

WHITE PAPER



A CONSTRUCTION INDUSTRY POLICY

June 2007

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ACRONYMS

BOT	Build-Own-Transfer
CAES	Construction, Architectural and Engineering Sector
CPD	Continuing Professional Development
CER	Contractor's Environment Requirements
EPA	Economic Partnership Agreement
EU	European Union
FTAA	Free Trade Area of the Americas
GDP	Gross Domestic Product
HRD	Human Resource Development
HEART/NTA	Human Employment and Resources Training/National Training Agency
ISO	International Organisation for Standardisation
IT	Information Technology
NCC	National Contracts Commission
NCTVET	National Council on Technical Vocational Education and Training
NEPA	National Environment and Planning Agency
NIP	National Industrial Policy
NTA	National Training Agency
NVQJ	National Vocational Qualification, Jamaica
PAMCO	Project Analysis Monitoring Company Ltd.
PIOJ	Planning Institute of Jamaica
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
SME	Small and Micro Enterprises
TACIP	Towards a Construction Industry Policy
UTech	University of Technology, Jamaica
UWI	University of the West Indies
WC	Working Committee
WTO	World Trade Organisation

PREAMBLE

The national Construction Industry Policy is the fruit of individual and collective efforts to bring a formal and effective degree of organization to public infrastructure construction initiatives in Jamaica.

The issue first emerged at an Infrastructure Committee meeting of Cabinet in 1998, and it was noted that “Consideration should be given as to how the construction industry could be made more cost effective and competitive, both domestically and internationally, and the kind of regulatory framework needed.”

The issues affecting the local construction industry have also stimulated interest and study by the participants in the private sector. In this regard, the four main participants in the construction industry – the Incorporated Masterbuilders of Jamaica, the Jamaica Institution of Engineers, the Jamaica Institute of Quantity Surveyors and the Jamaica Institute of Architects – collectively known as the Joint Consultative Committee – submitted proposals for the revival of the sector in 2001.

This policy seeks to address the anomalies that have the effect of reducing or destroying the construction industry’s capacity to achieve its maximum potential.

The policy addresses various qualitative and quantitative issues in the construction industry. These include:

- Safety and security issues including extortion ,
- Quality and environmental factors,
- The registration of professionals and enterprises
- The refinement of procurement rules,
- The development of skill levels within the construction industry, with special emphasis on training and certification.

It is expected that this Construction Industry Policy will facilitate the development of the construction industry in Jamaica, and ensure its fulsome and secure contribution to nation building.

Hon. Robert Pickersgill

Minister of Housing ,Transport, Water and Works

Hon. Donald Buchanan

Minister of Information and Development

EXECUTIVE SUMMARY

The Government recognizes the important contribution the Construction industry makes toward sustainable economic development. In that regard, it is committed to the pursuance of policies that encourage that and facilitate the growth of the construction sector. Present policy initiatives include:

- Support for human resource development through HEART/NTA, UTECH, UWI and on-the-job training (e.g. Lift up Jamaica);
- Targeting of the sector for special employment generation and poverty alleviation programmes;
- Ensuring the availability of materials, plant and equipment through the growth of the local materials and aggregates industry, and through a liberalized trade regime;
- Creating an enabling regulatory framework;
- Enabling fair competition for Government contracts through the establishment of clear procurement guidelines and laws administered by the National Contracts Commission (NCC);
- The establishment of the National register of contractors through the NCC;
- The establishment of the Infrastructure Committee of the Cabinet to, *inter alia*, direct policy development and implementation within the industry.

There is however a need for a policy paper that links all the various elements, and expresses clearly the government's policies for the industry.

The Construction Policy seeks to outline the Government's vision for the sustained growth and development of Jamaica's Construction Industry. This industry contributed approximately 9.5% to the Gross Domestic Product in 2003 and employed some 88,150 persons in 2003.

While playing a critical role in Jamaica's economic development, it has faced a number of challenges in terms of human resource development, improving industry performance and competitiveness, improving public sector coordination, utilisation of advances in information technology (IT) and other technologies and the adoption of measures which promote sustainable development.

The government is determined that deliberate steps must be taken towards the achievement of greater international competitiveness and commitment to international best practice.

1. DEFINING A POLICY

As the first step towards defining a policy for the Jamaican construction industry, some guiding principles have been identified. The policy will:

- facilitate strategic national development objectives;
- facilitate and advance public and private sector partnerships;
- ensure adequate co-ordination through appropriate institutional arrangements;
- enable effective monitoring and evaluation of industry performance;
- promote compliance and adherence to established guidelines, codes of practices and standards both local, regional and international;
- have regard for the environment and sustainable development
- enhance the competitiveness of the local sector
- create the social and economic conditions that will facilitate true private sector investments and entrepreneurship
- articulate clearly what the core functions and priorities of government should be in the industry
- promote training to bring industry players to international certification levels.

2. APPLICATION

The Policy document will apply to the construction industry in general, that is, construction involving the public sector and/or the private sector. Key roles and responsibilities are proposed as follows:

- The Ministry with responsibility for the works portfolio has responsibility for coordinating the development and implementation of policies and guidelines for the construction industry, for developing mechanisms for monitoring the achievement of the objectives, and more importantly the expected outcomes of the policy;
- The Ministry with responsibility for labour would have responsibility for labour policies;
- The Ministry with responsibility for finance would be responsible for procurement and other financial/economic policies;
- The Ministries with responsibilities for land and the environment would be responsible for physical planning and environmental policies;
- The Ministry with responsibility for commerce would have responsibility for the development of commerce aspects including the greater use of IT and the eventual thrust into the wider global market.
- The Ministry with responsibility for education would have responsibility for training.
- The Ministry with responsibility for the regulation of the building industry would be responsible for building policies and standards .

3. VISION STATEMENT

The Government's vision is of a dynamic construction industry that fosters economic growth and international competitiveness that creates sustainable employment through the growth and the generation of new industry capacity.

4. GOALS

Towards the creation of a quality society, the foundations of which are to be built and maintained by a developing and growing construction industry, certain goals must be pursued. These include:

- i) Facilitation of strategic national development objectives;
- ii) Improved coordination;
- iii) Creation of an enabling and facilitating regulatory environment;
- iv) Encouragement of wider participation in the industry;
- v) Support for advancements in Human Resource Development and Labour Relations;
- vi) Exploring avenues for the sustainable economic growth and competitiveness of the sector;
- vii) Promotion of programmes which will lead to improved construction management and greater competitiveness;
- viii) The encouragement of innovation in, and the modernisation of, the industry;
- ix) Promoting Regional cooperation;
- x) Developing methods of appraisal and evaluation, in line with established 'best practices';
- xi) The formulation of policies that encourage sustainable development approaches to construction; and,
- xii) Incorporation of the informal sector into formal sector activity.

5. POLICIES

Through consultation with industry partners and based on the locally established traditions, a number of policy issues have been identified and agreed as essential to the growth and development of the sector. Some of these areas will require greater attention from the public sector, while others will be the main province of the private sector. As set out below, this dichotomy is recognised, but there has to be acceptance that collaboration is critical, and some areas such as Human Resource Development, the establishment of standards and codes of conduct, Research and Development and the application of information technology are areas of joint responsibility.

5.1 Public Sector Coordination

Government Activities

An Interministerial Committee comprising the key national Ministries engaged in infrastructure delivery has been set up to ensure a coordinated approach at policy level. Private sector input will be encouraged.

Key national departments, local authorities and public sector corporations (enterprises) will be encouraged to ensure that industry policy incorporates the broadest possible "client" experience and that construction industry programmes are understood and effectively co-ordinated through all levels of government.

Co-operative arrangements between national departments/ministries/agencies will be set up to maximise the benefit of selected programmes and pilot projects.

The Ministry with responsibility for the works portfolio will enter into agency agreements with private sector organisations to augment its capacity for the development of policy and guidelines.

The government will also be moving to overhaul and constantly update its procurement policy, with special emphasis on the system of tendering which will be constantly reviewed to make it more efficient and where possible minimise waste. This will be achieved through the provision of a more open system of information sharing.

The government will facilitate contractor's capacity to finance contracts by encouraging or enabling financial institutions to provide financing and contract related guarantees on more favourable terms.

Enabling Environment

Acceleration of those areas of reform that will lead to a significant improvement in the approval processes for development, subdivisions and building applications.

Expanding Opportunities

Establishment of programmes to facilitate the growth and development of new contractors, and facilitate any areas of support that might be necessary.

Promotion of Regional Cooperation

A common framework will be established for the construction industries in the region will be developed, to the benefit of the participating countries and entrepreneurs.

Competitiveness

The government will focus on facilitating measures to enhance the competitiveness of the industry in a bid to make the industry nationally, regionally and internationally competitive.

Integration of Industry Activities

The closer integration among the industry players in carrying out projects, will be encouraged, where design, construction and other downstream activities are more closely related.

Performance Incentive

Creativity, quality work and innovation will be acknowledged and rewarded.

Quality Specifications

A set of national quality specifications will be established.

Occupational Safety and Health

All Government construction projects, will require the preparation and submission of an acceptable Site-specific Safety Management Plan or Safe Work Method Statement, defining processes through which the contractor provides a safe and healthy environment.

Procurement

The government recognizes the need for clarity and fairness in the award of contracts. In that regard a clear procurement policy and associated guidelines have been developed and will be continually reviewed.

The government will maintain a database of industry participants, who have carried out public sector contracts, and this will be made available to the public.

Effective Monitoring and Evaluation System

Within the ambit of its own activities, the Ministry with responsibility for works will establish project reporting procedures aimed not only at capturing data on direct construction activities, but also at capturing data on the achievement of job creation, training and emerging enterprise development. This, together with a consultant roster and a preliminary database of emerging contractors, constitutes a cornerstone for a monitoring and evaluation system.

Register of enterprises

The Government has established, and will continue to update its, register of all contractors and construction enterprises. Ultimately, it is envisaged that the register will comprise a set of sub-directories for all contractors, sub-contractors, consultants, training and support providers. These subdirectories will be disaggregated in terms of identified capacity and performance criteria in a manner that would enable the public sector to 'prequalify' firms for potential work opportunities.

Management and Maintenance of Register

It is envisaged that the register be lodged and maintained by the NCC, with monitoring and evaluation on behalf of government co-ordinated by the policy development unit of the Ministry with responsibility for the works portfolio in collaboration with the NCC. Procuring departments would be requested to feed back data on performance. Analyses and recommendations will be presented to the NCC for deliberation, recommendation for action to the Minister as appropriate.

Planning and Environmental Considerations

Planning and construction activities shall incorporate and integrate environmental considerations, including mechanisms that foster both government and contractor adherence to relevant environmental legislation, regulations and standards.

While NEPA will have a key role to play in ensuring that the Industry pays due respect to the environment, each Ministry is expected to ensure that within its own framework, these considerations figure prominently from the policy stage through the conceptualization of projects and into the review of outputs and outcomes.

Legislative Framework

All legislation related to the Construction industry will come under review and where necessary new legislation will be promulgated.

5.2 Industry Responsibilities

Complementary to Government responsibilities, the private sector members of the industry should see themselves as having responsibility in a number of critical areas, associated with strengthening the industry in the cohesiveness, management, and performance of the sector.

Policy Advice

Establishment of mechanisms to ensure delivery of advice on policy and on any existing and proposed legislation, which impacts or could potentially impact on the industry.

Project Management

A universal definition of project management will be adopted in terms of roles and responsibilities with respect to various industry functions.

Codes of Conduct

Contractors, project managers and developers will be encouraged to draw up codes of conduct and acceptable practices for their groupings. An industry-wide code of conduct spelling out industry standards with regard to the working relationships among the various players should be established thereafter. This should include appropriate sanctions where applicable.

Human Resource Development

Support the objectives of human resource development through appropriate partnering arrangements such as expanding the pool of skilled workers by offering structured entry-level training such as apprenticeships, traineeships.

Use of Information Technology

The greater use of Information Technology will be encouraged. An industry-wide database will be established with information on resources, projects, industry players and linkages to related industries and sectors.

Research and Development

Research and development in building technology will be encouraged through collaboration among large industry players, the universities and other institutions, international organizations, government entities and NGOs

Procurement

Service providers will be required and encouraged to attain the appropriate accreditation to enable them to submit tenders for government contracts.

Industry players will seek to improve tendering practices.

5.3 Human Resource Development

To enhance professionalism, the recommendations focus on improving education and training of tradesmen, technicians and professionals by enhancing secondary and tertiary curriculum for construction-related studies and promoting Continuing Professional Development Programmes; promoting the use of IT in the industry to enhance efficiency and image; and encouraging good practices and standards through codes of conduct.

HRD initiatives will be implemented with respect to:

- Improving public sector capacity.
- Improving project management skills.
- Encouraging a stable industrial relations climate through social partnerships.
- Aim for the achievement of gender equity in all aspects of the industry.
- Facilitate the structured development of skilled labour and the training of the industry's unskilled workforce.
- Set a target for a percentage of construction workers to be skilled by 2007, and raising the proportion by 2012, with a minimum percentage being women.
- Nurture a pool of local workers in selected areas by suitable promotion and training programmes.
- In tandem with FTAA principles on technical cooperation and assistance, overseas contractors doing work in Jamaica will be encouraged to pass on 'knowledge and expertise' to local contractors with whom they work.
- A system of recognition and certification of skilled and trained workers will be developed.
- Provide opportunities for Special Needs Group

6. CONCLUSION

Accelerated delivery of infrastructure is critical to the objectives of development. It is in the interest of government, industry and the public that levels of industry efficiency and effectiveness are raised together with those of public sector delivery agencies.

SECTION I

1.0 INTRODUCTION

There has been general acceptance of the role played by the Construction Industry as a distinct sector, which makes a significant contribution to Jamaica's GDP, while serving as a central delivery mechanism in the generation and quality of all economic and social development activity in Jamaica. In recognition of this role, the Government has committed to pursue policies that encourage and facilitate the growth of the sector. The Government will provide an enabling environment in which viable construction activity might expand in quantitative and qualitative terms.

The Government envisages that its role will encompass, principally, the establishment of the appropriate legal and regulatory framework for the Industry, the provision of Human Resource capability and strategic project interventions. In the main, however, it is expected that the implementation of the policy will depend largely on private sector initiatives, and on public-private sector partnerships.

Public policy instruments will be aimed at enhanced delivery, greater stability, improved performance, encouraging cooperation among all the partners, and the protection of the environment.

In formulating the policy approaches, the Government will place the highest priority on consultation, and will proceed in such a way to ensure that in the event of significant related shifts, nationally or internationally, the necessary adjustments can be made to the policy.

The Construction Policy will take cognizance of Jamaica's increasing association in Caribbean Single Market and Economy (CSME), and its treaty obligations with other regional and international bodies. In this wider international context, it will be necessary to pay greater attention to issues relating to competitiveness, innovation, performance and productivity measurement, recognizing that the cost and quality of construction does influence investment potential, and affects the performance of all sectors of the Jamaican society.

Given its centrality, range and diversity, construction perhaps more than any other major set of economic activities, has an overarching macro impact, but equally affects the lives of people in virtually every Jamaican community. It is clear that Construction can provide the required kind of meaningful employment for a range of persons. Human Resource considerations are therefore of paramount concern. The Construction Policy will take account of this fact, ensuring that gender concerns are addressed, and that through adequate programmes of training and certification, a variety of skills are made available to the Industry.

At the level of investment, the Policy will seek to encourage the entrance of new participants, and new service offerings, while encompassing the role of the traditional players.

In response to a perceived need for concerted action by the Government, the policy proposals contained in 'A Construction Industry Policy for Jamaica,' can be seen as the first step in the effort to achieve the development and sustained growth of the Jamaican Construction Industry.

SECTION II UNDERSTANDING THE CONTEXT

2.0 THE NATIONAL CONTEXT

The construction industry is a vital part of the Jamaican economy, contributing in construction and installation approximately 9.5% to the Gross Domestic Product in 2003. It employs a large labour force, with a reported annual average of 88,150 persons in 2003, with a large share of these being low skilled workers. It promotes investment through its own activities, as a discrete economic sector, and generates further investment in the broader economy. It provides the physical infrastructure that underpins the economy and the built environment that more directly influences the quality of our lives. Its strong linkage with other areas of the economy has a significant impact on the efficiency and productivity of other industries.

Following negative growth rates of -6.7% in 1998 and -1.7% in 1999 the sector has recorded small but positive growth - Viz: 0.7% in 2000, 2.2% in 2001, 2.37% in 2002 and 1.5% in 2003.

While the figures indicate the importance of the industry to the Jamaican economy, they may be largely understating the magnitude of that contribution. The traditional definition of the industry is narrow and based on its most obvious parts, includes residential buildings (houses, flats etc), non-residential building (offices, shops, hotels etc), and engineering construction (roads, bridges, water, sewerage etc). This segmentation however does not fully reflect the significance of other facets of the industry such as client services, commercial property operators, developers and financiers, suppliers and producers of building products and materials, machinery and equipment sectors providing such items as construction equipment, and professional and consulting services. Similarly, inadequate attention is given to the institutional arrangements that shape the industry, such as the regulatory framework and the institutions, which educate and train the participants and undertake research and development.

2.1 STATUS OF THE CONSTRUCTION INDUSTRY IN JAMAICA

The Jamaican construction industry is fairly well established, comprises a wide range of service offerings, with skills spanning virtually every area of construction activity.

Though established, the potential of the industry for growth is yet unrealised. In its efforts to achieve continued growth and development, the industry has yet to fully maximise the use of information technology to manage information flows, to take full advantage of advances in technology, and to adequately respond to the environmental factors and changes in the structure of the Jamaican economy.

While the Jamaican Construction Industry has played an important role in Jamaica's economic development, as one of the pillars of the domestic economy and an important contributor to Jamaica's GDP, it faces challenges.

The persistence of the challenges has affected the image of the industry, led to sub-optimal use of resources and limited its potential to contribute to social development. The Construction Policy is intended to focus the activities of the under mentioned key stakeholders in the industry towards the resolution of these problems:

2.2 KEY PARTICIPANTS

Government as client and regulator and implementer Private Sector	Contractors
Industry/ Professional Associations Joint Industrial Council	Practitioners, such as Developers, Architects, Engineers, Quantity Surveyors, Project Managers, etc.
Civil Society including Community Based Organizations (CBO's) and NGO's and the ordinary Consumer	Protective and Security Organisations
Trade Unions/Workforce	Financiers
Suppliers/Manufacturers	Research and Development Institutions Institutions providing training

2.3 THE INTERNATIONAL CONTEXT

The construction industry plays an important role in global economic development. As part of the framework, the policy recognizes that a key deficiency, not just within the context of the Construction Industry, but the society as a whole, is the limited awareness of the international context. The traditional view of the international context as a means of obtaining supplies has to be changed, to accommodate one that is attuned to the wider opportunities available.

The international context must become the normal framework within which the industry operates.

The development of the Construction Industry as envisioned by the policy is cognizant of limitations rendered by the size of the local market. As such, the industry must of necessity, develop with a view to tapping external markets. In this context, the understanding and knowledge of the wider international context for the expansion of the local industry becomes more vital.

Advanced economies such as Germany, Australia, the USA, the UK and Singapore, are working to increase construction productivity through human resource development, technical guidance, mechanisation and support for research and development. These countries see competitiveness in the industry as crucial and are pursuing policies with this objective.

There is increasing recognition in the developed countries of the value of using Build-Own-Transfer (BOT) projects or other forms of private sector involvement to develop power plants and other types of infrastructure. This approach is projected, will attract direct investments from abroad.

An analysis of the international and strategic policy directions of other governments around the globe was undertaken by Australia. This analysis showed that the issues that face the industry and present policy dilemmas for these governments are surprisingly similar, although policy approaches vary. They found that the core issues confronting policymakers internationally are:

- Improving industry competitiveness;
- Enhancing skills;
- Increasing the impact of information technology;
- Environmental factors;
- Advances in materials technology and application;
- Promoting and encouraging R&D, and innovation;
- Reducing fragmentation and increasing collaboration among industry players
- Improving regulatory regimes; and,
- Finding new approaches to investment packaging and attraction.

Government responses to these issues are varied, however, they use both generic and specific sectoral policies. To improve the industry's output, most of the countries analysed tended to use a mix of research (both technical and trends), best practice projects and dissemination activities. The strategies and policies being developed were also influenced by the nature and history of the construction industry in each country and the government's approach and philosophy to economic policy.

For example, Finland, like most other Scandinavian countries, appears to have a strong cultural appreciation of the importance of innovation and design. Coupled with the local geographic and climatic conditions, it is not surprising that Finland is committing a great deal of research to issues associated with energy efficiency and its application in buildings

In the UK, on the other hand, where the cultural attitude to the industry is similar to Australia, the Government created a Construction Industry Advisory Board which acts as the focus for best practice and business process re-engineering activities. Integrating information technology in the construction process is a significant interest.

THE CARIBBEAN SINGLE MARKET AND ECONOMY (CSME)

As the natural market extension of the national market, the CSME will be the first area to be targeted for the export of services, and cooperation between regional industry partners will provide a valuable mechanism for promoting regional cooperation.

It is envisaged that within the context of the CSME, will be provided a wider policy and regulatory framework for the operation of the local construction industry.

Through the CSME, options for the development of Jamaica's Human Resource skills, and for accessing skills for the local construction industry, will be widened.

2.5 THE FREE TRADE AREA OF THE AMERICAS (FTAA)

The policy recognizes the principles of the FTAA agreement process, with respect to government procurement, as potentially beneficial to the development of the Jamaican Construction Industry.

The policy not only seeks to fit within the framework for government procurement as set out in the FTAA Agreement, but also seeks to promote the FTAA Agreement as a tool to be used by the local Construction Industry in its effort to become regionally and internationally competitive.

2.6 WORLD TRADE ORGANISATION (WTO)

The objectives of the policy are in keeping with the benefits to be derived from being a member of the WTO, for example access by Jamaican construction service professionals to the 147 members of the WTO, Foreign Direct Investments in the sector leading to its development and the positive results in Human Resource Development to be realised from the outcome of the current negotiations for the Doha Development Agenda.

2.7 ECONOMIC PARTNERSHIP AGREEMENT (EPA)¹

As one of the six (6) sub-regions of the ACP, Jamaica along with other Caribbean countries and the Dominican Republic (referred to as the CARIFORUM) could benefit from the impact that the EPA will have on the restructuring and retooling of the construction sector to improve its competitiveness.

The policy recognises that the entry into force of the EPA will mean that Jamaicans and other Caribbean nationals, will automatically benefit from preferential access to the Construction Industries of the 27 EU Member States.

SECTION III DEFINING A POLICY

3.0 POLICY OBJECTIVE

The policy statement outlines a framework that will assist the construction industry in Jamaica to meet the challenges and take advantage of opportunities in the short and medium term (5-7 years), setting the stage for the ultimate entrance of the industry in the long term, into the international arena on a meaningful scale. It affirms Government's commitment to facilitate economic growth and to assist key industries to maximise their contribution to the growth of an internationally competitive economy.

¹ The Economic Partnership Agreement (EPA) between the African, Caribbean and Pacific (ACP) and the European Union (EU) is intended as a reciprocal, albeit asymmetrical free trade arrangement, which has as its core objective, to achieve and contribute to the economic development of the former colonies of Europe.

3.1 VISION STATEMENT

The Government's vision is of a vibrant construction industry that fosters economic growth and international competitiveness, affords for the improvement of the quality of life for all citizens, while creating sustainable employment through growth and the generation of new industry capacity.

3.2 DEVELOPING A MODERN ENVIRONMENT FOR INDUSTRY GROWTH

A consequence of the unevenness in construction demand is that the industry has experienced phases of both considerable growth and rapid decline in recent years, which has forced firms to adopt more flexible production strategies, often at the expense of efficiency.

In keeping with its strategy for economic growth and development, the Government aims to work in collaboration with its private sector partners to promote more efficient construction activity.

3.3 GOALS

The Government of Jamaica in its pledge to facilitate the creation of a quality society has identified a number of goals and priorities that will contribute to the continued development and growth of the construction industry.

Within the policy framework, these goals will respond to the following broad social and economic imperatives:

1. Facilitating strategic national development objectives;
 - a. Articulating the core functions and priorities of government in the industry and pursuing policies which will facilitate private sector investments and entrepreneurship;
 - b. Facilitating and advancing public and private sector partnerships;
 - c. Reduction in the extent of informal sector activity in the construction sector.

2. Improved coordination locally and regionally:
 - a. Suitable instruments for industry-wide collaboration to advise on policy and to ensure implementation of the programmes envisaged;
 - b. Ensuring adequate co-ordination through appropriate institutional arrangements;
 - c. Accommodation of changing priorities through ongoing policy development, and the refinement of policy and its further development through constant monitoring and evaluation.
 - d. Promote regional cooperation generally, and collaboration in areas relating specifically to the construction industry

3. Creation of an enabling and facilitating regulatory environment:
 - a. Enhance Government's role in promoting an enabling environment for industry development;
 - b. Promoting compliance and adherence to established guidelines, codes of practices and standards at the local, regional and international levels;
 - c. Harmonisation of construction policies of the members of the proposed CSME, EPA and the FTAA and WTO to provide a wider policy and regulatory framework and thus facilitate the operation of the local construction industry within the region.

4. Encouragement of wider participation in the industry:
 - a. Promote New Industry Capacity and the Emerging Sector
 - b. Active promotion of small and micro enterprises (SMEs), and providing assistance in improving their viability and competitiveness;
 - c. Play a decisive role in the promotion of gender equity

5. Support advancements in Human Resource Development and Labour Relations:
 - a. Sustainable employment creation and a human resource development strategy which is holistic, sustainable and accessible;
 - b. Foster a culture of productivity and efficiency (with the application of the relevant certification and selection process
 - c. Stabilised and enabling labour relations within the framework of current labour regulations, and ongoing labour market reform;

6. Exploring avenues for the sustainable economic growth and productivity of the sector;
 - a. Rapid and efficient delivery of quality assets to the public;
 - b. Establishment of 'Best Practice Standards'

7. Promote programmes which lead to improved Construction management and greater competitiveness:
 - a. Achievement and maintenance of competitiveness in a Jamaican market open to regional and international business;
 - b. Enabling effective monitoring and evaluation of programme performance:

8. Encourage innovation in, and modernisation of, the industry:
 - a. Allow for greater Information Technology penetration, and openness to R&D and innovation initiatives;
 - b. Establish codes of conduct;

- c. Develop quality specifications;
 - d. Establish occupational safety and health systems.
9. Formulating policies which encourage sustainable development approaches to construction:
- a. Create sustainable physical infrastructure and enhance environmental considerations
10. Development of the public sector capacity to manage the delivery process;
- a. Development and review of procurement guidelines;
 - b. Development of effective monitoring appraisal and evaluation systems
 - c. Registration of enterprises

3.0 THE CONSTRUCTION INDUSTRY POLICY

The Policy document will apply to all segments of the construction industry. The successful implementation of the Policy and the achievement of the goals will depend on the support and collaboration of all the Industry participants.

Consistent with the model of economic growth that it has committed to, the Government's primary role in the construction industry will be that of enabler and facilitator, providing the framework within which the private sector might act as the main engine of growth.

Given the centrality of construction outputs on the quality of life, and on supporting all economic and social activities, the Government will pay particular attention to the regulatory aspects of the industry.

4.1 PUBLIC SECTOR IMPLEMENTATION MECHANISM

The Ministry with responsibility for the works portfolio has responsibility for coordinating the development and implementation of policies and guidelines for the construction industry, including job creation, emerging enterprise development and enabling environment policy. The Ministry also has responsibility for developing mechanisms for monitoring the achievement of the objectives, and more importantly the expected outcomes of the policy. As such, the Works Ministry must of necessity collaborate with other Ministries within whose portfolio various aspects of the industry lay. Among the more prominent are those Ministries with responsibility for the following portfolio areas:

- Labour policies,
- Financial/Economic policies and procurement,
- Physical planning and environmental policies,

- Human Resource Development, and,
- Development of commerce.

Within the framework of transformation, the Ministry of Works is currently reinforcing its policy development capacity to enable cross-sectoral co-operation at a macro-economic level, a focus on industry development, labour market issues and emerging construction enterprise development. Related capacity includes monitoring and evaluation and the development of new procurement techniques aimed at public / private sector partnerships.

The Ministry of Finance and Planning sets out government's procurement policy which seeks to promote competition among contractors, provide for the fair treatment of contractors and transparency and openness in the procurement process

The National Contracts Commission, established as an independent government authority, regulates procurement of goods and services through the prescription of public sector procurement procedures. The Handbook of Public Sector procurement Procedures (Handbook) is published for the guidance of officers and consultants engaged in planning and managing the procurement of goods, works and services on behalf of the Government of Jamaica.

Government is committed to optimising the current arrangements for project implementation across sectors, by exploring the imperatives of, and opportunities for, consolidation.

4.2 **ADVISORY BODY**

Government will establish a body, representative of construction interests, to advise on existing or proposed policies and legislation that have an impact on the industry, and on measures to provide regulatory and enabling mechanisms for the industry. The advisory body will advise on performance measurements, improvement targets and the adoption of best practices.

In advising on the regulatory framework for the industry, the body will consider the need for legislation to regulate specific aspects of the industry as required. This will involve, inter alia, the registration of professional and trade groups, and the regulation of accounting and project-management procedures. The body will also be required to advise on appropriate punitive measures and sanctions for contravention of laws and regulations.

The body will also provide guidance in the implementation of agreed policy.

4.3 **CREATING AN ENABLING ENVIRONMENT**

The Government recognizes that the construction industry requires a facilitating environment, and that the approval processes for development, subdivisions and building applications has for some time been in need of improvement. The outcomes expected from this policy will not be optimized if there is not a significant improvement of these processes.

Of particular importance is the development of parish development plans and the upgrade of the institutions which figure significantly in each stage of the development process.

The removal of regulatory impediments and the streamlining of the regulatory framework are necessary measures for increasing the competitiveness, reducing costs to both industry and clients.

There are a number of critical areas in which reforms are pivotal to the competitiveness of the industry. These include:

4.3.1 EXPEDITING DEVELOPMENT APPROVALS

The Government recognises that the delays in the granting of approvals for construction development projects can have a negative impact on the viability of such projects. Many of the pieces of legislation enumerated in section 6.0 below affect directly the pace of the approvals process.

In association with the relevant agencies in the Ministries with responsibility for planning approvals all attempts are being made to:

- Provide baseline reference documentation (eg. Development Orders and Development Manuals) to guide construction industry participants;
- Map and streamline development approvals and permits processes;
- Institute tracking systems to provide information on the progress of particular applications.
- Generally reorganise the work of agencies involved in the development approval process in an effort to minimize overlapping functions of the state.

4.3.2 LABOUR MAREKT REFORM

The government recognizes and endorses the need to ensure that workers' rights are protected. At the same time the Government is committed to a review of the present regime to ensure that there is competitiveness and that it is suited to the modern day requirements of the Construction Industry.

The removal of regulatory impediments will go a far way in attracting investments, and giving construction employers increased flexibility in the scheduling of work and meeting of contract deadlines, while still protecting the interests of employees in receiving compensation commensurate with their skills and efforts.

4.3.3 EXPEDITING PAYMENT OF SECURITY AND PERFORMANCE GUARANTEES

The Government will seek to remove impediments in the form of undue delays and length of time in which contractor's security and performance guarantees are withheld after completion of a project.

4.4 EXPANDING OPPORTUNITIES

Government will work with industry groupings to establish a programme to ensure the development of emerging professionals and entrepreneurs within the industry, recognizing that such an initiative will keep the industry responsive to dynamism, competitiveness and innovation.

Government will enter into partnerships that promote development initiatives aimed at emerging enterprises, job creation and capacity building, and will, where possible, give local contractors a reasonable opportunity to bid on whole or sections of assignments which otherwise could only have been bid on by international contractors.

In creating required new industry capacity, the participation and growth of small and micro enterprises (SMEs) will be encouraged. The policy will seek to influence a transformation of the construction industry in a manner that purposefully encourages the development and growth of small and emerging enterprises to meet new capacity requirements. Measures relating to financing, technical capacity, project management, and other areas of technical assistance will be formulated to meet the special needs of SMEs.

Agency agreements between the public sector and private sector organisations (e.g. research organisations, universities, training institutes, consulting firms, finance institutions), will be entered into to obtain support for the planning and implementation of programmes that enable construction activity, and facilitate the development of the industry.

4.5 PROMOTING REGIONAL COOPERATION

A common framework for the construction industries of the region will be developed to the mutual benefit of all participating countries and entrepreneurs. Project sponsors and their financiers should be urged to standardise the procedures for funding development projects in the region.

The competitive position of the Jamaican construction industry depends on relevant sections of the industry aggressively embracing an export culture over the next decade. The opportunities existing for increased exports, especially in the areas of professional services, such as architectural and consulting engineering services, will be vigorously explored.

4.6 COMPETITIVENESS

The government will focus on facilitating measures to enhance the competitiveness of the industry, such as measures to reduce construction costs, improve technologies and improve delivery time.

The Government will also, as far as possible, through project formulation and design, and in negotiation with overseas funding sources, give local industry players an opportunity to bid on whole or sections of assignments which otherwise could only have been bid on by international contractors.

Jamaican local industry players under normal circumstances will not be required to have had international experience, in procurement exercises.

4.7 INTEGRATION OF INDUSTRY ACTIVITIES AND THE ENHANCEMENT OF INDUSTRY PERFORMANCE

The integration of activities across the construction value chain to more closely incorporate the design, construction and other downstream processes. This will be done in order to increase productivity rates, and facilitate the adoption of best practices.

In the interest of promoting a healthy and competitive industry in line with international best practice there will be established and promoted, "Best Practice Standards" based on the work-process practices exemplified by leading Jamaican and international firms.

These best practice standards will not only promote the long-term development of the industry, but can begin to address many of the present problems.

4.8 INDUSTRY RESPONSIBILITIES

Complementary to Government responsibilities, industry should see itself responsible in the following areas:

- Achievement of cohesion among the constituent parts of the industry.
- Supporting the agreed objectives of human resource development through appropriate partnering arrangements.
- To improve the existing industry techniques and practices that affect construction productivity and cost efficiency.
- Review management practices to enhance the image of the industry.
- Cooperate in the setting and maintenance of health, safety and welfare practices.
- Application of lifecycle costing, value engineering and other methodologies.
- Application of national standards adherence to specifications, process management, adoption of best practices and skills
- Increasing Research and Development activity
- Improving construction management
- Improving tendering practices
- Enhancing environmental standards through compliance with contractor's environment requirements (CER)
- Ensure that participants in any aspect of the industry including suppliers and contractors are fully compliant with the laws.

4.9 EFFECTIVE PROJECT MANAGEMENT

A universal definition of project management will be adopted in terms of the role and responsibilities with respect to various industry functions.

Improved effectiveness in the application of project management will be facilitated by the promotion of the adoption of the principles, methods, processes and tools promulgated by the Project Management Body of Knowledge (PMBOK...ANSI Standard No. 99-001-2000) and being promoted by the Project Management Institute (PMI).

The appropriate sanctions for the contravention of rules will be included in the adoption of project management regulations and standards.

4.10 CODES OF CONDUCT

Contractors, project managers and developers will be encouraged to develop standard contractual practices and procedures relating to their counterparts and clients. An industry-wide code of conduct spelling out industry standards with regard to the working relationships among the various players should be established and promoted thereafter.

4.11 QUALITY SPECIFICATIONS

A set of national quality specifications will be established which should heighten the awareness and use of quality products and good, cost effective and safe designs should be cultivated among professionals, contractors and end-users.

To improve quality and production as well as regional and international competitiveness, firms will be encouraged to acquire appropriate ISO Certification, which will assist in developing cost reduction measures and introducing environmental considerations in their operations.

Agencies will be mandated to establish performance management standards. The Government's procurement procedures will give favourable recognition of compliance with these standards.

4.12 OCCUPATIONAL SAFETY AND HEALTH

The Government of Jamaica recognizes that various risks and hazardous conditions are inherent in the construction environment and that systems must be implemented to reduce or eliminate these risks and hazards. For all Government construction projects a condition of any contract awarded will be the preparation and submission of an acceptable Site-specific Safety Management Plan or Safe Work Method Statement. The requirement for Safety Management Plans will be implemented as at April 4, 2005.

Public order concerns on construction sites will be addressed under prevailing legal arrangements.

4.13 USE OF INFORMATION TECHNOLOGY

The use of Information Technology will be encouraged. An industry-wide database will be established with information on a wide range of local and international construction industry related data. Industry associations will be encouraged to keep the database current and relevant.

4.14 RESEARCH AND DEVELOPMENT

Research and Development will be encouraged by the use of applicable incentives, and through collaboration among industry participants, the universities and other related institutions, international organisations, government entities and NGOs.

Members of the industry will be encouraged to incorporate in their developments, designs and construction practices improved technologies, including the application of lifecycle costing analysis, value engineering and other methodologies.

4.15 HUMAN RESOURCE DEVELOPMENT

The Policy will aim at eliminating any disparities in the professional standards of industry players that may exist or arise, ensuring that the capabilities of each grouping measure up to world class standards. By raising the level of professionalism and competence among industry players, the performance and image of the industry will be significantly enhanced.

To achieve advanced professionalism, it will be necessary to upgrade education and training of professionals by developing tertiary curriculum for construction-related studies and promoting Continuing Professional Development Programmes; promoting the use of IT in the industry to enhance efficiency and image; and encouraging good practices and standards through codes of conduct.

To increase the supply of appropriate artisanal skills for the construction industry, priority attention will be given to the establishment or upgrade of institutions to specialise in the training of construction workers to the Master Craftman's level.

To respond to the needs of the industry the following HRD initiatives are necessary:

- Human resource development at all tiers of government.
- Cross-fertilization of project management skills through a policy on private sector secondment to (and from) the public sector.
- The development of specialised project management training at tertiary level
- The development of multi-disciplinary skills particularly among engineering and architectural students.
- Enhancement of tertiary curriculum for construction-related fields by including soft skills (e.g. work ethics, management skills, etc) so as to make them sufficiently broad-based.
- Collaboration between the institutions of higher learning and the professional bodies to design courses which meet the needs of the industry
- Continuing Professional Development (CPD) programmes to be mandatory for the renewal of professional and trade membership by professional and trade groups in the construction industry
- Service providers to be required to achieve an effective industrial relations focus which will lead to continual improvement in industrial relations management at the enterprise and project levels, and in the industry generally.
- A new focus on gender issues within the industry.
- Set a target for a percentage of construction workers to be skilled by 2007, and raising the proportion by 2012, with a minimum percentage being women.
- Work with industry to train construction workforce, and continue to review training curriculum regularly to respond to industry needs.
- Encourage industry to devise appropriate incentive schemes for training workers.
- Development of health and safety regulations and compensation mechanisms
- Development of protective and security measures for projects
- Overseas contractors doing work in Jamaica will be encouraged, and in some instances, required, to pass on 'knowledge and expertise' to local industry employees at all levels of their organisation, i.e. Management, technical and skilled personnel, with whom they work.

- Further development of systems for the recognition and certification of skills.
- Exploring opportunities within the other territories of the CSME, primarily, for the training of personnel for the local industry.

4.16 TRAINING AND CERTIFICATION

The standardization of work practices will be achieved to a great extent through effective training and certification for those operating at all levels of the industry. Working through the established training institutions and systems, training all levels of competencies will be continued. The National Council on Technical Vocational Education and Training (NCTVET) and the University of Technology will provide certification for workers who have demonstrated mastery at the different levels.

The improvement of worker attitudes will form an integral part of any programme of training designed for construction workers.

4.17 GENDER CONSIDERATIONS

For the construction industry to achieve its fullest potential, it will be necessary to ensure that no capable person is excluded. The Government will provide equal access to opportunities in the industry regardless of gender.

To address the gender imbalance in the industry, action will be started at the secondary school level at which stage all youths will be introduced to construction jobs in a gender-neutral way.

Gender main-streaming practices will be applied to effect changes to existing education and training policies and other areas of public policy with a dominant influence on the structure of the construction industry.

The Government will seek to work with industry associations and groupings to address the issue, through the encouragement of the cooperation amongst women in the industry with particular emphasis on ensuring that the appropriate support mechanisms are in place.

4.18 PUBLIC SECTOR COORDINATION

As a range of public sector agencies are involved in the delivery of regulatory mechanisms, there is a need for co-operation to ensure consultation in the development of policy and to co-ordinate programme implementation.

The key coordination arrangements will include:

- An Interministerial Committee comprising the main Ministries engaged in infrastructure delivery which has been set up to ensure policy coordination.
- A co-coordinating structure with public sector departments and enterprises, and local authorities will be set up to provide policy advice, and dissemination of policy information.
- Co-operation between national departments/ministries/agencies will be set up to maximise the benefit of selected programmes and pilot projects.
- The Ministry with responsibility for the works portfolio will establish formal structures to procure policy advice from the private sector.

4.19 PROCUREMENT

Tenders for Government construction projects will only be accepted from service providers with appropriate accreditation, and will be in accordance with the Government's established procurement guidelines.

The Government will keep under constant review its procurement policy, and associated guidelines, to ensure that they remain current and relevant. The procurement policy will have the aim of achieving transparency in the award of contracts, and the accountability of public agencies and the private sector entities to which contracts are awarded.

These reviews will seek also to ensure that CSME, FTAA, WTO and World Bank and other agreements are utilized in the most advantageous way possible to benefit the local construction industry.

The government will be moving to institute greater coordination between the relevant agencies to provide information on procurement policies, accreditation requirements, pending/upcoming projects, and all relevant project information to benefit the local construction industry.

A system of set-asides in line with standards that prevail internationally will be pursued.

4.20 EFFECTIVE MONITORING APPRAISAL AND EVALUATION SYSTEM

Within the ambit of its own activities, the Ministry with responsibility for works will establish project reporting procedures aimed at capturing data on direct construction activities, job creation, training and existing and new enterprises.

For greater effectiveness, there will need to be greater collaboration between those public entities involved in monitoring and evaluation within the industry, most notably the Contractor General's Office, the National Contracts Commission (NCC) and its various sector committees, the Cabinet Office, the National Environment and Planning Agency (NEPA), the PIOJ and the Ministries with major infrastructure components within their portfolio.

A monitoring and evaluation system which continuously gathers information nationally will serve several purposes including analysis focusing on:

- Policy and programme effectiveness,
- The registration and categorization of contractors and enterprises,
- Socio-economic and geographic comparisons
- Best practice standards
- Environmental guidelines,
- The use of local materials and construction technologies
- Identification of delivery bottlenecks
- Corrective measures and the adjustment of policy, guidelines and programmes as well as the re-direction of resources.

- Performance monitoring to enable appropriate action where standards are violated and to promote best practice.
- The targeting of resources to emerging enterprises which are demonstrating progress and the withdrawal of support to those that have graduated or have failed to progress.

4.21 REGISTRATION OF ENTERPRISES

The Government has established and will continue to update its register of all contractors and construction enterprises. In addition to the monitoring of performance it is in the long-term public interest that no construction work should be undertaken by any enterprise not registered as a contractor.

The immediate purpose is to establish a register which accredits enterprises for public sector contracts and which captures data on the activities of these enterprises.

Ultimately, it is envisaged that the register will comprise a set of sub-directories for all contractors, sub-contractors, consultants, training and support providers. These subdirectories will be disaggregated in terms of identified capacity and performance criteria in a manner that would enable the public sector to 'prequalify' firms for potential work opportunities. This will constitute an extension of the Government's existing practice.

The register will be used for the following purposes:

- to monitor the development of emerging contractors and reward improved performance through the allocation of resources for training and business support
- to allocate contracts to emerging contractors can perform at the required level.
- to determine at what stage successful contractors should graduate from support programmes.
- to act in the case of non-performance of emerging and established contractors by limiting access to future public sector construction contracts.

It is envisaged that the register be lodged and maintained by the NCC and that monitoring and evaluation on behalf of government be co-ordinated by policy development unit of the Ministry with responsibility for the works portfolio in collaboration with the NCC. Procuring departments would be requested to feed back data on performance. Analyses and recommendations would be presented to the NCC for deliberation, action and further recommendation to the Minister as appropriate.

This co-management of a public sector capacity and performance register would accomplish several objectives:

- to ensure that performance standards are appropriate to changing industry circumstances.
- To enhance integrity of the register and database.
- To ensure that punitive action delinquent firms are not seen as subjective or arbitrary.

It is proposed that the performance criteria be defined in terms of the proposals outlined in this document. These would include performance standards on the following:

- Compliance with labour regulation.
- Nature and magnitude of work undertaken, and corresponding performance.
- Work-process transformation including health and safety, productivity, quality and environmental standards.
- Promotion of emerging enterprises.
- Training and human resource development including standards identifying levels of training provided and certification received, employee participation in the selection of trainees and evidence of clear career development paths.

It is further proposed that the above framework of standards are introduced over a period of time to allow the government, in consultation with the NCC, to formulate appropriate standards and to give firms sufficient time to put in place the appropriate procedures. During this period, the standards will be applied progressively, until the complete set of 'best practice' standards are in force. After a period of time to be determined by the NCC, it is proposed that all public sector projects be let only to construction enterprises that are accredited in terms of established standards.

It is also proposed that interim guidelines include that certain minimum standards apply to avoid serious breaches and sidestepping practices. The performance criteria should become progressively more rigorous as the value of contracts increases, on the assumption that the larger contracts will be performed by the more competitive firms. Since performance and capacity is regarded as an indicator of competitiveness, the same performance criteria will be applied to both established and emerging enterprises on contracts beyond a value, which is to be established.

In addition to contractors and construction enterprises, it is envisaged that all players within the industry who wish to compete for contracts to procure goods, works and services will eventually have to register with the appropriate registry. These registries will serve to verify that a particular entity is eligible to conduct the business that it seeks.

This will also include the registration of sole proprietors who offer services as a 'master craftsman,' (carpenter, mason etc.), with the capabilities to manage small repairs, maintenance or extensions capped at a specified dollar value.

4.22 ENVIRONMENTAL CONSIDERATIONS

In consideration of Jamaica's vulnerability to natural hazards (hurricane, earthquake, and floods), and of its extensive coastline and peculiar geomorphology, it is necessary to minimize economic and social dislocation from possible hazards by reducing their damaging impact on the built environment.

Therefore, with a growing understanding of the inter-linkages between national social, economic and ecological objectives, there is need for the development of an industry culture committed to improving and achieving high standards in environmental management.

Extensive hazard mapping (already in progress) will be combined with regulations, physical planning and approval process and public regulation to manage building activities in hazard zones.

An approach that integrates environmental issues into the development, design and construction processes also will be encouraged.

One of the goals of these guidelines is making environmental management a part of the culture of organisations in the construction industry. Sound environmental practices above and beyond mere compliance with regulatory requirements will thus become integrated with day-to-day work practices. In this way, organisations can be recognised for their environmental performance.

As part of the effort to achieve this, the government will explore the idea of reformulating contract tendering and evaluation procedures towards including a component which 'rewards' contractors who demonstrate good environmental management practices, based on internationally accepted standards.

While NEPA will have a key role to play in ensuring that the Industry pays due respect to the environment, each Ministry is expected to ensure that within its own framework, these considerations figure prominently from the policy stage through the conceptualization of projects and into the review of outputs and outcomes.

4.23 ENERGY CONSERVATION ISSUES

The country's fuel consumption has been steadily increasing over the last few years resulting in an increase in demand for foreign exchange.

The Construction Industry has an integral role to play in ensuring that energy conservation is of primary consideration in the planning, design, implementation of all construction projects.

Therefore, with this assurance the Government will set targets and standards for the reduction in energy usage in the transport, commercial and domestic areas.

All participants in the Construction Industry should demonstrate good sustainable development practices by employing strategies that will advance the increasing use of energy efficient fuels in the operation of vehicles and equipment, designing energy efficient buildings and promoting the use of energy efficient materials in construction processes.

4.24 SECURITY CONSIDERATIONS

This is a source of concern for all participants in the construction industry. While comments have been made in the public domain about security, and particularly about the threat to personal and industry security generated by the practice of extortion, no one has ever been charged with the practice.

Legislative provisions exist for the treatment of the offence of extortion under various circumstances. Sections 3 to 17 of the Malicious Injuries to Property Act, and Section 57 of the Larceny Act identify extortionist practices, and provide punishments for the offences.

The provision under the latter Act (Section 57) applies to those who facilitate the advances of extortionists. This would include legitimate participants in the industry, such as contractors, who supply the demands of extortionists.

In addition to acknowledging these legislative realities, and joining the call for offenders to be reported to the police, the Construction Industry Policy will formally establish other measures, which will affect the professional standing of individuals or institutions within the construction industry that facilitate the demands of extortionists.

The opportunity for suppliers of illegally obtained materials, including a range of items from stolen goods to illegally mined aggregates, poses a major threat to the wider community, to legitimate commerce and to the environment. Through the advisory body, and existing mechanisms elsewhere in the public sector, measures will be explored to eliminate these activities.

Industry participants found to be engaged in activities that compromise the viability of the sector will be reported to the National Contracts Commission (NCC) with a view to having them struck from the list of contractors, and thereby be barred from future consideration for implementing public projects.

The contractual arrangements between the Government of Jamaica and such industry participants should be terminated without the prospect of compensation, once the culpability of the participant is established.

5.0 OTHER GOVERNMENT POLICIES

This policy supports other related policies of the Government including the National Industrial Policy (NIP), the Government’s Procurement policy as well as related legislation, regulations and standards relevant to the construction industry. The Construction Industry Policy recognises the need for a comprehensive integrated sustainable development plan for Jamaica, within whose framework this policy will be but a small part.

6.0 LEGISLATIVE FRAMEWORK

The following pieces of legislation which in various ways relate to the activities of the sector will come under review and when appropriate new legislation will be considered:

The architects registration act	Labour relations and industrial disputes act
The Caribbean community (free movement of skilled persons) act	Land development and utilization act
The Caribbean community and common market act	Local industries (safeguarding) act
The carriage of goods act	Natural resources conservation authority act
The cement industry (encouragement and control) act	Relevant building acts
The companies act	Parishes water supply act
The contractors levy act	Professional engineers registration act
The foreign nationals and commonwealth citizens (employment) act	Quarries control act
The design act	Town and country planning act
The fair competition act	Women (employment of) act
The foreign sales corporation act	Workmen's compensation act
Housing Act	

7.0 CONCLUSION

Accelerated delivery of infrastructure is critical to the objectives of development. It is in the interests of government, industry and the public that levels of industry efficiency and effectiveness are raised together with those of public sector delivery agencies.

For those that work in the industry, as employers and employees, the growth and performance strategies proposed in this document will bring greater opportunities for involvement at every level.

Greater stability, improved access to training and career path development linked to entrepreneurial development measures, will ensure that growth coincides with the need to redress historical inequity and to create sustainable employment.

Ordinary Jamaicans, the beneficiaries of construction work, should gain from improved product quality and value for money.

In an increasingly global construction market, the Jamaican economy as a whole will benefit from a more competitive industry able to provide innovation locally and to export construction services abroad.

A comprehensive approach to tackling the interlinked and mutually reinforcing impediments to industry development and the achievement of socio-economic objectives is beyond the scope of any single Government Department, or of the industry in isolation. A concerted national approach is necessary.

Coordinated innovation will reduce costs to the taxpaying public as wasteful duplication is avoided. In advancing this proposal government is outlining the role it is prepared to play.