with improved management through the Watershed Area management Mechanism (WAMM)
KPI 6: Coral Reef Health Index		
	KPI 7: Improvement in ambient air and water quality in targeted (degraded/threatened) areas	
	KPI 8: Percentage of NRCA Protected Areas with an increase in the Management Effectiveness Tracking Tool (METT) score	
GOAL 2: An efficient fact-based and results oriented organisation	SO 5: To increase and diversify financial resources for NEPA	KPI 9: Increase in revenues to meet target of achieving 40 per cent of revenues in accordance with existing regulations
	SO 6: To build sound performance management systems through strengthened strategic planning and operational processes	KPI 10: Percentage improvement in number of applications processed within stipulated time
GOAL 3: Increased stakeholder support for environmental protection and orderly development	SO 7: To improve customer satisfaction through improved service delivery	KPI 11: NEPA Customer Satisfaction score
	SO 8: To build awareness of, stakeholder participation with and support for NEPA's functions and programmes through targeted communication	KPI 12: Increase in the effectiveness of stakeholder engagements and partnerships in planning and environment management

GOAL 1: Effective Spatial Planning and Environmental Protection

Goal 1 is geared at effectively protecting the environment while guiding spatial planning and is aligned to:

- National Goal 4: Jamaica has a Healthy Natural Environment;
- National Outcome 13: Sustainable management and use of the environment and natural resources;
- National Strategy 13-1: Integrate environmental issues in economic and social decision making policies and processes
- Sector strategy: Implement best management practices for air, forest, ground and surface water, land management, soils, and resources consumption

Goal 1 is to be achieved through four Strategic Objectives (SOs) namely:

- SO 1: To support the continued development of environmental and planning policy and legislative framework
- SO 2: To improve compliance with environmental and planning laws and guidelines
- SO 3: To create an effective and efficient spatial planning framework that fosters orderly development and supports ecosystems management
- SO 4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced

SO 1: To support the continued development of environmental and planning policy and legislative framework

Key strategies supporting SO1 include:

- Strengthen legislative framework
- Improve environment and planning policy framework
- Provide support to the MWLECC in meeting Jamaica's obligations under the Stockholm Convention for Persistent Organic Pollutants (POPs)
- Track and complete all reporting and other obligations under existing International Conventions

KPI 1: Increase in Policy Promulgation Index

Target	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Increase in policy promulgation index		+7	+4	+18	+2	+4
		Amended draft Beach Access and Management Policy (BAMP) submitted to MWLECC = +1	Amend Draft National Biosafety Policy and submit to NRCA = +2	Amend Draft National Biosafety Policy and submit to the parent Ministry =+2	Amend the Overarching Policy for Jamaica's Protected Areas System and submit to the parent Ministry = +2	Conduct internal and external consultation on draft National Policy on Sustainable Financing for Wastewater Management = +2
		Draft Watershed Policy (WSP) WSP updated and circulated for internal review = +2	Amend and Submit Draft Wildlife Trade Policy to NRCA = +2	Amend Draft Wildlife Trade Policy and submit to the parent Ministry =+2		Amend document based on feedback from internal and external consultation and submit to NRCA/TCPA = +2
		Wild Life Policy (WLP) - WLP updated and circulated for internal review = +2		Prepare Draft National Biodiversity Strategy and Action Plan and conduct internal and external		

Target	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
		Dolphin Policy (DP) - DP updated and circulated for internal review = +2		consultation =+4 Prepare Position paper on policy and legislative needs for the implementation of Access and Benefit Sharing (ABS) and submit to the parent Ministry ⁵ = + 2 Develop Draft Waste Management Policy and Strategy =+8		

The Agency's contribution to policy development will be guided by and measured based on the following four stages.

At STAGE 1: (Conception)

- (i) Policy identification = 0.5
- (ii) If drafting of the issues paper is complete and being finalized within NEPA = 1
- (iii) When final issues paper is completed and submitted to the Ministry = 0.5

(Stage 1 overall score = 2)

This would allow for a more detailed tracking of the steps being made opposed to an all or nothing score.

At STAGE 2: (Formulation)

Prepare draft policy and conduct internal and external consultation = 4

- (i) Preparation of draft Policy = +2; and
- (ii) Conduct internal and external consultation on draft policy = +2

At STAGE 3: (Finalization)

Amend document based on feedback from internal and external consultation and submit to NRCA/TCPA = 2

At STAGE 4: (Submission)

Amend document based on feedback from NRCA/TCPA and submit to Parent Ministry = 2

SO 2: To improve compliance with environmental and planning laws and guidelines

Key strategies supporting SO 2 include:

- Implement planning controls
- Maintain freeze on HCFC importation for Jamaica at 268.24 metric tonnes
- Strengthen protected areas enforcement regime
- Implement programme to conduct compliance audits of licensed air pollution sources, monitor and track changes in air and water quality, monitor effluent discharges for compliance to applicable standards and guidelines, permits and licenses
- Undertake compliance monitoring and enforcement at port facilities

⁵ position paper is not submitted to NRCA/TCPA for approval but for information

- Reduce risk to human and environmental health from chemical waste

KPI 2: Percentage Change In Number Of Instruments Issued

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Targets to be finalized based on efforts designed to raise awareness about permit condition compliance	2013/2014	+5%				
	2014/15 FY	-	+5%	+6%	+8%	+10

SO 3: To create an effective and efficient spatial planning framework that fosters orderly development and supports sustainable ecosystems management

Key strategies supporting SO 3 include:

- Prepare and/or revise development orders
- Monitor enforcement of planning regulations
- Develop the National Spatial Plan
- Commence the establishment of Spatial and Land use Database
- Undertake processing of applications towards development control, protection of bio-resources and management of hazardous wastes

KPI 3: Percentage of Development Order Areas with up-to-date Orders⁶

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Percentage of development order areas with up-to-date orders	26%	33%	47%	93%	100%	n/a All fifteen (15) of the island's Development Order Areas are currently up-to-date

SO 4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced

Key strategies supporting SO 4 include:

- Develop national monitoring systems for air, land and water quality
- Develop framework for non-regulated sources of air pollution
- Reduce air, water and land pollution generated from point and non-point sources

⁶ Up-to date development orders include Draft, Provisional and /or Confirmed Development Order not older than six (6) years.

- Design and implement mechanisms for watershed management
- Improve sustainable management of protected areas through approaches including but not limited to community participation
- Develop capacity within NEPA to review NRVs as part of the EIA process
- Create mechanisms for improved management of natural resources including water resources, coastal resources, land degradation and deforestation
- Develop and implement management and action plans for species protection including increased propagation of endangered species
- Undertake proactive management of invasive species
- Conduct zoning for Protected Areas and Ecologically Sensitive Areas
- Undertake pollution management activities (Identification, Prevention, Control, Monitoring and Assessment) (Crosslink with SO 2 - Compliance and Enforcement and SO6 – Applications Management)
- Facilitate hazard risk reduction and climate change mainstreaming
- Provide support to private sector towards environmental compliance with National and International Standards

KPI 4: Percentage increase in populations of Targeted Threatened Species occurring in the wild.

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Many species have a decreasing trend and so initial efforts are to stabilize population at current levels. Methods of assessment may not be comparable to those used in collecting existing baseline data.	<1,000 adult American Crocodiles (2004 est.)	Update baseline data value	Determine relative abundance of American Crocodiles in Portland Bight Protected Area and Black River	Maintain baseline figure ⁷	Maintain baseline figure	Increase in the number of individual American crocodiles to one hundred (100) in Portland Bight Protected Area and maintain eleven (11) individual American crocodiles in the Black River Area including the Parrottee Pond.
	<500 pairs of West-Indian Whistling Duck (est.)	Update baseline data value	Determine relative abundance in Negril Royal Palm Reserve	-	-	-
	~250 adult Jamaican Iguanas (est.)	2 % increase	3% increase	3% increase	4% increase	7% increase
	Frequency of 3 species (21-30 Orchids) per square metre	Update baseline data value ⁸	Maintain baseline figure	Maintain baseline figure	-	-
						Prepare an action plan for the Jamaican Flower Bat

⁷ Baseline figure determined in Year 2 (2015/16) was 85 individuals Crocodiles in Portland Bight Protected Area and 11 individuals crocodiles in Black River

⁸ Baseline data determined to be 0.001 Orchid per square metre (March 2016)

KPI 5: Number of Watershed Management Units with improved management

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Implement components of the WAMM in selected WMUs		Implement elements of component 1,2 and 4 of the WAMM in 10 WMUs	Implement 5 components of the WAMM in Montego River and Black River WMU and 3 components in Rio Minho and Wagwater	Implement 5 components of the WAMM in Montego River and 5 components in Rio Minho and Wagwater River WMUs Implement component 2 and 3 of the WAMM in the Yallahs and Hope Watershed Management Units	Implement initiatives of selected components of the WAMM in Montego River, Great River, Wag Water River and Rio Minho Watershed Management Units Implement component 8 of the WAMM in the Yallahs and Hope Watershed Management Units	<p>Component 1: Engaging the Community in the Rio Bueno/ White River and Cabarita River Watershed Management Units (WMUs) Conduct two workshops in selected communities to introduce the Model to the stakeholders</p> <p>Component 3 : Reconnaissance of Resources in the Swift River WMU Undertake a Rapid Assessment (RA) to establish a baseline of the natural resources and their status within the WMU</p> <p>Component 3: Reconnaissance of Resources in the Yallahs River and Hope River WMUs Conduct a socio-economic and socio cultural assessment of the Yallahs River and Hope River WMUs</p> <p>Component 4: Capacity Building Through Training in the Yallahs River and Hope River WMUs Assessment and training to strengthen four (4) selected communities in the Yallahs River (2) and Hope River (2) WMUs</p> <p>Component 8: Developing Sustainable Livelihoods in the Yallahs River and Hope River WMUs Undertake Farmer Field Schools in 4 communities in the Yallahs River and Hope River WMUs; Provide agricultural materials to farmers in four (4) communities in the Yallahs River and Hope River WMUs</p> <p>Component 8: Developing Sustainable Livelihoods in the Rio Cobre WMU Undertake one Farmer Field School in one selected community</p>

KPI 6: Coral Reef Health Index

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Coral Reef Health Index Very good (>4.2-5) Good (>3.6-4.2) Fair (>2.6-3.4) Poor (>1.8-2.6) Critical (1-1.8)	2.3	2.3	Monitor and undertake trend analysis of coral reef health at 20 coral reef sites	Monitor and undertake trend analysis of coral reef health at 20 coral reef sites	Monitor and undertake trend analysis of coral reef health at 20 coral reef sites	Monitor and undertake trend analysis of coral reef health ⁹ at 20 coral reef sites

KPI 7: Improvement in Ambient Air and Water Quality in Targeted (degraded/threatened) Areas

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
<ul style="list-style-type: none"> Measure of compliance with ambient air quality standards for PM10 for a percentage of monitoring sites in Kingston Metropolitan Region 	-	-	72 % (i.e. 8 of 11)	82 % (i.e. 9 of 11)	-	100 % (i.e. 11 of 11)
<ul style="list-style-type: none"> Measure of compliance with environmental standards for a percentage of sugar factories / distillers¹¹ and bauxite facilities 	-	-	75% (i.e. 9 of 12)	-	Conduct an audit of the compliance of the sugar and distillery facilities with the NRCA Air Quality Regulations (2006) Undertake an Initial Environmental Review of facilities in the bauxite industry	Develop, pilot and implement an improved recreational and coastal water quality monitoring programme (to include data collection and analysis and a tracking mechanism) Develop and implement a monitoring, assessment and trend analysis programme for water and air quality in twenty high risk facilities ¹² in the bauxite, sugar, rum distillery and wastewater sectors

⁹ Integrated Coral Reef Health Index: Very Good (>4.2 – 5.0); Good (> 3.6 – 4.2); Fair (>2.6 – 3.5); Poor (1.8 – 2.6); Critical (1.0 – 1.7)

¹⁰ The twenty (20) sites are Negril Marine Park, Oracabessa Bay Fish Sanctuary, Montego Bay Marine Park, Palisadoes Port Royal PA, Falmouth, Portland Bight Protected Area, Ocho Rios MP, Discovery Bay, Whitehouse, CPACC Project Sites-Discovery Bay, Portland, Port Royal

¹¹ Measured in Year 2 only

¹² Four Bauxite Facilities, 6 Distilleries, 4 sugar factories, 3 Sewage Treatment Plants (Soapberry STP, Bogue STP, Negril STP), 3 NWC Plants (Greater Portmore, Harbour View, Ocho Rios)

KPI 8: Percentage of NRCA protected areas with an increase in the Management Effectiveness Tracking Tool (METT) score

Targets	Baseline	Year 1	Year 2	Year 3 ¹³	Year 4	Year 5 ¹⁴
Montego Bay Marine Park	44	-	-		-	
Blue and John Crow Mountains National Park	72	-	-		-	
Negril Environmental Protection Area	32	-	-		-	
Negril Marine Park	39	-	-		-	
Palisadoes-Port Royal Protected Area	27	-	-		-	
Coral Spring-Mountain Spring Protected Area	19	-	-		-	
Portland Bight Protected Area	36	-	-		-	
Ocho Rios Protected Area	19	-	-		-	
Mason River Protected Area	54	-	-		-	
Average	38	-	-		-	

GOAL 2: An Efficient, Fact-based and Results-Oriented Organization

Goal 2 is geared towards making NEPA a more efficient and effective organisation that achieves its mandate.

Goal 2 is aligned to:

- National Goal: #3 Jamaica's Economy is Prosperous
- National Outcome: #8 Enabling Business Environment
- National Strategies: 8- 1 Ensure a facilitating policy, regulatory and institutional framework for business development
- MWLECC Priority/Strategy 8-1: Improve and streamline bureaucratic processes for business establishment and operation

Goal 2 is to be achieved through two Strategic Objectives (SOs) namely:

- SO 5 *"To increase and diversify financial resources for NEPA"*
- SO 6 *"To build sound performance management systems through strengthened strategic planning and operational processes"*

SO 5: To increase and diversify financial resources for NEPA

Key strategies supporting SO 5 include:

- Implement measures towards achieving Type B Executive Agency status

¹³ Year 3: 25% increase in METT score for 44% of PAs ie 4 of 9 PAs

¹⁴ Year 5: 10% increase in METT scores for 56% or 5 of 9 NRCA Protected Areas based on 2016 baseline scores

- Diversify funding streams to include a wider mix of income generators

KPI 9: Increase In Revenues To Meet Target of Achieving 40 Per Cent of Revenues In Accordance With Existing Regulations

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Percentage of the approved budget attributed to NRCA appropriations-in-aid	-	-	-	2 % over 2015/16 earnings	7.5% over 2016/17 earnings	10% over 2017/2018 earnings

SO 6: To build sound performance management systems through strengthened strategic planning and operational processes

Key strategies supporting SO6 include:

- Streamline process and reduce the processing time for development planning applications using the best available data for decision-making
- Develop and implement a strategic action plan
- Develop and implement a monitoring and evaluation framework
- Develop and implement a performance management and evaluation system
- Implement measures towards achieving Type B Executive Agency status
- Improve access to environmental, planning and corporate data
- Developing, Implementing and Populating a Data Management System
- Develop and implement a targeted training and knowledge transfer programme
- Professional development of staff
- Improve stakeholder engagement
- Improve internal communication
- Improve staff recognition programme (monetary and non-monetary incentive)
- Develop and implement a risk management plan
- Develop and implement a project management methodology and process for inclusion in the Standard Operating Procedures
- Implement and maintain OHS standards and emergency preparedness system
- Develop and implement cost savings measures including energy efficiency; water management
- Improve research agenda for the organization
- Implement Quality Management Systems in compliance with ISO
- Improve the physical working environment
- Establish Air Quality Management Unit

KPI 10: Percentage Improvement in Number of Applications Processed within Stipulated Time

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Percentage of applications disaggregated by time taken to process (including denied and incomplete applications) averaged among types of applications – planning, sub-divisions, environmental permits, environmental licence, and beach licence within stipulated times	65% applications processed within established timelines with 63% Indirect applications processed in 75 days and 37% Direct applications processed in 90 days ¹⁵	71% applications processed within established timelines with 63% Indirect applications processed in 75 days and 37% Direct applications processed in 90 days	72% applications processed within established timelines with 63% Indirect applications processed in 75 days and 37% Direct applications processed in 90 days	73%/1205 applications processed within established timelines Indirect applications processed in 75 days and Direct applications processed in 90 days 100%/ 380 applications brought forward from 2015-2016 FY Processed by 31 March 2017	74%/1221 applications processed within established timelines Indirect applications processed in 75 days and Direct applications processed in 90 days	75% 75%/1,238 applications processed within established timelines: (i) Indirect applications processed in 75 days and (ii) Direct applications processed in 90 days

GOAL 3: Increased stakeholder support for environmental protection and orderly development

Goal 3 seeks to elicit support from stakeholders for orderly development and protection of the environment
Goal 3 is aligned to:

(i) Vision 2030 – MTF 2012 – 2015:

- National Goal 4: Jamaica has a Healthy Natural Environment
- National Strategy 8-1 “Ensure a facilitating policy, regulatory and institutional framework for business and development; Sector Strategy: Improve and streamline bureaucratic processes for business establishment and operation
- National Outcome 13: Sustainable Management and use of the environment and natural resources;
- National Strategy 13-1: Integrate environmental issues in economic and social decision making policies and processes

(ii) MWLECC (SAP) Strategies:

- Coordinate and report on the status of applications and permit license and beach license collection
- Review of applications
- Applications preparation and scanning

Goal 3 is to be achieved through two Strategic Objectives namely:

- SO7: To improve customer satisfaction through improved service delivery

¹⁵ Indirect applications are defined as applications for which recommendations are provided by the National Environment and Planning Agency to the local authorities, Kingston and St. Andrew Corporation, the Portmore Municipal Council and the Negril Green Island Area Local Planning Authority. These include Subdivisions (less than 10 lots), Subdivisions (10 lots and over) and Planning (Non-TCPA).

Direct applications are defined as applications for which the final determination/decision/recommendation is made by the National Environment and Planning Agency, Natural Resources Conservation Authority and the Town and Country Planning Authority. These include Environmental Permits, Environmental Licences, Beach Licences, Planning (TCPA) and Enquiries.

- SO8: To build awareness of, stakeholder participation with, and support for NEPA functions and programmes through targeted communication

SO7: To improve customer satisfaction through improved service delivery

Key strategies supporting SO7 include:

- Develop and implement stakeholder management plan including monitoring and evaluation
- Expand stakeholder network and strengthen relationships internally and externally
- Improve public interface for AMANDA

KPI 11: NEPA Customer Satisfaction Score

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Targeted surveys for Developers, Schools, Academics, NGO Partners, DAC Clients, Doc Centre Visitors, Traders To work at improving to achieve a constant 95% satisfaction level	To be determined = B%	B%	Confirm Baseline	94.5 %	95.0 %	Achieve NEPA Customer Satisfaction Score of at least 95%

SO8: To build awareness of, stakeholder participation with, and support for NEPA's functions and programmes through targeted communication

Key Strategies supporting SO8 include:

- Develop Corporate engagement and communication plan, standards and guidelines (internal and external)
- Develop and implement M & E framework
- Develop and implement mechanism for engagement and training of stakeholders
- Develop targeted Public Education and Awareness Strategy for all divisions of NEPA to improve public access to environmental and planning information
- Employ participatory planning processes for spatial planning, protected area management, biodiversity strategy, and environmental policies
- Diversify mechanisms for information dissemination
- Improve Documentation Centre's capacity (human and physical systems and resources)

KPI 12: Increase In the Effectiveness of Stakeholder Engagement and Partnerships in Planning and Environment Management

Targets	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Number of effective partnerships formed	TBD (All Government communicators, NGOs CBOs, FBOs, Youth groups, MOUs, IDPs, private sector)	5%	5%	Develop and test the Agency's stakeholder engagement manual Conduct a national drive to build awareness of planning and environmental management issues	Establish or renew 2 strategic stakeholder partnerships	Establish or renew 2 strategic stakeholder partnerships

6.1 Implementation Schedule

Table 6 provides a layout of the implementation schedule for the key strategies defined in this SAP. Many strategies will be implemented over the entire five-year duration while others are being implemented through a projectised mode and are expected to be completed part way through this SAP.

Table 6: Implementation schedules for each SO under the SAP

	STRATEGIC OBJECTIVE	STRATEGY	2014-15	2015-16	2016-17	2017-18	2018-19
GOAL 1: Effective spatial planning and environmental protection	SO 1: To support the continued development of the environment and planning policy and legislative framework	Strengthen legislative framework	x	x	x	x	x
		Improve environment and planning policy framework	x	x	x	x	x
		Provide support to the MWLECC for the preparation of the National Implementation Plan for Persistent Organic Pollutants (POPs)	x	x	x	x	x
		Track and complete all reporting and other obligations under existing International Conventions	x	x	x	x	x
	STRATEGIC OBJECTIVE	STRATEGY	2014-15	2015-16	2016-17	2017-18	2018-19
GOAL 1: Effective spatial planning and environmental protection	SO 2: To improve compliance with environment and planning laws and guidelines	Implement planning controls	x	x	x	x	x
		Maintain freeze on HCFC importation for Jamaica at 268.24 metric tonnes	x	x	x	x	x
		Strengthen protected areas enforcement regime	x	x	x	x	x
		Implement programme to conduct compliance audits of license air pollution sources, monitor and track changes in air and water quality, monitor effluent discharges for compliance to applicable standards and guidelines, permits and licenses	x	x	x	x	x
		Undertake compliance monitoring and enforcement at port facilities	x	x	x	x	x
		Reduce risk to human and environmental health from chemical waste	x	x	x	x	x

	STRATEGIC OBJECTIVE	STRATEGY	2014-15	2015-16	2016-17	2017-18	2018-19
GOAL 1: Effective spatial planning and environmental protection	SO 3: To create an effective and efficient spatial planning framework that fosters orderly development and supports sustainable ecosystems management	Prepare and/or revise development orders	x	x	x	x	x
		Monitor enforcement of planning controls	x	x	x	x	x
		Develop the National Spatial Plan	x	x	x	x	x
		Commence the establishment of Spatial and Land use Database	x	x	x	x	x
		Undertake processing of applications towards development control, protection of bio-resources and management of hazardous wastes	x	x	x	x	x
	STRATEGIC OBJECTIVE	STRATEGY	2014-15	2015-16	2016-17	2017-18	2018-19
GOAL 1: Effective spatial planning and environmental protection	SO 4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced	Develop and implement management and action plans for species protection including increased propagation of endangered species	x	x	x	x	x
		Undertake proactive management of Invasive species	x				
		Conduct zoning for Protected Areas and Ecologically Sensitive Areas	x	x			
		Undertake pollution Management activities (Identification, Prevention, Control, Monitoring and Assessment)	x	x	x	x	
		Facilitate hazard risk reduction and climate change mainstreaming	x	x	x	x	x
		Provide support to private sector towards environmental compliance with National and International Standards	x	x	x	x	x

	STRATEGIC OBJECTIVE	STRATEGY	2014-15	2015-16	2016-17	2017-18	2018-19
GOAL 1: Effective spatial planning and environmental protection	SO 4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced	Develop a national monitoring systems for air, land and water quality	x	x	x	x	x
		Develop framework for non-regulated sources of air pollution	x				
		Reduce air, water and land pollution generated from point and non-point sources	x	x	x	x	x
		Design and implement mechanisms for watershed management	x	x	x	x	x
		Improve sustainable management of protected areas through an approach involving community participation	x	x			
		Develop capacity within NEPA to review NRVs as part of the EIA process	x	x	x	x	x
		Create mechanisms for improved management of natural resources including water resources, coastal resources, land degradation and deforestation	x	x	x	x	
	STRATEGIC OBJECTIVE	STRATEGY	2014-15	2015-16	2016-17	2017-18	2018-19
GOAL 2: An efficient fact-based and results oriented organisation	SO 5: To increase and diversify financial resources for NEPA	Implement measures towards achieving Type B Executive Agency status	x	x	x	x	x
		Diversify funding streams to include a wider mix of income generators	x	x	x	x	x

	STRATEGIC OBJECTIVE	STRATEGY	2014-15	2015-16	2016-17	2017-18	2018-19
GOAL 2: An efficient fact-based and results oriented organisation	SO 6: To build sound performance management systems through strengthened integrated planning and operational processes	Streamline process and reduce the processing time for development planning applications using the best available data for decision-making	x	x	x	x	x
		Develop and implement a strategic action plan	x	x	x	x	x
		Develop and implement a monitoring and evaluation framework	x	x	x	x	x
		Develop and implement a performance management and evaluation system	x	x	x	x	x
		Improve access to environmental, planning and corporate data	x	x	x		
		Develop, Implement and Populate a Data Management System	x	x	x	x	x
		Develop and implement a targeted training and knowledge transfer programme		x	x		
		Professional development of staff	x	x	x	x	x
		Improve stakeholder engagement	x	x	x	x	x
		Improve internal communication	x				
		Improve staff recognition programme (monetary and non-monetary incentive)	x	x	x	x	x
		Develop and implement a risk management plan	x				
		Develop and implement a project management methodology and process for inclusion in the Standard Operating Procedures	x	x			
		Implement and maintain OHS standards and emergency preparedness system	x	x	x	x	x
		Develop and implement cost savings measures including energy efficiency; water management	x	x	x	x	x
		Improve research agenda for the organization	x	x	x	x	x
		Implement Quality Management Systems in compliance with ISO	x	x			
		Improve the physical working environment	x	x	x	x	x
		Establish Air Quality Management Unit	x	x	x	x	x

	STRATEGIC OBJECTIVE	STRATEGY	2014-15	2015-16	2016-17	2017-18	2018-19
GOAL 3: Increased stakeholder support for environmental protection and orderly development	SO 7: To improve customer satisfaction through improved service delivery	Develop and implement stakeholder management plan including monitoring and evaluation	x	x	x	x	x
		Expand stakeholder network and strengthen relationships internally and externally	x	x	x	x	x
		Improve public interface for AMANDA	x	x			
	STRATEGIC OBJECTIVE	STRATEGY	2014-15	2015-16	2016-17	2017-18	2018-19
GOAL 3: Increased stakeholder support for environmental protection and orderly development	SO 8: To build awareness of, stakeholder participation with and support for NEPA through targeted communication	Develop Corporate engagement and communication plan, standards and guidelines (internal and external)	x	x	x	x	x
		Develop and implement M & E framework	x				
		Develop and implement mechanism for engagement and training of stakeholders	x	x	x	x	x
		Develop targeted Public Education and Awareness Strategy for all divisions of NEPA to provide improved access to environmental and planning information	x	x	x	x	x
		Employ participatory planning processes for spatial planning, protected area management, zoning plans, biodiversity strategy, and environmental policies	x	x	x	x	x
		Diversify mechanisms for information dissemination	x	x			
		Improve Documentation Center's capacity (human and physical systems and resources)	x	x	x	x	x

7.0 NEXT STEPS AND ANNUAL CYCLE PLANNING

This SAP has been developed using a participatory approach. There are new KPIs related to Goals and SOs that are also new. Consequently further work is required to complete the definition of baselines and targets. These are expected to be finalised in large part prior to the start of the first year operational planning process. Reference is again made to the PMERS document (Hayman & Associates 2013b). Annexes 2-4 provide further details of activities related to the strategies defined. These are to be used to guide development of the Annual Operational Plans, the first of which commences October 2013.

As part of the Operational Planning process, each programme and project should develop an intervention logic to ensure that the activities are aligned to the Goals and SOs and that they can be tracked from the individual staff to Branch to Division to overall strategic level targets. Linkages should also be made to NEPA's Risk Analysis for development of a risk management plan. This will also help in planning for and allocating resources. Capacity building in development of intervention logics and use in planning and implementation is therefore warranted across the entire organization. Capacity building for M&E and planning is also warranted within the PPERD.

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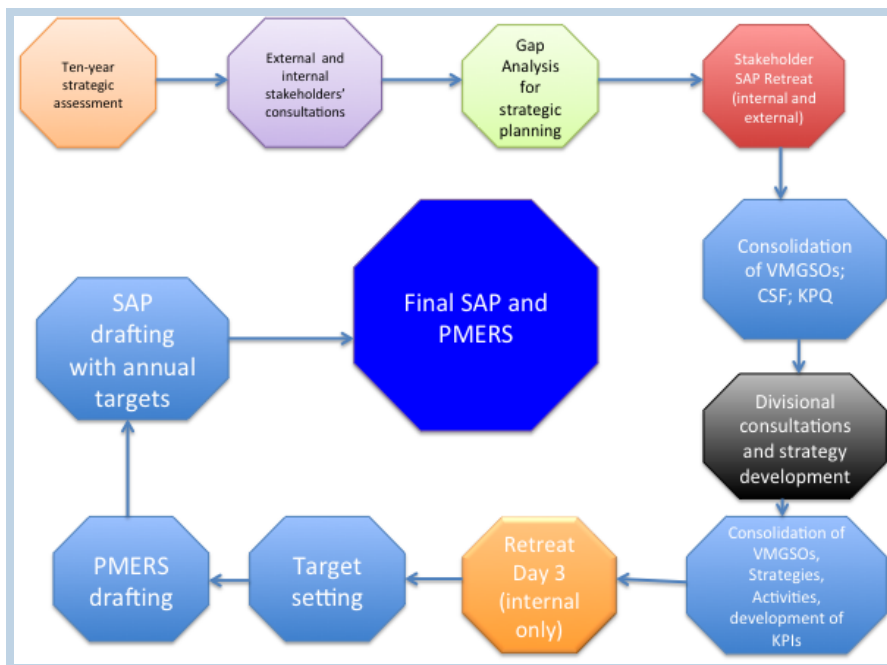
Annex 1. Strategic Action Plan and PMERS Development Process

The figure below provides a summary of the SAP and PMERS development process. As a first step to the Strategic Action Planning (SAP) process, a strategic review of NEPA inclusive of divisional Institutional Self Assessments (ISAs) ¹⁶ was conducted in 2012. The Strategic Review revealed various gaps and issues that required attention, whether in the immediate, medium or long term. Consequently, SAP activities were focused not only on plan development but also on creating linkages to the core functions and strategic objectives as well as between and among Divisions and Branches. Activities were also geared towards reformulating the KPIs and designing a comprehensive Monitoring and Evaluation (M&E) Framework. The M&E Framework is to be used by the monitoring and evaluation team as well as the planning team and will also serve as a quick reference document for auditors and evaluators.

The SAP development process comprised documentary review, external stakeholder consultations¹⁷ and participatory planning. SAP development included participatory processes involving staff and stakeholders at various intervals, with consolidation and refinement progressively. Planning processes with staff included meetings with both divisional level and senior management teams through multiple iterations.

Following the initial document review and consultations, a gap analysis for the development of the SAP was produced and presented at the 2-day SAP Retreat. Subsequent to the Retreat, two (2) additional days of consultations were held with NEPA's Senior Management Team and 7 divisional meetings help to finalize strategies and activities.

NEPA SAP (2014-2019) and PMERS Development Process



¹⁶ An ISA is a diagnostic tool which can help organizations obtain useful data on their performance, and identify important factors that aid or impede their achievement of results

¹⁷ Consultations were held with the NEPA Advisory Board; NRCA/TCPA; Ministry of Water, Land, Environment & Climate Change (MWLECC); Executive Agency Monitoring Unit (EAMU); Cabinet Office; Public Sector Transformation Unit (PSTU); PIOJ Vision 2030 Secretariat

Annex 2. Linkages between NEPA’s Goals and Strategic Objectives and Vision 2030 (including MTF) and the MWLECC Strategic Business Plan

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ¹⁸	MWLECC (2012-15) Listed Priority Actions
		National outcome # 8 – An Enabling Business Environment Priority Strategies and Actions for 2012/13-2014/2015		Strategies
<p>Goal 3: Increased stakeholder support for environmental protection and orderly development</p> <p>Goal 2: An efficient, fact-based and results oriented organization</p>	<p>SO7: To improve customer satisfaction through improved service delivery</p> <p>SO8: To build awareness of, stakeholder participation with, and support for NEPA’s functions and programmes through targeted communication</p> <p>SO6: To build sound performance management systems through strengthened strategic planning and operational processes</p>	<p>National Strategy 8-1: Ensure a facilitating policy, regulatory and institutional framework for business and development</p> <p>Sector Strategy: Improve and streamline bureaucratic processes for business establishment and operation</p>	<p>Streamline process and reduce the processing time for development planning applications</p>	<p>Coordinate and report on the status of applications and permit license and beach license collection.</p> <p>Review of applications</p> <p>Applications reparation and scanning</p> <p>Major Project: Develop a set of natural resource valuation tools to form part of the implementation procedures of EIAs and SEAs</p>

¹⁸ Priority actions in bold are to be led by NEPA; others are for NEPA’s participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome		Vision 2030 MTF (2012-15) Listed Priority Actions ¹⁹
		NATIONAL OUTCOME 12 – Internationally Competitive Industry Structure Priority Strategies and Actions for 2012/13-2014/2015		
		Sector Strategy: Strengthen the social infrastructure for workers and adjoining communities of resort areas.	12-11 Participate in land use planning for housing for tourism workers	
		Sector Strategy: Ensure that waste, emission, water and energy are addressed in an integrated sustainable planning for the tourism sector	12-14 Develop adequate infrastructure in communities and resort towns, improving the state of the roads, and creating additional facilities for sanitary conveniences, sewage etc.	
		Sector Strategy: Ensure that the activities of the tourism industry support biodiversity conservation objectives as well as ecosystems management objectives	12-20 Develop national ecotourism guidelines aligned to the Protected Areas System Master Plan	

¹⁹ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²⁰	
Goal 3: Increased stakeholder support for environmental protection and orderly development	SO8: To build awareness of, stakeholder participation with, and support for NEPA's functions and programmes through targeted communication	Sector Strategy: Enhance awareness within the sector on the impacts of climate change on tourism	12-24 Develop a climate change communications strategy to support/improve awareness of climate change	
National Outcome # 13 – Sustainable Management and Use of Environmental and Natural Resources				
Goal 1: Effective spatial planning and environmental protection	SO4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced	National Strategy 13-1: Integrate Environmental Issues in Economic and Social Decision-Making Policies and Processes	Undertake Regulatory Impact Assessments (RIAS) when updating of key environmental policies, legislation and regulations (MWLECC & NEPA)	
			Develop a policy on the use of economic instruments to regulate industries and other economic activities	

²⁰ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²¹	
		National Strategy 13-1: Integrate Environmental Issues in Economic and Social Decision-Making Policies and Processes	Create and improve access to beaches through further amendments to the Beach Control Act (access to sandy area in particular the foreshore)	
			Develop a national air monitoring system for air and water quality	Promoting environmental management and provide air quality related information to the public through the use of databases as decision-making tools as well as the further development of the Pollutant Release and Transfer Register (PRTR) Ensure the implementation of waste management best practices in fugitive air emissions and point sources across sectors.
			Expand air quality monitoring and include additional urban sites, emerging growth centres, protected areas and communities	
			Develop legislation for motor vehicle emissions	
GOAL 1: Effective spatial planning and environmental protection	SO2: To improve compliance with environment and planning laws and guidelines		Develop framework for non-regulated sources of air pollution	

²¹ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²²	
GOAL 1: Effective spatial planning and environmental protection	SO4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced	National Strategy 13-2: Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management Sector Strategies: i) Adopt an ecosystem management approach. ii) Promote sustainable use of biological resources. III) Reverse loss of environmental resources through restoration initiatives	Implement the WAMM (Watershed Areas Management Mechanism) in 18 watershed management units	Support an effective integrated Watershed management programme.
			Design and implement financing mechanisms for watershed management	Development and implement mechanisms for Biodiversity Conservation and Ecosystems Management
	SO4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced		Improve sustainable management of protected areas – including developing sustainable financing plans for protected areas involving community participation	(Major Project) Manage Biological Diversity and an enhanced flow of ecosystem services that sustain local livelihoods.
	SO4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced		Identify appropriate management and business plans useful to the management of protected areas	Major Project – Partner with CIDA to manage the potential harm that can be done as a result of invasive species

²² Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²³	
		National Strategy 13-2: Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management Sector Strategies: i) Adopt an ecosystem management approach. ii) Promote sustainable use of biological resources. III) Reverse loss of environmental resources through restoration initiatives		<ul style="list-style-type: none"> • Draft Zoning Plans for Marine Parks (Ocho Rios, Negril, then Palisadoes) • Coral and Reef Management Plan
			Rehabilitate degraded forest and increase forest cover	Maintain/monitor seedlings at existing reforestation site in Upper Watershed of Ocho Rios and start replanting in Clarendon
			Prepare plan that defines strategies for the sustainable management and use of fish sanctuaries	
Goal 3: Increased stakeholder support for environmental protection and orderly development	SO8: To build awareness of, stakeholder participation with, and support for NEPA's functions and programmes through targeted communication.		Continue to sensitize managers and users of fish sanctuaries	
			Conduct natural resource valuation (NRV) on critical areas of biodiversity	Informed SEAs and EIAs generated

²³ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²⁴	
GOAL 1: Effective spatial planning and environmental protection	SO4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced	National Strategy 13-2: Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management Sector Strategies: i) Adopt an ecosystem management approach. ii) Promote sustainable use of biological resources. III) Reverse loss of environmental resources through restoration initiatives	Identify and implement alternative livelihoods strategies through an approach involving community participation	
			<ul style="list-style-type: none"> ○ Species Management Plans ○ Game Bird and Bird Shooting recommendations ○ Bats ○ Sea Turtle ○ Manatee ○ Crocodile 	
			<ul style="list-style-type: none"> ○ Coral and Reef Management Plan 	
			<ul style="list-style-type: none"> ● Beaches identified on the north coast vulnerable to erosion ● Monitoring of beach erosion ● Status of Applications and Permit/licence & Beach Licence Collection 	
			<ul style="list-style-type: none"> ● Effective and sustainable management of invasive alien species 	

²⁴ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²⁵	
		National Strategy 13.3 Develop Efficient and Effective Governance Structures for Environmental Management Sector Strategy: Create dynamic and responsive regulatory environment	No role for NEPA Documented	Encourage adoption of environmental management systems and promote environmental stewardship programmes through the establishment of the NEPA Green Programme. (Vision 2030 – National Strategy 13-3)
				Promote the environmentally sound management of hazardous wastes through the regulation of transboundary movements of hazardous wastes as well as participation in the SAICHM QSP Project (Vision 2030 – National Strategy 13-3)

²⁵ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²⁶	
		National Strategy 13-4: Manage All Forms of Waste Effectively	Revise National Solid Waste Policy (supporting role)	
			Implement integrated waste management strategy and action plan, specifically for hazardous waste, e-waste, sewage, medical waste, agricultural waste etc.	
			Pursue waste-to-energy options including revise draft waste-to- energy policy and seek cabinet approval and develop action plan for waste to energy	
			Create management framework for better management of disposal sites	
			Construct infrastructure for hazardous waste, including collection points and transfer stations	<ul style="list-style-type: none"> • Permit applications for transit and export of hazardous wastes • Hazardous Wastes Applications Review Committee • Joint Management oversight in asbestos abatement activities

²⁶ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²⁷	
		National Outcome # 14 – Hazard Risk Reduction and Adaptation to Climate Change		
Goal 3: Increased stakeholder support for environmental protection and orderly development	SO8: To build awareness of, stakeholder participation with, and support for NEPA’s functions and programmes through targeted communication	National Strategy 14-1: Improve resilience to all forms of hazards	Prepare and disseminate information to guide decision-making related to hazard risk reduction and spatial planning	
			Prepare national policy on disaster risk management	
			Expand the development of multi-hazard mapping and risk assessments	
			Develop mechanisms for the mainstreaming of hazard information into other national sectoral policies	
			Improve post disaster assessments to obtain more localized information by determining the main deficiencies in the current post disaster assessments	

²⁷ Priority actions in bold are to be led by NEPA; others are for NEPA’s participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²⁸	
			Install shoreline protection infrastructure (e.g. breakwaters) specific to most vulnerable tourism areas	
			Complete hazardous materials plan and identify hazardous waste disposal sites	
Goal 3: Increased stakeholder support for environmental protection and orderly development	SO8: To build awareness of, stakeholder participation with, and support for NEPA's functions and programmes through targeted communication		Develop communication and dissemination mechanisms for disaster risk information and early warning systems	
Goal 3: Increased stakeholder support for environmental protection and orderly development	SO8: To build awareness of, stakeholder participation with, and support for NEPA's functions and programmes through targeted communication		Package technical information and communicate to various target audiences	

²⁸ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ²⁹	
			Identify disaster risk reduction champions who can lead the charge for making disaster risk reduction a national priority	
			Develop and implement disaster risk reduction training for different groups of stakeholders	
			Develop a framework for dissemination of hazard risk information in spatial planning	
Goal 1: Effective spatial planning and environmental protection	SO4: To improve the management of ecosystems so that their ecological values or functions are sustained or enhanced	National Strategy 14-3: Develop measures to adapt to climate change Sector Strategy: Adopt best practices for climate change adaptation	Create mechanisms for the better management of natural resources including water resources, coastal resources, land degradation and deforestation	
			Rehabilitate severely degraded mangrove ecosystems and create and implement action plans for improving the management of water resources at the household, commercial and industrial levels	
Goal 3: Increased stakeholder support for environmental protection and orderly development	SO8: To build awareness of, stakeholder participation with, and support for NEPA's functions and programmes through targeted		Create opportunities for increasing levels of education and awareness about climate change	

²⁹ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

	communication		
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NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ³⁰	
Goal 3: Increased stakeholder support for environmental protection and orderly development	SO8: To build awareness of, stakeholder participation with, and support for NEPA’s functions and programmes through targeted communication	National Strategy 14-3: Develop measures to adapt to climate change Sector Strategy: Adopt best practices for climate change adaptation	Improve public access to information on climate change and develop a targeted approach for the most vulnerable on their role in climate change adaptation	Climate change training for communities in watershed area
Goal 3: Increased stakeholder support for environmental protection and orderly development	SO8: To build awareness of, stakeholder participation with, and support for NEPA’s functions and programmes through targeted communication		Incorporate climate change issues into the primary, secondary and tertiary education curriculum	
			Develop the policy framework for climate change	
			Increase research on climate change and increase climate change modelling of sectors, including establishment of a mechanism for data sharing	
			Improve mechanisms for the financing of climate change	

³⁰ Priority actions in bold are to be led by NEPA; others are for NEPA’s participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ³¹	
		National Strategy 14-3: Develop measures to adapt to climate change	Develop priority project proposals for climate change adaptation	
		Sector Strategy: Adopt best practices for climate change adaptation	Undertake better tracking of financing on climate change across sectors	
		National Strategy 14-4: Contribute to the effort to reduce the global rate of climate change	Engage in negotiation of new international climate change treaty	

³¹ Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

NEPA GOAL	STRATEGIC OBJECTIVE	Vision 2030 Jamaica National Outcome	Vision 2030 MTF (2012-15) Listed Priority Actions ³²	
		National Outcome # 15 – Sustainable Urban and Rural Development		
GOAL 1: Effective spatial planning and environmental protection	SO3: To create an effective and efficient spatial planning framework that fosters orderly development and supports sustainable ecosystems management	National Strategy 15-1: Create a comprehensive and efficient planning system Sector Strategy: Develop and adopt mechanisms for better Integration of spatial models and tools for decision making	Develop a clear and defined methodology for the integration of sectors, agencies, disaster and economic plans	(Major Project) Promote orderly and sustainable development of the built and natural environment (Vision 2030 – National Strategy 15-1)
	SO1: To support the continued development of the environment and planning policy and legislative framework		Undertake legislative review of current planning laws and regulations	
			Strengthen/improve the country's spatial data by identifying spatial data gaps in the current inventory	
			Develop the National Spatial Plan	

³² Priority actions in bold are to be led by NEPA; others are for NEPA's participation. Both are important in the SAP process for resource allocation and target setting.

Annex 3. GOALS, STRATEGIC OBJECTIVES AND STRATEGIES

GOAL 1: EFFECTIVE SPATIAL PLANNING AND ENVIRONMENTAL PROTECTION

STRATEGIC OBJECTIVE 1: TO SUPPORT THE CONTINUED DEVELOPMENT OF THE ENVIRONMENT AND PLANNING POLICY AND LEGISLATIVE FRAMEWORK		
Linkages	Key Strategies	Major Activities
National Goal 4: Jamaica has a Healthy Natural Environment; National Outcome 13: Sustainable Management and use of the environment and natural resources; National Strategy 13-1: Integrate environmental issues in economic and social decision making policies and processes Sector strategy: Implement best management practices for air, forest, ground and surface water, land management, soils, and resources consumption; MWLECC Strategic Business Plan (Legislation and Policy)	Strengthen legislative framework	<ol style="list-style-type: none"> 1. Conduct a gap analysis of existing legislation 2. Make recommendations to MWLECC for updating and revising legislation 3. Develop protected area regulations
	Improve environment and planning policy framework	<ol style="list-style-type: none"> 1. Advocate for the finalization of pending policies 2. Update outdated policies
	Provide support to the MWLECC in meeting Jamaica's obligations under the Stockholm Convention for Persistent Organic Pollutants (POPs)	<ol style="list-style-type: none"> 1. Check that plan is compatible with current legislation and addresses any gaps identified

STRATEGIC OBJECTIVE 2: TO IMPROVE COMPLIANCE WITH ENVIRONMENT AND PLANNING LAWS AND GUIDELINES		
Linkages	Key Strategies	Major Activities
National Goal 4: Jamaica has a Healthy Natural Environment; National Outcome 13: Sustainable Management and use of the environment and natural resources; National Strategy 13-1: Integrate environmental issues in economic and social decision making policies and processes Sector strategy: Implement best management practices for air, forest, ground and surface water, land management, soils, and resources consumption	Implement planning controls	1. Enforce planning controls against developments not in conformance with the Development Plans and Orders
	Maintain freeze on HCFC importation for Jamaica at 268.24 metric tonnes	
	Strengthen protected areas enforcement regime	1. Enforce protected area regulations 2. Enforce the Wild Life Protection Act
	Implement programme to conduct compliance audits of licensed air pollution sources, monitor and track changes in air and water quality, monitor effluent discharges for compliance to applicable standards and with ambit of guidelines, permits and licenses	1. Strengthen and implement programmes to identify and monitor environmental and planning breaches and to conduct enforcement 2. Conduct monitoring of coastal waters and rivers; expand ambient air quality monitoring network; undertake verification audits 3. Conduct compliance monitoring of wastewater and sludge discharges 4. Revise ambient water quality standards
	Undertake compliance monitoring and enforcement at port facilities	1. Train customs staff in environmental legislation and in associated OHS precautions for Customs staff 2. Finalize MOU with Customs Department 3. Conduct enforcement in regard to exportation of hazardous material
	Reduce risk to human and environmental health from chemical waste	1. Expand implementation of lessons learned from pilots conducted in bauxite/alumina industry 2. Conduct pilot in sugar industry

STRATEGIC OBJECTIVE 3: TO CREATE AN EFFECTIVE AND EFFICIENT SPATIAL PLANNING FRAMEWORK THAT FOSTERS ORDERLY DEVELOPMENT AND SUPPORTS SUSTAINABLE ECOSYSTEMS MANAGEMENT		
Linkages	Key Strategies	Major Activities
National Goal: #4 Jamaica has a Healthy Natural Environment National Outcome: #15 – Sustainable Urban and Rural Development National Strategies: 15-1 Create a comprehensive and efficient planning system MWLECC Priority/Sector Strategy: Develop and adopt mechanisms for better integration of spatial models and tools for decision-making. Ministry Paper # 22/2010	Develop the National Spatial Plan 2013/14 – 2014/15	1. Conduct appropriate surveys (e.g. land use, social) 2. Prepare required maps, statements and policies 3. Conduct consultations and incorporate feedback 1. Review, finalize and promulgate National Spatial Plan
	Prepare and/or revise Development Orders	2. Conduct appropriate surveys (land use, social) 3. Prepare required maps, statements and policies 4. Conduct consultations and incorporate feedback 5. Review, finalize and promulgate Development Orders
	Monitor enforcement of planning regulations	1. Map enforcement actions taken and create access for Spatial Planning Division
	Undertake processing of applications towards development control, protection of bio-resources and management of hazardous wastes	1. Process development, CITES and hazardous waste export and transit applications 2. Process restrictive covenant applications
	Commence the establishment of Spatial and Land Use Database	1. Digitize archival data: convert paper-based information to digital format

STRATEGIC OBJECTIVE 4: TO IMPROVE THE MANAGEMENT OF ECOSYSTEMS SO THAT THEIR ECOLOGICAL VALUES OR FUNCTIONS ARE SUSTAINED OR ENHANCED THROUGH REGULATION OF DEVELOPMENT

Linkages	Key Strategies	Major Activities
<p>National Goal 4: Jamaica has a Healthy Natural Environment. National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources. National Strategy 13-1: Integrate Environmental issues in Economic and Social Decision-making policies and processes. Sector Strategy: Implement best management practices for air, forest, ground and surface water, land management, soils, and resources consumption</p>	<p>Develop a national monitoring systems for air, land and water quality</p>	<ol style="list-style-type: none"> 1. Continue development and utilization of Pollutant Release and Transfer Register (PRTR) 2. Monitor network of ambient air and water quality monitoring sites 3. Conduct monitoring of coastal waters and rivers; expand ambient air quality monitoring network 4. Conduct situational analysis of toxic/hazardous substances (mercury) 5. Establish GIS coordinates for land-based contaminated sites 6. Advocate for finalization and approval of completed draft guidance document for the petroleum sector for minimizing pollution 7. Complete draft guidance document for asbestos 8. Complete draft guidance document for pretreatment of industrial wastewater, in collaboration with NWC
	<p>Develop framework for non-regulated sources of air pollution</p>	<ol style="list-style-type: none"> 1. Review NRCA regulations 2. Conduct situational analysis of non-regulated sources and provide recommendations for regulatory framework as necessary
	<p>Reduce air, water and land pollution generated from point and non-point sources</p>	<ol style="list-style-type: none"> 1. Develop Programme for implementation of Wastewater and Sludge Regulations 2. Continue implementation of National Air Quality Management Programme (2016) 3. Finalize guidance document for regulatory staff and licensees (2014) 4. Continue to issue licenses for discharges (air, effluent) 5. Monitor to ensure that conditions of licenses are met, required monthly/quarterly reports submitted

Linkages

National Goal 4: Jamaica has a Healthy Natural Environment.

National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources.

National Strategy: 13-2 Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management.

Sector Strategy: Adopt an Ecosystem Management Approach

National Goal 4: Jamaica has a Healthy Natural Environment.

National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources.

National Strategy: 13-2 Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management.

Sector Strategy: Promote sustainable use of biological resources

Key Strategies

Design and implement programmes and mechanisms for integrated watershed management

Improve sustainable management of protected areas through an approach involving community participation

Develop capacity within NEPA to review NRVs as part of the EIA process

Major Activities

1. Implement first four components (of 10) of the WAMM in 18 watersheds
2. Implement payment for ecosystems services pilot project (including alternative livelihoods)
3. Demonstrate rainwater harvesting as a management technique
4. Prepare 6 watershed management plans: 4 for St. Catherine, Kingston and St. Andrew, Portland and Westmoreland, followed by two other high priority areas
5. Prepare guidance documents for 9 crops (Good Agricultural Practices)
6. Implement the Yallahs/Hope River watershed project
7. Implement watershed management mechanisms including training and reforestation
1. Finalize the Protected Area Systems Master Plan (PASMP)
2. Revise Negril Environmental Protection Area Management Plan
3. Provide recommendations for declaration of two new Protected Areas (*Black River and Pedro Cays and Banks*)
4. Determine revenue generation mechanisms for at least 3 select protected areas declared under the NRCA Act
5. Develop 3 appropriate management and business plans relevant to each protected area
6. Roll out implementation of revenue generation for 2 PAs
7. Identify and implement alternative livelihoods strategies through an approach involving community participation
8. Rehabilitate 2 degraded mangrove ecosystems in protected areas
1. Incorporate NRVs in the EIA process
2. Conduct NRV pilot in one site as a means of building capacity
3. Build a data base for NRVs (link with SO3)

Linkages	Key Strategies	Major Activities
<p>National Goal 4: Jamaica has a Healthy Natural Environment. National Outcome #14: Hazard Risk Reduction and Adaptation to Climate Change National Strategy: 14-3: Develop measures to adapt to climate change. Sector Strategy: Adopt best practices for climate change adaptation.</p>	<p>Create mechanisms for improved management of natural resources including water resources, coastal resources, land degradation and deforestation</p>	<ol style="list-style-type: none"> 1. Prepare integrated coastal zone management plans 2. Implement standards and guidelines for shoreline protection 3. Prepare standards for design and construction of infrastructure for coastal protection 4. Develop guidelines and technical standards for beach restoration measures 5. Prepare adaptation plan for coastline development 6. Identify and implement alternative livelihoods strategies through an approach involving community participation 7. Create and implement action plans for improving the management of water resources at the household, commercial and industrial levels 8. Develop programme to support recycling and reuse initiatives for effective waste management 9. Develop programme to support the management/phase out of harmful chemicals and substances 10. Create a mechanism for the effective management of hazardous waste
<p>National Goal 4: Jamaica has a Healthy Natural Environment. National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources. National Strategy: 13-2 Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management. Sector Strategy: Promote sustainable use of biological resources.</p>	<p>Develop and implement mechanisms for biodiversity conservation and ecosystems management</p>	<ol style="list-style-type: none"> 1. Finalize and implement plant conservation strategy 2. Develop 3 management plans for animals 3. Prepare species plans 4. Implement elements of at least 6 action plans for bats, sea turtles, coral reefs, game birds, manatees and crocodiles 5. Develop programme for the safe transfer, handling and use of living modified organisms

Linkages	Key Strategies	Major Activities
<p>National Goal 4: Jamaica has a Healthy Natural Environment.</p> <p>National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources.</p> <p>National Strategy: 13-2 Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management.</p> <p>Sector Strategy: Promote sustainable use of biological resources</p>	<p>Undertake proactive management of Invasive species</p>	<ol style="list-style-type: none"> 1. Finalize and implement components of the National Invasive Species Strategy (NISS) and action plan relevant to NEPA
<p>National Goal 4: Jamaica has a Healthy Natural Environment.</p> <p>National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources.</p> <p>National Strategy: 13-2 Develop and Implement Mechanisms for Biodiversity Conservation and Ecosystems Management.</p> <p>Sector Strategy: Promote sustainable use of biological resources</p>	<p>Conduct zoning for Protected Areas and Ecologically Sensitive Areas</p>	<ol style="list-style-type: none"> 1. Prepare 6 zoning plans for protected areas, including: Coral Spring-Mountain Spring Protected Area; Palisadoes-Port Royal Protected Area; Ocho Rios Protected Area; Black River (proposed protected area); Portland Bight Protected Area; Mason River Protected Area 2. Prepare zoning plans towards designation and/or declaration of new protected areas

Linkages	Key Strategies	Major Activities
<p>National Goal 4: Jamaica has a Healthy Natural Environment. National Outcome #14: Hazard Risk Reduction and Adaptation to Climate Change National Strategy: 14-3: Develop measures to adapt to climate change. Sector Strategy: Adopt best practices for climate change adaptation</p>	<p>Undertake Pollution Management activities (Identification, Prevention, Control, Monitoring and Assessment)</p>	<ol style="list-style-type: none"> 1. Monitor licenses, permits and enforcement instruments
<p>National Outcome 14: hazard risk reduction and adaptation to climate change National Strategy: 14.1: Improve resilience to all forms of hazard</p>	<p>Facilitate hazard risk reduction and climate change mainstreaming</p>	<ol style="list-style-type: none"> 1. Mainstream climate change in NEPA's strategies and actions 2. Implement strategies to combat the impacts of climate change and build resilience of ecosystems 3. Contribute to mitigating climate change through the reduction of GHG emissions by encouraging alternative energy usage 4. Undertake hazard risk management and storm surge mapping for coastal communities 5. Undertake comprehensive flood plain mapping of the island
<p>National Goal #3: Jamaica's economy is prosperous. National Outcome # 12: Internationally Competitive Industry Structures. National Strategy 12-5: Promote eco-efficiency and the green economy. Sector Strategy: Encourage adoption of environmental audits and accessing advice on implementing environmental improvements.</p>	<p>Provide support to private sector towards environmental compliance with National and International Standards</p>	<ol style="list-style-type: none"> 1. Assist companies in undertaking environmental audits and accessing advice on implementing environmental improvements 2012/13 – 2014/15 2. Design and implement the NEPA Green Programme: encourage adoption of Environmental Management Systems (EMS) and environmental stewardship

GOAL 2: AN EFFICIENT, FACT BASED AND RESULTS-ORIENTED ORGANIZATION

STRATEGIC OBJECTIVE 5: TO IMPROVE AND DIVERSIFY FINANCIAL RESOURCES FOR NEPA		
Linkages	Key Strategies	Major Activities
National Goal: #3 Jamaica's Economy is Prosperous National Outcome: #8 – Enabling Business Environment National Strategies: 8- 1 Ensure a facilitating policy, regulatory and institutional framework for business development. MWLECC Priority/Strategy 8-1: Improve and streamline bureaucratic processes for business establishment and operation	Implement measures towards achieving Type B Executive Agency status	1. Implement new fee structure
	Diversify funding streams to include a wider mix of income generating mechanisms	1. Develop annual fund raising plan 2. Identify sources of project/donor funding 3. Develop and submit proposals on a quarterly basis 4. Implement other income generating activities

STRATEGIC OBJECTIVE 6: TO BUILD SOUND PERFORMANCE MANAGEMENT SYSTEMS THROUGH STRENGTHENED INTEGRATED PLANNING AND OPERATIONAL PROCESSES

Linkages	Key Strategies	Major Activities
<p>National Goal: #3 Jamaica's Economy is Prosperous National Outcome: #8 – Enabling Business Environment National Strategies: 8- 1 Ensure a facilitating policy, regulatory and institutional framework for business development. MWLECC Priority/Strategy 8-1: Improve and streamline bureaucratic processes for business establishment and operation</p>	<p>Streamline process and reduce the processing time for development planning applications using the best available data for decision-making</p>	<ol style="list-style-type: none"> 1. Conduct review/evaluation of application system to reduce 90 day decision process 2. Implement “One Stop Shop” (Virtual Commenting System, Online AMANDA system) 3. Establish a two- Tiered Application System (different developments assigned to different staff) 4. Expand implementation of AMANDA to Parish Councils 5. Establish MOU for the use of AMANDA 6. Train PDCs and Commenting Agencies 7. Define the roles and responsibilities of the Development Assistance Centre as opposed to the AMD and identify the gaps 8. Review all applications (legal) and develop standard conditions and prerequisites
	<p>Develop and implement a strategic action plan</p>	<ol style="list-style-type: none"> 1. Conduct Gap Analysis to identify areas to direct efforts for additional funding 2. Conduct Policy framework /documents gap analysis to identify which policies / standards and procedures are needed or redundant (internal to feed SOPs) 3. Conduct SAP workshop, consultations 4. Develop final SAP with KPIs and targets 5. Develop annual operational plans
	<p>Develop and implement a monitoring and evaluation framework</p>	<ol style="list-style-type: none"> 1. Conduct training in M&E 2. Institute M&E Framework with Quarterly reporting system to parent Ministry and other reporting requirements (Vision 2030; Cabinet Office, EAMU)
	<p>Develop and implement a performance management and evaluation system</p>	<ol style="list-style-type: none"> 1. Conduct annual performance audits
	<p>Improve access to environmental, planning and corporate data</p>	<ol style="list-style-type: none"> 1. Roll out AMANDA 2. Establish a MIT system with layers of accessibility

Linkages	Key Strategies	Major Activities
<p>National Goal: #3 Jamaica's Economy is Prosperous National Outcome: #8 – Enabling Business Environment National Strategies: 8- 1 Ensure a facilitating policy, regulatory and institutional framework for business development. MWLECC Priority/Strategy 8-1: Improve and streamline bureaucratic processes for business establishment and operation</p>	Develop, implement and populate a Data Management System	1. Institute user friendly data platform for acquisition and use of data
	Develop and implement a targeted training and knowledge transfer programme	1. Continue and improve internal data sharing 2. Institute DFS Technology –to deploy data needed as necessary 3. Training in project management principles, log frame development 4. Do training needs assessment on a semi-annual basis/annual basis
	Enhance staff professional development	1. Implement HR Welfare programmes
	Improve stakeholder engagement	1. Develop client/ customer feedback process to get constant feedback to improve processes
	Improve internal communication	2. Strengthen the use of Share point to enable communication with wider area staff and Main Office 3. Improve CUG system (Ecosystem staff will be put on CUG) 4. Introduce tablets to Enforcement Officers 5. Improve PBX telephone system
	Improve staff recognition programme (monetary and non-monetary incentive)	1. Implement performance incentive and increment schemes for staff 2. Amend performance incentive scheme policy as necessary
	Develop and implement a risk management plan	1. Link risk management plan with SAP and annual Operational Plans 2. Conduct risk assessment and establish risk management actions 3. Monitor risk levels
	Develop and implement a project management methodology and process for inclusion in the Standard Operating Procedures	1. Develop a SOP for standard planning processes for NEPA 2. Develop capacity to conduct planning, management and M&E 3. M&E Plan finalized and implemented, incorporated into SOPs
		1. Prepare and cost OHS and Disaster Preparedness Plan 2. Implement OHS and Disaster Preparedness Plan

	Implement and maintain OHS standards and emergency preparedness system	
	Develop and implement cost savings measures including energy efficiency; water management	1. Implement cost saving measures
Linkages	Key Strategies	Major Activities
National Goal: #3 Jamaica's Economy is Prosperous National Outcome: #8 – Enabling Business Environment National Strategies: 8- 1 Ensure a facilitating policy, regulatory and institutional framework for business development. MWLECC Priority/Strategy 8-1: Improve and streamline bureaucratic processes for business establishment and operation	Improve research agenda for the organization	<ol style="list-style-type: none"> 1. Develop and implement Research Plan of Action (cumulative assessment, resource valuation, research – identified prioritised and costed) 2. Produce research papers and peer reviewed journal articles on important research areas 3. Partner with industry to conduct environmental research to inform existence of environmental pollutants
	Implement Quality Management systems in compliance with ISO	<ol style="list-style-type: none"> 1. Procure lab equipment 2. Develop SOPs for quality management
	Improve the physical working environment	<ol style="list-style-type: none"> 1. Develop Facilities Management Plan 2. Repair and upgrade to facilities scheduled
	Establish Air Quality Management Unit	<ol style="list-style-type: none"> 1. Operate an air quality monitoring program focusing on compliance and routine assessment 2. Define air sheds 3. Expand air quality monitoring and include additional protected areas, urban sites, emerging growth centres, and communities 4. Conduct compliance monitoring for license facilities 5. Conduct ambient air quality monitoring for KSA 6. Conduct compliance monitoring 7. Determine air license fees based on reviews of data 8. Develop framework for non-regulated sources of air pollution 9. Develop legislation for motor vehicle emissions

GOAL 3: INCREASED STAKEHOLDER SUPPORT FOR ENVIRONMENTAL PROTECTION AND ORDERLY DEVELOPMENT

STRATEGIC OBJECTIVE 7: TO IMPROVE CUSTOMER SATISFACTION THROUGH IMPROVED SERVICE DELIVERY		
Linkages	Key Strategies	Major Activities
<p>National Goal #3: Jamaica's economy is prosperous.</p> <p>National Outcome #A stable macro economy</p> <p>National Strategy 8-1 – Ensure a facilitating policy, regulatory and institutional framework for business and development</p> <p>Sector Strategy: Improve and streamline bureaucratic processes for business establishment and operation</p> <p>Action: Streamline process and reduce the processing time for development planning applications (MWLECC SAP) (Activities 12 & 13)</p>	<p>Develop and implement stakeholder management plan including monitoring and evaluation.</p>	<ol style="list-style-type: none"> 1. Review and upgrade Standard Operation Procedures for Customer Service 2. Revise Citizens Charter 3. Identify Target Group(s) 4. Develop and implement baseline and evaluation survey for internal and external stakeholders 5. Develop, test & administer survey Instrument 6. Conduct data analysis & reporting 7. Measure improvement in efficiency and customer satisfaction
	<p>Expand stakeholder network and strengthen relationships internally and externally</p>	<ol style="list-style-type: none"> 1. Sensitize MDAs as to type and quality of data needed to support spatial planning (also within NEPA) 2. Establish Clearing House 3. Conduct regular training for internal and external customers with regard to relevant guidelines 4. Conduct training of staff to ensure they have the basic information to respond to customer's queries 5. Strengthen community level networks of game wardens and watershed based organizations 6. Sensitize customers on requirements (information and processes) involved in applications processing 7. Coordinate and report on the status of applications and permit license and beach license collection 8. Review of applications 9. Prepare and scan applications 10. Sensitize customers on requirements (information and processes) involved in applications processing.
	<p>Improve public interface for AMANDA</p>	<ol style="list-style-type: none"> 1. Code the AMANDA public interface to search by various parameters 2. Train local government partners in use of AMANDA

STRATEGIC OBJECTIVE 8: TO BUILD AWARENESS OF, STAKEHOLDER PARTICIPATION WITH, AND SUPPORT FOR NEPA'S FUNCTIONS AND PROGRAMMES THROUGH TARGETED COMMUNICATION		
Linkages	Key Strategies	Major Activities
National Goal # 4: Jamaica has a Healthy Natural Environment.	Develop Corporate Engagement and Communication Plan, standards and guidelines (internal and external)	1. Approve & implement Corporate Communication Plan
National Outcome #13: Sustainable Management and Use of Environmental and Natural Resources.	Develop and implement M&E framework	1. Establish baseline data for customer awareness 2. Establish Land Use baseline through collection of land use data 3. <u>For all baselines:</u> Identify Target Group(s); Develop & Test & Administer Research Instrument; Conduct Data Analysis & document report; Follow up at specified intervals; Record notable changes (both positive and negative)
National Strategy 13-1: Integrate Environmental issues in Economic and Social Decision-making policies and processes.	Develop and implement mechanism for engagement and training of stakeholders	1. Conduct consultations pertaining to planning at local and national levels (20 undertaken for the National Spatial Plan and Development Orders) (Consultation Guide from Cabinet Office – issues that require consultation) 2. Conduct training needs assessment 3. Develop & Implement Training Plan 4. Implement <u>protected areas training program</u> for media personnel
Sector Strategy: Create mechanisms to ensure the use of impact assessments in sectoral policy development. Corporate & Operational Plan 2013-16 had Doc Centre Customer Service evaluation system to be developed and implemented; CC – Develop a visible PR Campaign; Develop Media Protocol; Guidelines for creation of all signage; Script for “on hold” service. Develop PA Campaign	Develop targeted Public Education & Awareness Strategy for all Divisions of NEPA to provide improved access to environmental and planning information	1. Implement Public Education & Public Awareness programme activities e.g. Implement anti-waste public awareness programme; Implement Protected Area Education and Public Awareness Campaign 2. Sensitize stakeholders on environmentally sound management of chemical wastes 3. Develop & Implement Social Marketing Programme for invasive alien species (IAS) in protected areas (targeting stakeholder behavior)

Linkages	Key Strategies	Major Activities
	Employ Participatory Planning Processes for Spatial Planning, Protected Area Management, zoning plans, biodiversity strategy, and environmental policies	1. Develop standard participatory planning process for each activity area, select target groups, and measure effectiveness as a result of process
	Diversify mechanisms for information dissemination	<ol style="list-style-type: none"> 1. Strengthen Social Networking 2. Upgrade NEPA website 3. Leverage MOUs with stakeholders
	Improve Documentation Center's capacity (human & physical systems & resources).	<ol style="list-style-type: none"> 1. Conduct an audit to determine all resources required to make Doc centre effective. 2. Develop and implement customer service evaluation system