**Jamaica Competitiveness Enhancement Program III**

**Results Matrix – Matrix of Indicators**

**Objective:** The objective of the program is to improve competitiveness by promoting reforms that expand access to credit, reduce distortions in the tax system, reduce government participation in inefficient enterprises and projects, and lower business costs through more efficient land titling/registration.

**EXPECTED IMPACT[[1]](#footnote-2)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Indicators | Unit of Measure | Baseline | | Intermediate Measurements | | | | | | Target | | Source/  Means of Verification | Observations |
| Value | Year | Value | Year | Value | Year | Value | Year | Value | Year |
| **EXPECTED IMPACT**: | | | | | | | | | | | | | |
| Global Competitiveness index  (Index values and number of countries shown in parentheses) | Percentile[[2]](#footnote-3) | 60  (78  /131) | 2007/08 | 68  (91  /133) | 2009/10 | 68%  (95  /139) | 2010/11 | 65 | 2011/12  97/133 | 60 | 2015  75/133 | “Global Competitiveness Report”, World Economic Forum | The changes in percentiles are indicative, not definitive, targets due to influence of exogenous factors, and the behavior of the other countries. |
| Ease of Doing Business Index  (Index values and number of countries shown in parentheses) | Percentile | n/a[[3]](#footnote-4) | 2007 | 35  (63  /181) | 2009 | 43  (79  /183) | 2010 | 44  (81  /183) | 2011 | 41as | 2015 | “Doing Business Report”, World Bank. | The changes in percentiles are indicative, not definitive, targets due to influence of exogenous factors and the behavior of the other countries. |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |

**EXPECTED OUTCOMES**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Indicators | Unit of Measure | Baseline | | Intermediate Measurements | | | | | | Target | | Source/Means of Verification | Definitions  (Drawn from sources indicated) |
| Value | Year | Value | Year | Value | Year | Value | Year | Value | Year |
| **EXPECTED OUTCOME 1**: **Expanded access to credit** | | | | | | | | | | | | | |
| Doing Business Indicator n Strength of legal rights | Index | 8 | 2007 | 8 | 2009 | 8 | 2010 | 8 | 2011 | 9 | 2014 | “Doing Business Report”, World Bank. | “…the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders” Rated on a scale of 0 – 10. |
| Doing Business Indicator on Depth of Credit Information | Index | 0 | 2007 | 0 | 2009 | 0 | 2010 | 0 | 2011 | 5 | 2014 | “Doing Business Report”, World Bank. | “…measures rules and practices affecting the coverage, scope and accessibility of credit information available through either a public credit registry or a private credit bureau” Rated on a scale of 0 – 6. |
| Doing Business Indicator on Private Bureau Coverage | Percentage | 0 | 2007 | 0 | 2009 | 0 | 2010 | 0 | 2011 | 40% | 2014 | “Doing Business Report”, World Bank | “Number of individuals and firms listed by private credit bureaus as percent of adult (15+yrs) population.” |
| **EXPECTED OUTCOME 2**: **Distortions in taxes reduced** | | | | | | | | | | | | | |
| Payments per firm | Number | 72 | 2007 | 72 | 2009 | 69 | 2010 | 65 | 2011 | 60 | 2014 | “Doing Business Report”, World Bank. | “Frequency with which the company has to file and pay different taxes and contributions adjusted for the way in which those payments are made.” |
| Time to prepare and file taxes per firm per year | Hours | 414 | 2007 | 414 | 2009 | 414 | 2010 | 380 | 2011 | 350 | 2014 | “Doing Business Report”, World Bank | Number of hours spent to prepare, file and pay profit, consumption and labor taxes. |
| Total tax rate | Percentage | 51.3 | 2007 | 51.3 | 2009 | 51.3 | 2010 | 45 | 2011 | 40 | 2014 | “Doing Business Report”, World Bank | “Total tax rate borne by a standard firm with 60 employees in a given year.” |
| **EXPECTED COUTCOME 3**: **Reductions in budgetary burden for State Owned Enterprises** | | | | | | | | | | | | | |
| Freedom from Government | Score | 67.4 | 2007 | 59.59 | 2009 | N/A | 2010 | N/A | 2011 | 85 | 2014 | Datagov  Heritage Foundation/Wall Street Journal | This indicator is one of the 10 dimensions of economic freedom which factors into the Heritage Foundation/Wall Street Journal Index of Economic Freedom. Freedom from government is defined to include all government expenditures - including consumption and transfers - and state-owned enterprises. It is operationalized in terms of two indicators: government expenditures as a percentage of GDP and revenues generated by state-owned enterprises (SOEs) and property as a percentage of total government revenue. The first indicator is weighted as two-thirds of the freedom from government factor score, and the second is weighted as one-third. In most cases, general government expenditures are used but when these are not available, data on central government expenditure are used instead. The indicator ranges from 0 to 100 with higher scores entailing higher levels of freedom from government. |
| Transfer and Subsidies as % of GDP | Index | 9.82 | 2007 | N/A | 2009 | N/A | 2010 | N/A | 2011 | 7.00 | 2014 | Datagov,  Heritage Foundation/Wall Street Journal | The indicator is the ratio of transfers and subsidies to GDP. The indicator is normalized from 0 to 10 based on minimum and maximum levels from the 1990 base year. Higher ratings indicate smaller shares of transfers and subsidies in GDP. This indicator is a component of the Size of Government dimension of the Index of Economic Freedom. |
| **EXPECTED COUTCOME 4**: **Reductions in business costs through expedited Land Titling and Registration** | | | | | | | | | | | | | |
| Time to register property | Days | 55 | 2007 | 55 | 2009 | 55 | 2010 | 37 [[4]](#footnote-5) | 2011 | 15 | 2014 | “Doing Business Report”, World Bank | “The full sequence of procedures necessary for a business to purchase a property from another business and transfer the property title to the buyer’s name.” |
| Cost to register property | Percentage | 13.5 | 2007 | 11.0 | 2009 | 9.5 | 2010 | 7.5 | 2011 | 8 | 2042 | “Doing Business Report”, World Bank | “Official costs required by law as a percentage of property value (assumed to be 50 times per capita income).” |

**OUTPUTS**

| Product | Unit of Measure | Baseline  2007 | 2008 | 2010 | 2011 | 2012 | 2013 | Target  2014 | Observations |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Component 2: Competitiveness Implementation Framework** | | | | | | | | | |
| Public – Private - Trade Union Forum created | Forum | 0 | 0 | 1 | 0 | 0 | 0 | 1 | The consolidated Partnership for Transformation (PfT) was formally established in 2010 and is expected to meet regularly thereafter. |
| Public - Private - Trade Union meetings held | Meetings | 0 |  | 2 | 2 | 2 | 2 | 8 | The NCCs expected to hold at least 2 meetings per year starting in 2010 and continuing in 2011, 2012, 2013 and 2014 inclusive. Thus the total of 10 meetings for the five-year period. |
| Technical Secretariat to support NCC created | Secretariat | 0 | 0 | 1 | 0 | 0 | 0 | 1 | The Secretariat was created in 2010 and is expected to remain in service. |
| Technical Secretariat to support NCC operating | Secretariat | 0 | 0 | 0 | 1 | 1 | 1 | 1 | The Secretariat ws created in 2010 and has continued to operate |
| Competitiveness agenda agreed by public and private actors | Agenda | 0 | 0 | 1 | 0 | 0 | 0 | 1 | The initial agenda was agreed in 2010 and will be updated by the NCCin subsequent years. |
| Monitoring and Coordination mechanism created | Mechanism | 0 | 0 | 1 | 0 | 0 | 0 | 1 | The Technical Secretariat has established and is carrying out the Monitoring and Coordination mechanism. |
| Partnership for Jamaica Agreement signed by Government, Private Sector, Trade Unions and Civil Society | Agreement |  |  |  |  |  | 1 | 1 | The PfJ Forum was created and is holding regular meetings. |
| **Component 3: Tax Reform** | | | | | | | | | |
| Time bound Action Plan for Reduction of Distortions in the Tax System Approved by Cabinet | Action Plan | 0 | 1 | 0 | 0 | 0 | 0 | 1 | Cabinet approved the first time-bound action plan in 2008 as part of the JCEP I operation. In subsequent years the plan has been implemented and adjusted. |
| Stamp Duties and Transfer Taxes reforms approved | Reforms | 0 | 2 | 2 | 0 | 0 | 0 | 4 | Legislative Acts approved by Parliament are required to implement these reforms. |
| Amalgamation of Labour Taxes approved by Cabinet in stages and in effect. | Approval document | 0 | 0 | 1 | 1 | 01 | 0 | 3 | The amalgamation of labor taxes is being implemented in stages. The Minister of Finance signs a document upon Cabinet approval of each stage. |
| Tax Expenditure Report disseminated | Report | 0 | 0 | 1 | 1 | 1 | 1 | 5 | The first partial tax expenditure report for the 2009/10 fiscal year is due to be issued In 2010. The MoF is expected to issue subsequent annual reports (including one in the target year) that will reflect both methodological improvements and greater coverage. |
| Tax policy model completed | Model | 0 |  | 1 | 0 | 0 | 0 | 1 | A functioning computable general equilibrium (CGE) tax policy model was developed for the JCEP II operation. MoF&PS staff was trained in its use. Further improvements in the model and staff training are expected. |
| Tax Policy model implemented | Model | 0 | 0 | 0 | 1 | 0 | 0 | 1 | The CGE was utilized as part of the preparation of the Jamaica Growth Strategy |
| Methodology for collecting income tax approved and in effect | Methdology | 0 | 0 | 0 | 1 | 0 | 0 | 1 | The methodology consists on the design and implementation of new tax forms for collecting information. |
| Income Tax Act Amended | Law | 0 | 0 | 0 | 0 | 0 | 1 | 1 | The provisional tax order amended temporarily the Income Tax Act as of July 2013 in which the CIT and PIT were harmonized at the rate of 25% for unregulated companies. |
| Electronic Drop Box tax collections per fiscal year | J$ billions | 1.2 | 1.45 | 1.5 | 1.6 | 1.8 | 2.0 | 9.55 | Electronic Drop Boxes allow filing of tax returns and making payments electronically at tax collection centers (instead of having to wait in line). They were first available in FY 2006/07. |
| E-payment Kiosks collections per fiscal year | J$ billions |  |  | 16.9 | 17.0 | 20.0 | 22.0 | 75.9 | E-payment kiosks are computer terminals at convenient public locations that allow taxpayers to file their returns on line. They were first available in FY 2005/06. |
| Third Party Collection Project in operation | Project | 0 | 0 | 1 | 0 | 0 | 0 | 1 |  |
| Risk analysis section of Forensic Data Investigation Unit in operation | Section | 0 | 0 | 0 | 1 | 0 | 0 | 1 | The Forensic Data Investigation Unit was established in April 2009. During first year of operation it assessed J$2.54 billion in revenue. The Risk Analysis Section of the FDIU is to be operational in 2011. |
| **Component 4: Reductions in Budgetary Burden of State Owned Enterprises** | | | | | | | | | |
| Government support for at least one state owned enterprise reduced | Entity | 0 | 0 | 1 | 1 | 0 | 0 | 2 | Arrangements to sell Sugar Industry and Air Jamaica were made in 2010. Sales were finalized in 2010/11. |
| Institutional Framework for PPPs approved and in effect | Cabinet Decision | 0 | 0 | 0 | 0 | 1 | 0 | 1 | A new framework for streamlining the process of approving and developing PPPs was approved. |
| **Component 5: Improving Access to Finance and Financial Access Development** | | | | | | | | | |
| Secured Transactions law approved and in effect | Law | 0 | 0 | 0 | 0 | 1 | 0 | 1 | The law must be published in GoJ official Gazette to become effective. |
| Awareness Campaign launched |  | 0 | 0 | 0 | 0 | 0 | 1 | 1 | The awareness campaign will facilitate the limplementation f the legislation |
| Credit Bureau law approved and in effect | Law | 0 | 0 | 0 | 1 | 0 | 0 | 1 | The Law must be published in GoJ official Gazette to become effective. |
| Insolvency Act approved and in effect | Law | 0 | 0 | 0 | 0 | 0 | 1 | 1 | The law is currently tabled in Parliament |
| Regulations for Credit Bureaus approved and in effect | Regulations | 0 | 0 | 0 | 0 | 1 | 0 | 1 | The regulations were enacted in 2011. |
| Credit Bureau supervision unit established | Unit | 0 | 0 | 0 | 0 | 1 | 0 | 1 | The Bank of Jamaica will establish a unit to supervise credit bureaus within the Financial Institutions Supervisory Division. |
| Credit Bureaus Licensed and Operating | Unit | 0 | 0 | 0 | 0 | 0 | 2 | 2 | Two credit bureaus have been awarded licenses by the BoJ and have started their operation |
| Awareness Campaign Implemented | Campaign | 0 | 0 | 0 | 0 | 0 | 1 | 0 | The BoJ has implemented an awareness campaign for the beneficiaries of Credit Bureaus |
| Electronic Transactions Act approved and in effect | Law | 0 | 1 | 0 | 0 | 0 | 0 | 1 | The law must be published in GoJ official Gazette to become effective. |
| National Payment Systems Act approved and in effect | Law | 0 | 0 | 0 | 1 | 0 | 0 | 0 | The law must be published in GoJ official Gazette to become effective. |
| E-payment regulations approved and in effect | Document | 0 | 0 | 0 | 1 | 0 | 0 | 1 | The regulations must be published in GoJ official Gazette to become effective. |
| Pilot Project for m-payments to PATH beneficiaries implemented | Document | 0 | 0 | 0 | 0 | 1 | 0 | 1 | The MoF is implementing the PATH program and the BoJ has started consultations with stakeholders. |
| Policy Framework for m-banking approved and in effect | Document | 0 | 0 | 0 | 1 | 0 | 0 | 1 | The BOJ submitted a draft policy document entitled the Mobile Banking Regulatory Framework has been drafted and circulated for discussion |
| m-Banking regulations approved and in effect | Document | 0 | 0 | 0 | 0 | 1 | 0 | 1 | The BOJ issued Guidelines for Electronic Payment or Retail Services Regulations, including provisions for mobile services. |
| Policy framework for SME approved and in effect | Document | 0 | 0 | 0 | 0 | 0 | 1 | 1 | MSME and Entrepreneurship Policy was Tabled in Cabinet in 2013. |
| Omnibus Legislation for Recognition of Registration Form enacted and in effect | Law | 0 | 0 | 0 | 0 | 0 | 1 | 1 | Draft legislation has been Tabled in Parliament. |
| **Component 6: Reduction of Business Costs Through Expedited Land Titling** | | | | | | | | | |
| Land Titling and Registration action plan approved and implemented | Plan | 0 | 1 | 0 | 0 | 0 | 0 | 1 | Time Bound Action Plan for the reduction of time and cost for Land Titling and Registration approved by Office of the Prime Minister and implemented through the program. |
| New parishes declared eligible each year for the Land Administration and Management Program (LAMP) | Number | 1 | 0 | 3 | 1 | 3 | 14 | 14 | Yearly numbers represent NEW parishes added to the Program. National Land Agency will verify the number of parishes participating in LAMP Note: Jamaica has a total of 14 parishes. Once a parish is declared LAMP the cost and time for registering the first title can drop up to 75% |

1. Indicator values in normal font are actual values. Values in *italics* are projections.

   Note: The Global Competitiveness Report presents all rankings in terms of a rolling two-year period. [↑](#footnote-ref-2)
2. A lower percentile indicates better performance. Note Rankings are presented in terms of percentiles rather than raw scores to adjust for the change over time in number of countries in the data base [↑](#footnote-ref-3)
3. Due to changes in DBI methodology used in subsequent years the value for 2007 is not listed. [↑](#footnote-ref-4)
4. Note: While the average number of days for registration in Jamaica has lowered only moderately for country in general, in the LAMP declared areas the time has been reduced to about two weeks. [↑](#footnote-ref-5)