



UNITED STATES  
Washington, D.C.  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT  
MISSION TO JAMAICA

**ACTION PLAN  
FY 1995/96**

**PARTICIPATING IN JAMAICA'S DEVELOPMENT THROUGH:**

*Increased Foreign Exchange Earnings & Employment*

*Improved Environmental Quality & Natural Resource Protection*

*Healthy, Smaller Families*

**FEBRUARY 1994**



**USAID/Jamaica  
Action Plan for FY 95/96**

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**USAID/JAMAICA  
FY 1995-1996 ACTION PLAN  
STRATEGIC OBJECTIVE TREE**

**AGENCY GOAL: Encouraging Broad Based Economic Growth**

- [a] Strengthening Markets
- [b] Increasing Access
- [c] Investing in People

**Strategic Objective # 1**  
Increased Foreign Exchange  
Earnings and Employment

5320135	Export Dev. & Inv. Prom.	[a]
5320156	Micro Ent. Dev.	[b]
5320165	Ag. Export Svcs.	[a]
5320101	Hillside Agr. 70%	[b]
5320120	Inner Kingston 60%	[a]
5320120	Inner Kingston 40%	[b]
5320168	North Coast Dev. 70%	[a]
5320169	CLASP II 35%	[c]
5320129	UWI School of Mgmt.	[c]
5320177	Uplift Adolescents 50%	[b]

**AGENCY GOAL: Protecting the Environment**

**Strategic Objective # 2**  
Improved Environment  
Management and Protection

5320101	Hillside Agriculture 30%
5320173	Dev. Environ. Management Orgs.
5320149	Technical Support for Shelter
5320168	North Coast Development 30%
5320169	CLASP II 30%
5320176	Sewage Improvement 70%

**AGENCY GOAL: Stabilizing World Population Growth & Protecting  
Human Health**

**Strategic Objective # 3**  
Healthy, Smaller Families

5320152	Health Sector Initiative
5320163	Family Plng. Initiative
5320153	AIDS/STD Prevention & Control
5320169	CLASP II 15%
5320177	Uplift Adolescents 50%
5320176	Sewage Improvement 30%

**Other Activities in  
Support of Agency  
Goals**

<b><u>ECONOMIC GROWTH</u></b>	
5320123	Crop Diver./Irrig.
5320155	PEAP II
<b><u>DEMOCRACY</u></b>	
5320175	Sustainable Justice
5320169	CLASP II 20%
<b><u>ENVIRONMENT</u></b>	
HG-12B/C	Low Income Shelter 30%
<b><u>POPULATION/HEALTH</u></b>	
HG-12B/C	Low Income Shelter 70%

# *Action Plan for FY 1995/96*

## *USAID/Jamaica*

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### **I. Strategy Overview**

#### **A. The Economic Year in Review**

During 1993 Jamaica continued to make significant strides in restructuring its economy to a more export-oriented and improved investment environment. Of the 19 countries in the LAC Country Performance Indicators Report, Jamaica ranks third behind Belize and Costa Rica on the basis of its laudatory economic and social performance. Real GDP growth has been consistently positive--0.8% in 1991, 1.2% in 1992, and is estimated to be 1.0% in 1993.

In June 1993 the exchange rate was refloated and monetary policy became very tight. With the drastic curtailment of the money supply and credit, the Central Bank and Finance Minister signalled their firm intention to get inflation under control and to stabilize the exchange rate. The Central Bank virtually closed its rediscount window, and is taking steps to increase the number of authorized foreign exchange dealers. Consumer price increases are much less than they were in the second half of 1993, and the parallel market premium for foreign exchange has been all but eliminated. The Government does recognize, however, that there has been an over-reliance on monetary policy, and is now putting greater emphasis on fiscal policy. Last year's budget included judicious tax increases. The supplemental budget was restrained almost entirely to covering increases in debt-service costs. Finally, the establishment of the USAID-financed Fiscal Policy Management Unit greatly improves the government's ability to develop, monitor and coordinate economic policies.

The overall trade balance worsened dramatically in 1993, due primarily to lower bauxite prices, and to a massive increase in automobile imports following a tariff reduction. On a much more positive note, however, non-traditional export value (apparel, high-value horticultural crops, other light manufacturing and processing) increased by over 37%. Official unemployment figures have remained steady at about 15.6% over the last two years. Given the slow growth of the formal economy, the stability of the unemployment rate reflects strong micro-enterprise and informal sector growth.

We believe that the GOJ's program, if maintained on a consistent basis, can successfully steer the economy through the transition from stabilization to sustainable growth. In part, USAID's program will reinforce the GOJ's prospects for success. In part, the realization of USAID-defined strategic objectives depend upon that success.

## **B. Program Performance Over the Last Action Plan Period**

**Strategic objective #1 , "increased foreign exchange earnings and employment "** directly serves the Agency Goal of Economic Growth by supporting export-led, broad-based development. To facilitate the GOJ's liberalization program, USAID helped upgrade GOJ institutional capabilities to manage this reform process and **establish broader, more efficient markets**. USAID and UNDP co-financing led to the creation of a fiscal policy management unit within the Ministry of Finance, expected to lead towards greater fiscal discipline. With USAID financial support, the GOJ increased the number of privatized assets to 29 since 1989. USAID-financed technical assistance helped the GOJ prepare legislation for Employee Share Ownership Plans (enactment is imminent) as an equity concomitant to privatization, and led to IDB-financing for an ESOP program under the Multilateral Investment Fund. USAID also initiated technical support arrangements with the Jamaican Customs Service to streamline customs operations, improve integrity, and maximize efficiency gains through automation, and with the newly-formed Fair Trading Commission.

In **export promotion**, Jamaica achieved a 37% growth in the most recent reporting year, 1992, in non-traditional manufacturing and agricultural exports -- two foci of our support. USAID programs resulted in sharp 1993 increases in numbers of farmers and industries adopting export technology. Last year also saw a 58% increase in the volume of produce pre-cleared through our USAID/USDA facility, thus enabling more exports and larger volumes to reach the U.S. market.

To **increase economic opportunities for low-income families**, USAID microenterprise support led to 2,244 new jobs, about 50% of which are occupied by women -- significant considering they make up about 68% of Jamaica's unemployed. Agricultural support efforts under USAID's Hillside Agriculture and Agricultural Export Services Projects increased the number of small farmers adopting improved farming systems and crop technology by over 50%. Increased investment levels in Inner Kingston have increased locally-based employment opportunities, the extent of which will be measured in a forthcoming update on the downtown economy.

In **training personnel for a modernizing economy**, the University of the West Indies' Executive Masters Degree in Business Administration became the "program of choice" for Jamaicans, with applications far exceeding enrollment space and a progressively stronger reputation within the Jamaican business community. USAID's Primary Education Assistance Project II contributed to human resource development by training 700 school principals and 900 community leaders in closer school-community relations and approval of math curriculum improvements by the Ministry of Education.

Strategic objective #2, "improved environmental quality and natural resource protection" contributes directly to USAID's Goal of Protecting the Environment. Jamaica is exceptionally biodiverse, but its fragile island ecosystems are endangered by its most important industries, mining, agriculture and tourism, as well as by rural-urban migration leading to squatter settlements, and inadequate waste management. The USAID program is focussed on better management of environmentally threatened areas, preservation of habitat, and capacity building of environmental organizations.

USAID technical advisors helped the Natural Resource Conservation Authority (NRCA) put into effect a system for monitoring and correcting industrial pollution. They revised the 1987 Country Environmental Profile and provided NRCA with a basis for their annual State of the Environment and Tropical Forestry Action Plan reports. They also helped establish a system for designating and managing special "protected areas" or sites across the island meriting environmental protection below the level of a national park.

USAID staff also assisted the Environmental Foundation of Jamaica (EFJ) to complete its incorporation and operational start-up. The EFJ had already awarded over J\$8 million (\$267,000) in local environmental project grants to NGOs by year's end.

This year was also notable for Jamaica's national parks system, as USAID signed a \$3.4 million "PARC II" amendment to the Development of Environmental Management Organizations (DEMO) Project. This four year endeavor will not only double the acreage of lands under park regimes by adding two new parks, but it will help enlarge the existing national parks trust fund and establish a new NGO, the Jamaica National Parks Institute to assure the parks' financial sustainability. During 1993, the trust fund began financing 20% of park operating costs -- an important indicator of the system's potential sustainability.

Also in 1993, USAID's efforts with hillside farmers accelerated, with a total of 4,000 new farmers brought into sub-projects which helped them to plant and revitalize a total of over one million economically useful trees, realize income gains by marketing larger amounts of exportable crops, and improve soil management on fragile watershed land. These gains bring the project's total activity since 1987 to over 11,000 farmers and over 3 million trees planted or rehabilitated.

A Mission-funded study also identified environmentally sound, cost-effective options for on-site sewage and wastewater disposal when formal sewerage is not feasible. These innovative approaches will be field tested and disseminated under a larger USAID extension effort over the next two years, and if successful, would be included in the proposed FY 1996 new project entitled Sewage Improvements of Low Income Communities (SLIC), for which this Action Plan contains a New Activity Description.

**Strategic Objective #3**, "healthy, smaller families," directly serves the Agency Goal of Stabilizing Population Growth and Protecting Human Health. For 26 years USAID has been the lead donor in a successful campaign to help Jamaica reduce its fertility rates through promotion of effective contraceptive methods. In health care, we are assisting the GOJ's efforts to assure quality hospital services for low-income Jamaicans through cost recovery from patients who can afford to pay, cost containment, improved health administration and an enlarged private sector role. Our AIDS/STD prevention and control efforts target at-risk groups including adolescents, women and the poor through more effective education, surveillance and diagnostic programs.

A recent national survey determined that the contraceptive prevalence target of 62% for the year 2000 has already been achieved. The fertility rate was unchanged, however, emphasizing the need to promote broader acceptance of long-term contraceptive methods, a key objective of our Family Planning Initiatives Project. Condom use has increased by 108% since 1989 and, with USAID assistance, the GOJ divested the contraceptive social marketing program to a private Jamaican distribution company -- a first for a USAID-financed project worldwide. Also in 1993, the GOJ increased its hospital cost recovery efforts with revenues rising to meet 9% of hospital expenditures. Through our assistance, STD testing services increased by 58% in 1993, thus detecting at an earlier stage many more cases of infection.

**Other Mission activities** fully support Agency Goals, including that of Building Democracy. In 1993, the GOJ met our project conditionality of our Sustainable Justice Reform Project by establishing a Justice Coordinating Council and 16 court administrator positions -- critical steps to achieving a responsive and efficient judiciary.

### **C. Poverty Alleviation and Donor Coordination**

A 1989 GOJ study on consumption patterns estimated that one-third of the Jamaican population lived below the poverty line. Periodic surveys of living conditions suggest that the number-in-poverty rose through 1991, then declined slightly in 1992-93. Employment figures indicate that job creation has kept pace with labor market size. However, the GOJ's structural adjustment program has not yet produced robust economic growth nor stimulated the widespread export-oriented investment needed to raise incomes and improve living standards.

An economic growth strategy that improves access, encourages participation and broadens direct benefits requires closely-articulated action on several fronts. Key elements of that strategy and USAID supported efforts to date are summarized below:

macroeconomic policy: Many of Jamaica's economic problems, including the persistence of widespread poverty, are attributable to flawed GOJ policies, related low rates of investment in export production, and a heavy debt service burden. The GOJ's structural adjustment and economic liberalization program is well-conceived and should lead to long-term sustainable growth, if expertly and consistently managed. USAID, the World Bank and the IDB have closely complementary roles

in supporting the GOJ program, with USAID's current emphasis on building up the government's capacity to manage the reform process and increase the efficiency of the market system -- and helping small firms and agricultural enterprises to expand job-creating export production.

informal sector: This is the source of most new jobs in Jamaica, including among women. USAID, the Netherlands and Canada have taken the lead in financing microenterprise development and the IDB is designing a large microenterprise support component to be financed under the Multilateral Investment Fund. Within the broader donor effort, USAID focuses on the financial sustainability of selected microenterprise lending agencies and on innovative practices (for Jamaica) of non-collateral or minimum-collateral lending which has greatly improved microentrepreneur access to credit. A formal donors coordination group has been established to work out common approaches to microenterprise development and complementary activities in personnel training and progress assessment.

education/training: Low levels of education are positively correlated with the incidence of Jamaican poverty. While statistics on Jamaica's educational coverage compare favorably with many third-world countries, many Jamaicans do not have the basic literacy/numeric skills to participate fully in the economy, even after several years of public schooling, and this is an impediment to growth of industries requiring skilled or semi-skilled workers.

Over the past year, the USAID-financed Primary Education Assistance Project II has helped to strengthen primary education in several ways: training of school principals and community leaders in school-community cooperation; mobilizing local resources for school needs; improvements in math curriculum, texts and teaching materials; and establishment of a centralized educational unit in the Ministry. USAID's interventions have been closely articulated with IDB's Primary Education Support project and the World Bank's Reform of Secondary Education Project. The IDB, for example, plans to use USAID's earlier work on math curriculum reform and performance assessment to pattern similar work in other curriculum areas. USAID will also finance some skills training for a modernizing Jamaica economy under our Export Development/Investment Promotion Project, with future plans to be better informed by a Jamaican workforce assessment scheduled for April 1994 under the leadership of LAC/DR/HRD. These activities will be closely coordinated with an IDB MIF-financed Human Capital Development Project; to that end, Gary Russell, LAC/DR/HRD participated in a recent IDB project appraisal mission. Finally, the proposed Uplifting Adolescents Project will include a major emphasis on job-related skills development.

population/health: Although Jamaica's health indicators also compare favorably with other LAC countries, the public health care system has come under increasing stress due to budgetary constraints and management problems. USAID support through the Health Sector Initiatives Project is directed at providing affordable, improved health care services to low-income people through cost recovery from those who can

pay, cost containment, and improved hospital management and supporting services. High fertility rates, early pregnancy and high rates of STDs and drug abuse especially contribute to hardships affecting low-income women. USAID continues to play a leading and successful role in supporting the Jamaican family planning program which increased contraceptive prevalence from 55 to 62% over the past four years and the effective AIDS/STD prevention and control program which increased testing services by 58% in 1993 and greatly improved knowledge, attitudes and practices related to containment of AIDS/STDs, including a major upsurge in condom use. Donor coordination on both family planning and AIDS program has been excellent, both through a World Bank-Planning Institute annual review of human resource development programs (including population/health) and effective orchestration by Jamaican implementing organizations.

rural development : About two-thirds of Jamaica's poor live in rural areas, and urban drift is largely the result of a lack of opportunity in the countryside. Low productivity, limited extension support, and poor market links have been major problems for low-income farmers. Under the Hillside Agriculture Project, USAID continues to assist thousands of small farmers to expand their production of export crops through environmentally-sound cultivation practices. Our Agricultural Export Services Project has been revamped to place greater emphasis on small farmer associations, effective technical support, and improved marketing services for export produce. Improved donor coordination, yet to be worked out, will be increasingly important as the IDB and CIDA proceed with new projects in agriculture-based watershed management.

#### **D. Adjusting for Lower Resource Levels**

Downsizing: The FY 94/95 Action Plan detailed a number of steps the Mission would take in light of the elimination of the Jamaica ESF program and a reduction in DA resources. That plan, which was implemented over the past year, included foregoing of new project starts, accelerated closures of a few projects, and scaling back planned project amendments. We reduced our active project portfolio from 28 to 19 over the past year, and plan further reduction to twelve projects by early FY 96, when two new project starts are contemplated. Through these actions, we will contain our mortgage to prudent levels for an OYB of \$9.5 million in FY 94 and \$12.5 million in FYs 95 and 96.

Our management strategy and planned benchmarks are summarized in the following tables:

<u>Projects</u>	<u>Active Projects at the End of Each Fiscal Year</u>				
	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
ongoing	30	24	18	12	6
new	1	0	0	0	2

	<u>Program Financial Status (US\$ millions)</u>				
	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
OYB	15.7	15.8*	9.5	12.5	12.5
mortgage (end of FY)	44.6	37.3	30.4	19.6	16

\* Includes \$1 million in projectized ESF.

New Starts: In this Action Plan, the Mission is proposing two new projects in FY 96 (see New Activity Descriptions), and a \$2 million project amendment:

Uplifting Adolescents (\$5 million; 5 years): USAID will assist young, disadvantaged out-of-school youth through NGO intermediaries. The focus will be on providing family planning and reproductive health services, literacy training, and job skills development to improve their employment and income opportunities and prepare them more effectively for responsible adult roles. (50% Economic Growth; 50% Population/Health)

Sewage Improvement in Low Income Communities (\$5 million; 5 years): This activity will build on a 1993 study and a pilot effort beginning this year to design and disseminate cost-effective, environmentally-sound liquid waste disposal solutions to squatter upgrade communities. The result should be a reduction in pollution of water resources and accompanying health risks. (70% Environment; 30% Population/Health)

Inner Kingston Development Amendment (\$2 million; FY 94-98): This amendment will enhance the capacity of the Kingston Restoration Company and other non-governmental organizations to address community needs, promote job creation, and implement first-stage aspects of the Inner Kingston development plan. (100% Economic Growth, with emphasis on improving access for low-income people.)

USDH Trends: Consistent with LAC-assigned FTEs, the Mission will reduce its USDH complement to 11 by eliminating the following positions during the fiscal year:

RLA: This position was closed in October with the departure of the last incumbent. The Mission will rely on GC/LAC for legal counsel.

Economist: This position will be deleted by the end of FY 94. The Mission will seek occasional backstopping from LAC/DPP economists and use short-term contract services for other economic analysis needs.

EHR Officer: This office director position will be eliminated by the end of the fiscal year, and the EHR office will be consolidated with OHNP into a General Development Office, headed by the OHNP incumbent office director. The Mission requested AA/LAC approval to contract a USPSC education officer for 18 months to handle closeout responsibilities on two projects scheduled for termination by December 1995. A decision is pending.

Private Enterprise Officer: This position will be eliminated by September 1994 as part of our downsizing strategy.

Note: The Mission also requested AA/LAC approval of an additional (12th) USDH FTE in lieu of maintaining a USPSC officer to assist the Director, Officer of Natural Resources and Agricultural Development, with project management. A decision is pending.

## II. Achievement of Agency Goals

### A. Economic Growth

## **Increased Foreign Exchange Earnings and Employment**

USAID/Jamaica's first strategic objective advances the Agency's goal of "economic growth" in a number of important ways, including development of more-efficient, broadly-based markets. Highlights include strengthened Jamaican institutional capabilities and progress in fiscal policy management, privatization, and pro-competition policy. In export production, USAID has worked with local entrepreneurs in the apparel, data entry, agricultural, agribusiness and tourism sectors to overcome production inefficiencies and increase non-traditional exports.

USAID has increased access for thousands of Jamaicans to employment, capital and appropriate agricultural technologies, particularly through support for microenterprises, hillside agriculture, Inner Kingston revitalization, and job creating export expansion under our Export Development and Agricultural Export Services Projects. More than half of the businesses assisted under our microenterprise development project are women-run and

nearly half the urban jobs created are filled by predominately disadvantaged women. Young, disadvantaged Jamaicans will be the focus of the employment creation component of a USAID project, Uplifting Adolescents, planned to begin in FY 96. USAID's investment in people includes U.S. scholarships for disadvantaged Jamaicans for specialized technical and academic training, graduate management education, and improved primary education - with emphasis on more effective math instruction.

Performance under the Mission's planned program outcomes for this strategic objective is reflected as follows:

### **1.1 Broader, More Efficient Markets**

Over the last Action Plan period, Jamaica made important progress with USAID assistance as indicated by the following:

-the Fiscal Policy Management Unit was fully established in the Ministry of Finance with a four-person consultant team co-financed by USAID and UNDP; early accomplishments include a greatly improved budget tracking system, improvement of data bases for analytical work, and regular inputs on the foreign exchange system and public debt management for the Minister's use;

- privatization continued to be a major focus of our **Export Development and Investment Project (EDIP)**; over the year, six additional government enterprises were divested with USAID-financed technical support and a U.S. contractor initiated work on a privatization strategy for the National Water Commission; separate World Bank lending was instrumental in the GOJ's divestment of four sugar estates and refineries;

- pro-competition legislation was enacted and a Fair Trading Commission established with **EDIP** assistance (Indicator 1.1.2); under USAID-financed PASAs, the U.S. Federal Trade Commission and Department of Justice initiated institutional strengthening efforts; the Commission is targeting 200 enforcement actions in 1994 to ensure open competition and transparency in the financial markets;

- under **EDIP**, USAID also reached agreement with the GOJ on an institutional improvement plan for the Jamaica Customs Department involving technical assistance and training over a three year period; key institutional objectives will be increased efficiency, higher revenues, and greater integrity.

**Donor/NGO Collaboration**: Donor coordination has been excellent on USAID efforts to establish broader, more efficient markets. USAID institutional strengthening activities with the Fair Trading Commission and Jamaican Customs Department reinforce policy conditionality under an IDB Investment Sector Loan and a World Bank Private Sector Development Adjustment Loan and will help the Jamaican entities carry out the agreed policy agenda more effectively. USAID and UNDP are co-financing consultant support to the Fiscal Policy Management Unit. The World Bank, IDB and USAID have closely complemented each other in helping the GOJ to advance its privatization program. As noted, USAID and the IDB confer frequently on project development under the Multilateral Investment Fund to assure complementarity, as with the IDB's decision to provide financial support for ESOPs.

## 1.2 Improved Production of Exports

Over the past year, the Mission continued to focus on high-value exports, including agroproducts, apparel and data processing services through the **EDIP, Hillside Agriculture (HAP) and Agriculture Export Support (AES)** projects:

- foreign exchange earnings increased by US\$249 million in 1992 in USAID's targeted areas of assistance, both agricultural and non-agricultural (Indicators 1.0.1 and 1.0.2);
- USAID finalized plans to work through an NGO exporters' association to carry out a program of firm-level technical assistance and training for small, non-traditional exporters in both manufacturing and agriculture;
- assisted by AES, yam exports grew 37% in the most recent reporting year, 1992; however, cocoa and smallholder coffee production remained constant or declined as a result of drought and an insect infestation (Indicators 1.2.2, 1.2.3, and 1.2.4);
- USAID-financed assistance through USDA for export processing facilities led to an increase in export volume from 12,000 metric tons to just over 18,000 metric tons; this was 21% over the target (Indicator 1.2.5), and allowed greater access to U.S. markets and increased incomes for farmers and exporters.

Donor/NGO Collaboration : NGO participation is more prominent under improved export production, where some USAID financing is channelled through the International Executive Service Corps and agreement is far advanced on support for the private Jamaican Exporters Association to promote export production by small firms and agricultural producer groups.

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### **Frankfield Hillside Cocoa Farmers Lead the Nation**

A dynamic group of 5,400 small cocoa farmers in the hillsides in central Jamaica, with help from the Hillside Agriculture Project (HAP), have turned the Frankfield area into the nation's cocoa exporting powerhouse. The Frankfield Cocoa and Coffee Cooperative, which was built up between 1989 and 1992 under HAP, accounted for 60 percent of the nation's total cocoa production in 1993. Overall cocoa output from the area rose significantly during the HAP subproject's life -- from less than 39,000 boxes in 1989 to a record 118,000 in 1992. The cooperative, originally consisting only of cocoa farmers, attracted a merger in 1993 with the local coffee farmers' cooperative, which has also helped build up its numbers and its strength.

In addition to increased incomes, coop members have also gained lasting benefits from the new services their group now provides. Since HAP concluded its assistance, the coop has carried out a successful loan program to members with a high repayment rate; its input store is thriving; and members have pooled their cocoa transport to reduce farm to factory shipping costs. The coop has also continued to host farmer training activities despite the end of HAP financing. Best of all, a growing number of farmers have been quick to adopt the pruning, soil management and input application techniques which HAP had encouraged, and the cooperative continues to report rising fertilizer sales almost two years after HAP financing has ended.

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### **1.3 Increased Economic Opportunities for Low-Income Families**

USAID continued to play an important role in creating economic opportunities for low-income households, as reflected by the following:

- the **Microenterprise Development Project** assisted low-income Jamaicans in 1993 with 1,149 loans valued at over US\$1 million; 2,244 jobs were created and 5,085 persons received training from the institutions receiving **EDIP** and **MDP** assistance; these figures are 27% above target (Indicator 1.3.1); USAID also initiated an anti-poverty loan program due to begin in 1994; and

- through the efforts of **HAP** and **AESP** the Mission exceeded its target for farmers adopting export crop technology by 40% (Indicator 1.3.3);

- a new indicator (1.3.2) has been established for jobs created in Inner Kingston; a 1994 study will determine the number of jobs created due to efforts of the USAID-supported Kingston Restoration Company.

**Donor/NGO Collaboration:** Excellent formal coordination arrangements have evolved among the donor community on microenterprise development, with the Netherlands Government (GON), UNDP and USAID financing portions of a research/progress assessment agenda; GON, EC and USAID co-financing the establishment of a training program for microenterprise lending agencies; and the GON and USAID co-financing observational travel for Jamaican leaders in microenterprise development.

NGO leadership pervades this segment of USAID's program. Our microenterprise development project is focused on improving the financial sustainability of NGO lending agencies. The non-profit Kingston Restoration Company is the key implementing agency for Inner Kingston redevelopment, and a variety of NGOs and farmers groups manage project-funding in selected participating communities of the Hillside Agriculture Project. The proposed Uplifting Adolescents Project would also work predominately through NGOs.

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### **Starting from Scratch with the Help of ASSIST**

Judy has very little formal education. Her schooling ended rather abruptly at age 17 because her mother could not afford to keep her in school. As a result she was sent to learn sewing -- a skill she at first disliked. However, she soon gained an aptitude and started to put her "whole heart into it."

Ten years later, and with the help of ASSIST, the credit lending agency financed by USAID's Microenterprise Development Project, Judy has been able to lease a space in a commercial center and start a successful business. Her major focus is producing custom-made drapes. She also makes cushions and comforters and sells other home accessories. She plans to expand into more lines of products to satisfy her customers. As a disadvantaged Jamaican, Judy would probably not have been able to secure a loan from most banks. However, USAID's support of "minimalist" lending practice enabled Judy to qualify for a loan without a significant collateral requirement.

Exquisite Drapes and Home Centre is one of the few businesses in the center that is doing well. Judy says she feels that this is so largely because it is the only business of its kind in the complex. Secondly, because she makes many of the things she sells, she is able to limit her overhead. "I am one hundred percent pleased with the way things are going. I don't want fame or favor; I just want to be able to maintain my family and to help some less fortunate persons. But somehow I know there are going to be higher heights..."

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#### **1.4 Improved Services for the Tourism Sector**

While Jamaican tourism continued to prosper, USAID-financed activities had mixed results:

- overall expected net tourism earnings in 1993/94 of US\$962 million exceed earnings from bauxite and alumina by US\$400 million; this broadens the base of the Jamaican economy, and does so in a sector that is labor intensive;

- contracting delays slowed progress on the Coastal Highway subproject of the North Coast Development Project (Indicator 1.4.1); construction start-up is now scheduled for mid-1995, with completion extending into 1997;

- USAID estimates that about 35,000 visitors used the Montego Bay Marine Park and Blue Mountain Park in their first year of operation (1993), and about one-half were non-Jamaican tourists (this exceeds the 12,500 target under Indicator 1.4.2); this is a positive sign that the parks will enhance Jamaica's attractiveness as a tourist destination.

#### **Donor/NGO Collaboration**

USAID support for tourism support infrastructure under the North Coast Development Project helped leverage \$65 million in concessional Japanese Government financing.

#### **1.5 Trained personnel for a modernized economy**

- the number of executive MBAs graduated from the University of the West Indies was slightly below target (Indicator 1.5.1); however, the number of female graduates remained on target; the 52 graduates of the EMBA program are all employed in key positions throughout the productive sector;

- following an evaluation that gave the UWI Institute of Business high marks for excellence, significant progress has been made in cost recovery, development of profit centers, increased direction from and responsiveness to the private sector, increase in female graduates and long-term sustainability of the Institute as an incorporate entity. As noted in last year's Action Plan, USAID will help solidify this sustainability with a \$1.2 million amendment and modest three-month extension of the PACD;

- USAID-financed activities under the Primary Education Assistance Project resulted in training of 700 principals and 900 community leaders in school-community cooperation; initiation of 400 school improvement projects with community support; Ministry of Education agreement on an improved math curriculum, low-cost teaching materials, and baseline competency levels; and ministerial action to consolidate all educational planning functions into one office to be supported by USAID-financed planning consultants.

Jamaica		
Agency Goal: Economic Growth		
STRATEGIC OBJECTIVE NO. 1: Increased foreign exchange earnings and employment		
PROGRAM OUTCOME NO. 1.1 Broader more efficient markets	PROGRAM OUTCOME NO. 1.2 Improved production of exports	PROGRAM OUTCOME NO. 1.3 Economic opportunities for low-income families
Projects (Number\Title)	Projects (Number\Title)	Projects (Number\Title)
532-0135 Export Development and Investment Promotion	532-0101 Hillside Agriculture	532-0156 Microenterprise Development Support
LAC Trade and Investment	532-0135 Export Development and Investment Promotion	532-0101 Hillside Agriculture
	532-0156 Agricultural Export Services	532-0120 Inner Kingston Development
		932-0177 Uplifting Adolescents
		936-5448 Investments and Institutions (GEMINI)
		540-0403 Anti-Poverty Lending for Enterprises

<b>PROGRAM OUTCOME NO. 1.4 Improved Services for Tourism</b>	<b>PROGRAM OUTCOME NO. 1.5 Trained Personnel for a Modernized Economy</b>		
<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>
532-0135 Export Development and Investment Promotion	532-0129 University of the West Indies Management Education	532-0169 Caribbean and Latin America Scholarship Program	
532-0168 North Coast DEvelopment Support			

**TARIEF 1: STRATEGIC OBJECTIVE PERFORMANCE**

Indicator 1: Foreign exchange earnings in priority non-agricultural areas					
Unit: US\$000	Baseline	Year	Planned	Actual	
<p>Source: JAMPRO, EDIP project record, PIOJ</p> <p>Comments: This table indicates foreign exchange earnings in garments, information processing, and tourism. The 1992 figures were obtained from the Economic and Social Survey of Jamaica (1992) Growth estimates remain the same as last year: 10% for tourism and garments and 20% for information processing.</p>		1990	-----	1,023	
		1992	1,086	1,260	
		1993	1,360		
		1994	1,520		
		1995	1,680		
		1996	1,850		
		1997	2,010		
		Target	1998	2,180	
Indicator 2: Foreign exchange earnings of selected agricultural exports					
Unit: US\$000	Baseline	Year	Planned	Actual	
<p>Source: PIOJ-Economic and Social Survey, Commodity/Industry Boards, Hillside Agriculture project records</p> <p>Comments: Demand in selected exports should remain strong. Adoption of technology will be required to maintain cost competitiveness in international markets. (Selected exports are yams, cocoa and smaller holder coffee). Future USAID efforts will increasingly support non-traditional agricultural exports; separate indicators will be added as these plans materialize.</p> <p>Beginning with this reporting period bananas have been removed from this indicator. Prior year actuals and planned figures have been adjusted accordingly.</p>		1990	-----	20,000	
		1992	23,800	27,800	
		1993	26,180		
		1994	28,800		
		1995	31,700		
		1996	34,900		
		1997	38,400		

Indicator 3: Employment in Assisted Areas					
Unit: Number of Jobs a) Males b) Females	Year	Planned	Actual	Year	Actual
<p>Source: STATIN Report for Small Businesses, JAMPRO, PJOJ-Economic and Social Survey</p> <p>Comments: Data is for employment in apparel, information processing, microenterprise and tourism sectors. 1992 targets assumptions for employment growth rates were 10%, 20%, 3% and 10% respectively but growth rates did not materialize as expected across the board. In 1992, a year characterized by high inflation and overall slow economic growth of 1.2%, (which may be associated with increases in over-time and a reduction in part-time work), investment and related job creation did not meet expectations.</p>	Baseline	-----	(a) 104,000 (b) 129,000	1991	
		(a) 108,000 (b) 136,000	(a) 104,250 (b) 130,850	1992	
		(a) 114,000 (b) 145,000		1993	
		(a) 119,000 (b) 154,000		1994	
		(a) 125,000 (b) 164,000		1995	
		(a) 132,000 (b) 175,000		1996	
		(a) 139,000 (b) 187,000		1997	
	Target	(a) 146,000 (b) 192,000		1998	

STRATEGIC OBJECTIVES NO 1: Increased foreign exchange earnings and employment						
PROGRAM OUTCOME: 1.1: Broader, more efficient markets						
Indicator 1.1.1: Improved customs revenue collection						
Unit: Value of import duties collected (J\$ million)	Baseline	Year	Planned	Actual		
Source: Jamaica Customs Department; Bank of Jamaica		1993	----	2,632		
Comments: The Mission recently signed an MOU with the Jamaica Customs Department to implement a two-year program to improve customs administration and simultaneously enhance government revenues. Technical assistance will be provided through a PASA with the US Customs Department.		1994	3,500			
		1995	4,075			
		1996	4,742			
		1997	5,595			
	Target	1998	6,715			

Indicator 1.1.2: Adoption of pro-competition legislation and establishment of Fair Trading Commission					
Unit: Number of disputes resolved		Year	Planned	Actual	
Source: Ministry of Finance		Baseline	-----		
<p>Comments: Fair Trade Legislation was passed in March 1993. The Mission has provided funds for the establishment of the Fair Trade Commission and is currently providing technical assistance by means of PASAs with the U.S. Federal Trade Commission and Department of Justice.</p> <p>Progress benchmarks established based on the number of disputes resolved.</p>		1992			
		1993		Legislation passed and FTC established	
		1994	200		
		1995	300		
		1996	400		
		1997	400		
		Target	400		

Indicator 1.1.3: Privatized government enterprises						
Unit: Value of divestment proceeds (US\$)						
Source: National Investment Bank of Jamaica						
	Baseline	Year	Planned	Actual		
<p>Comment: The actual value of privatization in 1993 was higher than planned due to the laudable achievement of the GOJ in divesting four remaining sugar estates ahead of schedule. Privatization is intended to achieve increased competitiveness of important industries.</p>		1990	-----	6.4 million		
		1992	-----	21.5 million		
		1993	12 million	50.5 million		
		1994	17 million			
		1995	21 million			
		1996	24 million			
		1997	24 million			
		Target	1998	24 million		

STRATEGIC OBJECTIVE NO. 1 Increased foreign exchange earnings & employment					
PROGRAM OUTCOME NO. 1.2: Improved production of exports					
Indicator 1.2.1: Better in-plant technology adopted by export industries					
Unit: Number of firms	Year	Planned	Actual		
Source: JAMPRO	1990	-----			
<p>Comments: Mission will continue to support garment industry training and modernization of data processing entry practices outside of free trade zones. IESC will continue its technical assistance program and will expand into the tourism industry under the amended Export Development and Investment Promotion Project. In FY 94 the Small Business Export Development Cooperative Agreement will be signed with the Jamaica Exporters Association to provide direct assistance to firms in the above mentioned sectors as well as non-traditional agricultural products and light manufacturing.</p>	1992				
	Baseline	30	27		
		35			
		45			
		35			
		1997	30		
* Project assistance ends in 1997.	1998	*		Target	

Indicator 1.2.2: Smallholder Banana Exports					
Unit: Tons					
	Baseline	Year	Planned	Actual	
<p>Source: PIOJ-Social and Economic Survey, All Island Banana Association</p> <p>Comments: This year's indicator has been changed to reflect only smallholder growers of bananas who are most directly affected by USAID programs. Smallholder banana exports are 25% of total export productions.</p> <p>Negotiations completed in 1993 for Jamaica to maintain a production quota with the UK successfully guaranteed a market not to exceed 105,000 tons. Subsequent GATT agreements reached in December 1993 may call into question these guarantees. The future is uncertain as Central American producers continue to lobby for an end to the current quota system. Projected production reflects a 3.5% yearly increase.</p> <p>* Mission support for banana production ends in 1994.</p>		1990	-----	15,267	
		1991	15,000	18,823	
		1992	16,350	19,181	
		1993	16,925	19,195	
	Target	1994	17,500		

Indicator 1.2.3: Cocoa and smallholder coffee production						
Unit: Tons		Year	Planned	Actual		
<p>Source: PIOJ-Social and Economic Survey, Cocoa Industry Board</p> <p>Comments: USAID targets smallholder coffee production as well as cocoa which is mainly produced by small farmers. Although demand for cocoa is relatively flat, it represents an area of active expansion and interest by small farmers. Jamaica's next challenge is to exploit a market niche for its premium cocoa. Coffee production was down over the past year as a result of drought and a leaf minor infestation.</p>	Baseline	1991	---	3,041		
		1992	3,100	3,955		
		1993	3,700	3,664		
		1994	4,100			
		1995	4,500			
		1996	5,000			
		1997	5,500			
	Target	1998	6,000			

Indicator 1.2.4: Yam exports						
Unit: Metric Tons		Year	Planned	Actual		
<p>Source: PIOJ-Social and Economic Survey, Ministry of Agriculture</p> <p>Comments: Yams are showing strong growth with increasing demand in U.S. and Europe. Yams are Jamaica's fastest growing agricultural export commodity and exceeded USAID projections in 1992.</p>	Baseline	1990	-----	8,286		
		1992	9,100	10,481		
		1993	9,600			
		1994	10,000			
		1995	10,600			
		1996	11,100			
		1997	11,600			
	Target	1998	12,000			
Indicator 1.2.5: Volume of produce handled by export marketing facilities for the U.S. market						
Unit: Metric tons		Year	Planned	Actual		
<p>Source: Ministry of Agriculture</p> <p>Comments: Projected growth rate of 25% in 1993, 20% in 1994 and 15% thereafter.</p> <p>Figures have been revised from previous year to reflect only U.S. bound exports moving through Norman Manley and Sangster International Airports. Prior submissions reflected world exports totals which included tonnage not pre-cleared through USAID-funded USDA monitored facilities. The pre-clearance facilities have enabled more exporters and larger volumes to reach U.S. and world markets, e.g., number of exporters using the facilities has moved from 5 in the first year to 33 in 1993; yam exports grew from 10 tons in 1991 to 300 tons in 1993. This indicator is a reflection of increased competitiveness of Jamaican exports due to expeditious handling.</p> <p>* 1990 base year figures not yet available.</p>	Baseline	1990	-----	*		
		1992	-----	11,959		
		1993	14,949	18,019		
		1994	17,939			
		1995	20,130			
		1996	23,725			
		1997	27,289			
	Target	1998	31,377			

STRATEGIC OBJECTIVE NO 1. Increased foreign exchange earnings and employment						
PROGRAM OUTCOME 1.3: Increased economic opportunities for low-income families						
Indicator 1.3.1: Number of assisted small and microenterprise firms						
Unit: Number a) Male b) Female	Year	Planned	Actual	Year	Planned	Actual
Source: STATIN report on Census of Small Business, project files	1993	a) 1,600 b) 2,400	a) 2,150 b) 2,938	1993	a) 1,600 b) 2,400	a) 2,150 b) 2,938
Comments: The numbers refer to microenterprises receiving training and credit assistance. The annual numbers should increase as the Microenterprise Development Support Project amendment is implemented. 1993 actuals exceeded USAID's projection in 1992.  * Project ends in 1997.	1994	a) 1,600 b) 2,400		1994	a) 1,600 b) 2,400	
	1995	a) 1,600 b) 2,400		1995	a) 1,600 b) 2,400	
	1996	a) 2,000 b) 3,000		1996	a) 2,000 b) 3,000	
	1997	a) 2,200 b) 3,300		1997	a) 2,200 b) 3,300	
	1998			1998		

Indicator 1.3.2 : Number of jobs created in Inner Kingston					
Unit: Number of Jobs					
	Baseline	Year	Planned	Actual	
Source: Kingston Restoration Company		1987	-----	15,903	
		1990		18,234	
<p>Comments: Baseline update study completed by Urban Institute in 1991 is the source of the present data. No annual data since then is available. Baseline update study planned for 1993 will take place in early 1994 and will provide data for the period 1991-1993. Growth assumptions are 5% annually and 6% starting in 1996 when USAID's Inner Kingston community employment activity begins. KRC directly accounted for 33% of job growth in downtown Kingston over the 1987-90 period. 69% of these were new for Jamaica. Job growth rate in the project-assisted areas was substantially greater than in the metro area (2.5% per year) and in Jamaica as a whole (2.4% per year) in the 1987-90 period. KRC reports significant majority of jobs created were filled by women.</p>		1992	19,145		
		1993	20,100		
		1994	21,110		
		1995	22,160		
		1996	23,490		
		1997	24,900		
		1998	26,390		
		Target			

Indicator 1.3.3: Improved export crop technology adopted by farmers						
Unit: Number of farmers	Year	Planned	Actual			
Source: Ministry of Agriculture, project files	1992	-----	9,200			
<p>Comments: Figures reflect farmers assisted under USAID Agricultural Export Services and Hillside Agriculture Projects. Through these projects USAID is helping farmers to grow more efficiently and more economically a wide range of export crops, from yams to coffee, cocoa and bananas. The Hillside Agriculture Project, responsible for 90% of beneficiaries was particularly successful in 1993 in engaging more farmers than expected because of success in adding new subprojects in 1992 and 1993. Disaggregation of gender analysis will be carried out by project staff.</p>	Baseline					
	1993	10,120	14,200			
	1994	11,132				
	1995	12,246				
	1996	13,471				
	1997	14,819				
	Target	1998	16,301			

STRATEGIC OBJECTIVE 1: Increased foreign exchange earnings and employment					
PROGRAM OUTCOME 1.4: Improved Services for Tourism					
Indicator 1.4.1: Improved north coast roads					
Unit: Number of miles	Baseline	Year	Planned	Actual	
Source: Ministry of Construction  Comments: Assumption was that all construction contracts would be awarded in the third and fourth quarter of 1994. It is now unlikely that the major road contract would be awarded until mid-1995.		1990	-----		
		1992	-----		
		1993	-----		0
		1994	0	70	0
		1995		70	
		1996		70	
		1997		30	
		1998		170 (total)	
	Target				

Indicator 1.4.2: Increased water supply in Negril						
Unit: Millions of gallons per day						
Source: National Water Commission						
	Baseline	Year	Planned	Actual		
<p>Comments: USAID's leak detection activity resulted in a 22% gain in water supply in 1993. Increase in 1994 will be due to leak repair and rehabilitation of Logwood Plant undertaken in 1994 under the North Coast Development Support Project. Increase in 1997 will result from the completion of the new plant in 1996.</p>		1990	-----			
		1992		2.3		
		1993		2.8	2.8	
		1994		3.3		
		1995		3.3		
		1996		3.3		
		1997		5.3		
		Target	1998	5.3		

Indicator 1.4.3: Increased water supply in Negri					
Unit: Millions of gallons per day	Year	Planned	Actual		
Source: National Water Commission	1990	-----			
Comments: 1. Increase in 1994 will be due to leak repair and rehabilitation of Logwood Plant undertaken in 1994 under the North Coast Development Support Project. 2. Increase in 1997 will result from the completion of the new plant in 1996.	1992		2.3		
	1993		2.3		
	1994	3.3			
	1995	3.3			
	1996	3.3			
	1997	5.3			
	1998	5.3			
	Target				

STRATEGIC OBJECTIVE NO.1: Increased foreign exchange earnings and employment					
PROGRAM OUTCOME NO. 1.5.1: Trained personnel for a modernized economy					
Indicator 1: Number of Executive MBA's graduated by UWI					
Unit: Number a) Male b) Female	Year	Planned	Actual		
Source: University of the West Indies	1990	a) 15 b) 15	a) 15 b) 14		
<p>Comments: The current project concluded at the end of FY95, but the program will continue to train people for enhanced economic participation. An amendment will lead to increased capacity and a larger number of graduates that will be reflected in the 1995 graduating class.</p>	1992	a) 17 b) 14	a) 18 b) 9		
	1993	a) 18 b) 12	a) 16 b) 12		
	1994	a) 30 b) 10			
	1995	a) 30 b) 15			
	1996	a) 30 b) 15			
	1997	a) 35 b) 15			
	1998	a) b)			
	Baseline				

Indicator 1.5.2: Number of people trained for the productive sector				
Unit: Number of persons trained a) male b) female c) long-term d) short-term	Year	Planned	Actual	
Source: Project files	1992	a) 25 b) 52 c) 37 d) 40	a) 19 b) 52 c) 36 d) 35	Baseline
<p>Comments: For 1993, actual were less than projected primarily because (1) short term training planned for 35 Ministry of Finance employees under EDIP's Fiscal Policy Management Unit program did not materialize, (2) long term CASS departures in 1991 were only 7 out of a projected 22.</p> <p>Long term trainees are counted in the year of their completion/return. Trainees are supported by the Mission's general training office, technical offices and central AID project. Projections for the 1994-97 period have been reduced, consistent with Mission decision to phase out CLASP II. In 1994, this represents a reduction of 30% and by 1997, a reduction of 42% of earlier projected training targets. These reductions would be greater if it were not for planned increases in training under Mission technical offices.</p> <p>While hundreds of Jamaicans benefit annually from USAID-financed local training, this indicator has, to date, accounted only for overseas training, primarily in areas not available in-country. However, due to planned increases in, especially EDIP's Small Business Export Development program and those planned under the proposed Uplifting Adolescents projects, the Mission will report in-country training starting next year.</p>	1993	a) 42 b) 60 c) 33 d) 69	a) 18 b) 16 c) 18 d) 16	
	1994	a) 44 b) 34 c) 24 d) 54		
	1995	a) 33 b) 35 c) 32 d) 36		
	1996	a) 23 b) 32 c) 31 d) 24		
	1997	a) 18 b) 26 d) 19 d) 25		

**B. Environment**

**Improved environmental quality and natural resource protection**

USAID/Jamaica's second strategic objective directly supports the Agency's goal of "protecting the environment". Home to the richest biodiversity in the Caribbean, Jamaica's large number of endemic species (over 1,000), make it a high priority country with respect to the Agency's environmental sub-goal of "protecting biodiversity." With the nation's economic livelihood hinging on its fragile resource base, including bauxite extraction, intensive farming on sloping soils, and its overall natural attractiveness as a tourist destination, management of Jamaica's resources is among its highest priorities. USAID is assisting through efforts to strengthen national and local levels of protection and enforcement of ecologically important areas; to provide for the transfer of environmentally-sound cultivation practices to low-income farmers in important watershed areas; and to address problems in urban water supply and extension of sound sewage and wastewater treatment.

USAID addresses this strategic objective through three planned outcomes:

**2.1 Improved management of environmentally threatened growth areas**

In 1993, USAID recorded the following accomplishments:

- since initiation of **Hillside Agriculture Project (HAP)** assistance, over 1 million coffee, cocoa, mango, papaya and other trees -- equal to 10,000 acres -- had been planted or rehabilitated, increasing incomes of over 4,000 participating hillside farmers; overall, since its inception in 1987, HAP has exceeded its cumulative target of 6,000 (see Indicator 2.1.4) while conserving soil in important watersheds;
- under our **Development of Environmental Management Organizations Project (DEMO)**, new regulations, procedures and management systems for monitoring industrial effluents were prepared and Jamaica's enforcement agency, the National Resource Conservation Authority, is developing effluent reduction plans with the most severe polluters;
- on the basis of a USAID financed study under the **Technical Support to Shelter and Urban Services Project**, the GOJ made a policy decision to pursue environmentally sound and cost-effective on-site sewage disposal solutions for squatter settlements; USAID has added a new indicator (2.1.5) concerning these systems; the Housing Guarantee-funded **Jamaica Shelter Program** will help install a total of 4,500 such units in two large squatter settlements in Montego Bay by 1996;
- under the **NCDSP Negril water supply component**, the leak repairs to date have not only increased usable water volumes by 22%; USAID and the National Water Commission also agreed to a plan for increasing output of the existing water treatment plant by another 40% in 1994, pending construction of the new plant in 1996;
- also under **NCDSP**, water quality data revealed that the proposal to pump the city's treated sewage effluent into the Bogue Lagoon through its mangroves, would put undue stress on this important fish hatchery; in the vigorous and widely publicized community debate which followed, the National Water Commission modified its design; it will now channel the outfall to the nearby Montego River where it will disperse more rapidly into the sea without damage to the lagoon;

- in 1996, the Mission plans to start a Sewage Improvements to Low Income Communities Project, which will assist squatter families adopt environmentally-sound liquid waste disposal systems;

Donor/NGO Collaboration: All the projects contributing to this area are designed to improve beneficiaries' participation, either directly or through NGOs. For example:

- HAP strengthens farmer groups as its basic management unit, and has already helped over 20 of them to offer more beneficial farmer services, reduce farmer costs and raise their profit margins, thereby encouraging them to expand tree crop cultivation and maintain beneficial soil management practices;

- DEMO in 1993 significantly enhanced the Negril and Montego Bay communities' ability to articulate and pursue environmental agendas through project-supported environmental management councils.

## 2.2 Increased conservation of natural habitats

The Mission recorded the following performance in 1993:

- following on the successful establishment of Jamaica's first two national parks, USAID completed negotiations and authorized DEMO assistance that will help the GOJ in adding two new parks, more than doubling the park system's area to between 289,000 and 470,000 acres (depending on the ultimate size of the Cockpit and Black River parks);

- with DEMO assistance, an environmental trust fund has taken over financing of 20 percent of salaries and other national park operating costs, and park visitors increased to about 35,000, which will assist in making the parks fully self-sustainable;

- DEMO advisors helped NRCA establish a system for designating and managing special protected areas, which can be zoned, regulated and enforced by the full range of government agencies to preserve their particular environmental value. The NRCA has already formally declared the first area (Kingston's Port Royal peninsula and the offshore keys) and several more, including the Hellshire Hills habitat for the endangered Jamaican Iguana, the Negril watershed area and the relatively untouched beaches and reefs around Port Antonio, are nearly ready.

Donor/NGO Collaboration: PARC, through the local advisory committees formed around each of the parks, has successfully engaged buffer zone populations in supporting the parks by demonstrating their potential value to their communities. Examples include paying local fishermen in Montego Bay to maintain mooring buoys, rather than spear fishing in the reserve, helping the community to build a bridge across a torrential stream which frequently blocked the route to the Blue Mountain Park, and as noted in the inset below, creating locally based eco-tourism businesses. Working through the Jamaica Conservation Development Trust, and next year through its spin-off NGO, the Jamaica National Parks Institute, USAID and the GOJ are minimizing the park system's fiscal and management burden, and maximizing private participation in running and maintaining the system.

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## Blue Mountain Park Stimulates Local Ecotourism Businesses

"Top of Jamaica, Ltd.," and "Blue Mountain Adventure Tours" -- these may sound like sophisticated urban-based companies funnelling tourist groups through the spectacular Blue Mountain Park, but they are more than that. These two companies are examples of ecotourism businesses which have sprung from the small towns and villages in the buffer zone of this 194,000 acre park, inspired by the Local Management Committees set up with the help of the USAID/Jamaica-funded Protected Areas Resource Conservation Project. Since its inception in 1990, the PARC Project has made it a priority to give the park's buffer communities a stake in the park, and it has now begun to pay off.

Top of Jamaica, which operates in the approaches to the park's most popular attraction -- the over 7,000 foot Blue Mountain Peak, is the most firmly established of the two. It is legally incorporated, has 20 shareholders, six employees and a board of directors, and provided meals, lodging, transportation from Kingston and guide services to the over 15,000 people who visited the park last year. TOJ, as they are known, also assumed responsibility from the park rangers for maintaining (and removing garbage from) the cabins, mountain peak and trails. TOJ earned over \$33,000 in its first year of operation, but also secured \$16,600 in PARC and other donor support in 1993.

Blue Mountain Adventure Tours, more recently formed, provides tour guide services, and is preparing to take over as concessionaire in the park's Hollywell access point. This popular hiking and picnicking spot lends itself to major expansion for local and foreign tourists. Both of these companies provide living proof to neighboring communities that they can gain directly from preserving their park's beauty and resources.

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### 2.3 Improved public/private capacity for sustainable resource use in 1993:

- a DEMO-financed strategic plan for the NRCA has led to full staffing of most positions, all within two years of its establishment, and has assisted it in pursuing three enforcement actions to conclusion in 1993 (exceeding the two projected in Indicator 2.0.4);
- DEMO advisors have also laid the groundwork for effective NGO community environment work, by developing a business plan for the umbrella NGO, the National Environmental Societies Trust (NEST);

Donor/NGO Collaboration: DEMO also takes an NGO and community-based approach to solving environmental problems, in working with the Negril and Montego Bay communities. For example, prompted by 40 percent matching funds from our project and EFJ assistance, a variety of environmental and commercial groups in Negril have reconciled a range of differences and forged a Negril Environmental Trust (NET). This new body is leading a unified approach to environmental improvement and conservation in that key tourism center, and has attracted EEC support for water quality monitoring and eventually to support a marine park there; they will also continue to receive USAID and EFJ support for a number of their initiatives.

Finally, USAID has achieved excellent coordination and rapport among the environmental donors, principally the EEC, Canadians, the IDB and the World Bank, where a year ago there was nearly a total lack of meaningful dialogue. As a result, DEMO's NRCA support component is no longer hampered by well intentioned, but sometimes competing and redundant consultancies funded by these other agencies.

Jamaica		
Agency Goal: Protecting the environment		
STRATEGIC OBJECTIVE NO. 2: Improved environmental quality and natural resource protection		

PROGRAM OUTCOME NO. 2.1 Improved management of environmentally threatened areas	PROGRAM OUTCOME NO. 2.2 Increased conservation of natural habitats	PROGRAM OUTCOME NO. 2.3 Improved public and private capacity for sustainable resource use
Projects (Number\Title)	Projects (Number\Title)	Projects (Number\Title)
532-0101 Hillside Agriculture	532-0173 Development of Environmental Management Organizations	532-0173 Development of Environmental Management Organizations
532-0173 Development of Environmental Management Organizations	932-5555 Environmental and Natural Resources Policy Analysis and Training	532-0169 Caribbean and Latin America Scholarship Program
532-0168 North Coast Development Support Project	936-5556 Forest Resources Management	
532-0149 Technical Support for Shelter		
532-0176 Sewage Improvements		

Jamaica						
STRATEGIC OBJECTIVE NO 2: Improved environmental quality and natural resource protection						
Indicator 1: Deforestation in national parks and protected areas						
Unit: Acres of unregenerated, deforested areas	Year	Planned	Actual			
Source: National Parks System	1991	-----	0			
Comments: The Mission encountered unexpected complications in validating deforestation estimates and assembling a consistent time series of aerial images to monitor and evaluate deforestation. If the indicator proves feasible and measurable under PARC II, data will be available by September 1994.	1992		10,000			
	1993					
	1994	8,000				
	1995					
	1996	5,000				
	1997					
	Target	1998				
Indicator 2: Water quality in Montego Bay						
Unit: Coliform count per 100ml a) mouth of South Gully b) Montego River at sewage plant outlet	Year	Planned	Actual			
Source: National Water Commission	1992	a) 5 million b) 15 million				
Comments: These results are predicated on the North Coast Development Project improvements to Montego Bay's sewage treatment plant and the South Gully. Due to project slippage, construction of the sewage treatment plant at the Gully will not begin until March 1995.	1993	a) 5 million b) 15 million				
	1994	a) 5 million b) 15 million				
	1995	a) less than 10,000 b) 1 million				

	1996	a) less than 1,000 b) less than 1,000		
	1997	a) less than 1,000 b) less than 1,000		
Target	1998	a) less than 1,000 b) less than 1,000		

Indicator 3: Public environmental awareness in environmentally threatened areas						
Unit: Percent of respondents indicating awareness a) Male b) Female	Year	Planned	Actual	Year	Planned	Actual
Source: Public Opinion Survey	1991	-----		1991		
Comments: This survey is in draft and will be conducted in March 1994.	1992			1992		
	1993			1993		
	1994			1994		
	1995			1995		
	1996			1996		
	Target			1997		
Indicator 4: NRCA environmental enforcement actions						
Unit: Numbers of actions completed per year	Year	Planned	Actual	Year	Planned	Actual
Source: National Resources Conservation Authority	1992	-----	0	1992		
Comments: By law, NRCA has broad enforcement authority, which enables national park protection and prevention of illegal development. A completed action is one in which NRCA has collected the fine or has fully prosecuted the matter in court.  The enforcement division which was recently established during this Action Plan has already successfully completed three enforcement actions related to illegal sandmining, illegal sale of protected birds, and water pollution associated with coffee production. In addition, 15 other enforcement actions are underway, 2 of which are pending in the magistrate's court.	1993	2	3	1993		
	1994	10		1994		
	1995	15		1995		
	1996	20		1996		
	1997	25		1997		
	Target	30		1998		

STRATEGIC OBJECTIVE NO 2: Improved environmental quality and natural resource protection					
PROGRAM OUTCOME NO. 2.1: Improvement of Management of Environmentally Threatened Growth Areas					
Indicator 2.1.1: Untreated water from sewage system entering Montego Bay					
Unit: Millions gallons/day a) untreated b) primarily treated only	Year	Planned	Actual		
Source: National Water Commission Engineering Department	1992	-----	a) 2.0 b) 0		
<p>Comments: By 1996 or 1997, no untreated water will be dumped into the bay, but volumes of about 1.5-2.0 MGD of partially treated water will be. Interim measures will be adopted to partially treat sewage before disposal into the bay until a new plant is operational in 1997-1998.</p>	1993	a) 2.0 b) 0			
	1995	a) 0 b) 2.0			
	1996	a) 0 b) 2.0			
	1997	full treatment of all system sewage			
	1998	full treatment of all system sewage			
	Target				

Indicator 2.1.2: Protected areas managed in SITE locations		Year	Planned	Actual
Unit: a) Number/year b) acres/year		Baseline		
Source: DEMO project files		1992	a) 1 b) 8	a) 0 b) 0
<p>Comments: These activities are funded through small grants to community organizations to enhance urban spaces and natural habitats around Negril and Montego Bay. Selected areas with high resource value, e.g., water sources, forest lands, wetlands and coral reefs, will be identified, zoned and managed by local NGOs and government entities with NRCA support. In the Montego Bay area, 18 have been identified, mapped and recommended for inclusion in a protected areas system. Final decisions have not been taken at this date and therefore management regimes are not in place. At least 3 of the recommended protected areas will be managed before the next Action Plan. DEMO's plans include adding two additional SITE areas in 1995.</p>		1993	a) 3 b) 8	a) 0 b) 0
		1994	a) 5 b) 28	
		1995	a) 7 b) 132	
		1996	a) 8 b) 138	
		1997		
		1998		
	Target			

Indicator 2.1.3: Environmental enhancement projects implemented in SITE locations					
Unit: Number of activities per year	Year	Planned	Actual		
Source: PARC/DEMO project files  Comments: These are environmental activities (e.g. solid waste collection, environmental education, pollution control, reef protection) which are not monitored under Indicator 2. This Action Plan period accomplishments include preparation of materials for an environmental education program in Montego Bay and the conduct of a community-wide workshop on environmental priorities in Negril.	Baseline	-----			
	1990				
	1992		0		
	1993	2	2		
	1994	4			
	1995	5			
	1996	6			
	1997	8			
Target	10				

Indicator 2.1.4: Adoption of soil conservation practices					
Unit: Number of farmers a) Male b) Female c) acres under conservation practices	Year	Planned	Actual	Year	Planned
Source: Hillside Agriculture project records	Baseline	-----	a) 4,560 b) 1,440 c) 4,000	1991	
Comments: Male/female division of farmers is based on the National Agricultural Census update of 1989, and will be monitored for trends. Action Plan period results have surpassed planned objectives. The reason for reaching more farmers than planned in 1993 is primarily that HAP was able to launch more new subprojects than originally projected.		a) 4,560 b) 1,440 c) 6,000	a) 5,282 b) 1,668 c) 6,000	1992	
		a) 6,080 b) 1,920 c) 10,000	a) 11,550 b) 2,800 c) 10,879	1993	
		a) 9,120 b) 2,880 c) 15,000		1995	
		a) 11,400 b) 3,600 c) 20,000		1997	
	Target	1998			

Indicator 2.1.5: Households in squatter communities with environmentally appropriate onsite disposal facilities				
Unit: Number of additional households per year	Year	Planned	Actual	
Source: Environmental Control Division records in Montego Bay	1993	0	0	
Comments: Technical Support to Shelter and Urban Services Project, under which these sewage solutions are being promoted, ends in 1995/96. Mission will revise this indicator in light of the FY 1995 decision concerning the proposed sewage control project. (See NAD in the FY 95-96 Action Plan.)	1994	1,000		
	1995	1,500		
	1996	1,500		
	Baseline			
	Target			
<b>STRATEGIC OBJECTIVE NO. 2 Improved environmental quality and resource protection</b>				
<b>PROGRAM OUTPUT NO. 2.2: Increased conservation of natural habitats</b>				
Indicator 2.2.1: National parks and protected habitats				
Unit: a) Number created (cumulative) b) Acres protected (cumulative)	Year	Planned	Actual	
Source: PARC/DEMO project evaluations	1990	-----	a) 0 b) 0	
Comments: The 194,000 acres to date include the Blue Mountain and Montego Bay parks. Future indicators are based on the assumption that DEMO's PARC II component will open the Black River National Park by 1996 and the Cockpit Country National Park by 1997. (Note that DEMO will be in a prospective park long before it is officially opened.)	1993	a) 2 b) 194,000	a) 2 b) 194,000	
	1994	a) 2 b) 194,000		
	1995	a) 2 b) 194,000		
	1996	a) 3 b) 211,000		
	1997	a) 4 b) 289,000		
	Baseline			
	Target			

Indicator 2.2.2: Park costs covered from private sources					
Unit: Percent of non-public revenue	Year	Planned	Actual		
Source: DEMO/PARC project records  Comments: This is an indicator of long-term financial sustainability of the park system. Revenues from the National Parks Trust Fund are now covering 15% of the total recurrent costs burden of the national parks system.	Baseline	-----	0		
	1990		0		
	1992		0		
	1993	10%	15%		
	1994	20%			
	1995	30%			
	1996	40%			
Target	1997	50%			
Indicator 2.2.3: National Park visitors					
Unit: Number of visitors	Year	Planned	Actual		
Source: DEMO/PARC project files  Comments: This includes both Jamaican and foreign visitors. The number of visitors to national parks determines the level of revenues from entrance and exit fees that can be invested in resource and habitat protection in that park. Increased visitation is therefore encouraged up to the carrying capacity of each visitor destination. Prior to the establishment of the national park system there was no census system. The census system will become increasingly accurate as the parks establish admission fee and access control systems are in place. The 1993 estimates are extrapolated from rangers' logs at both the Blue Mountain and Montego Bay parks.	Baseline	25,000	35,000		
	1993				
	1994	30,000			
	1995	75,000			
	1996	100,000			
	1997	125,000			
	1998	150,000			

STRATEGIC OBJECTIVE NO. 2: Improved environmental quality and natural resource protection						
PROGRAM OUTCOME NO. 2.3: Improved public and private capacity for sustainable resource use						
Indicator 2.3.1: Fees and revenues from NRCA services						
Unit: US\$	Year	Planned	Actual			
Source: NRCA	1992	-----				
<p>Comments: NRCA is a new institution still establishing itself and has not collected any significant revenues to date. Mission expects to establish a baseline fee revenue collection figure based on collections in 1994 and will establish targets and report in next year's Action Plan. Revenue collection initiatives are not expected to be underway until mid 1994.</p>	1993					
	1994					
	1995					
	1996					
	1997					
	1998					
Indicator 2.3.2: NGO management of environmental activities						
Unit: Number of NGOs	Year	Planned	Actual			
Source: DEMO project records	1992	-----	0			
<p>Comments: DEMO's NEST component will finance training of NGOs to strengthen their capabilities for taking on environmental management. During this reporting period the project has assisted two NGOs (the Greater Montego Bay Redevelopment Company, (GMRC), and the National Environmental Societies Trust (NEST)), to prepare detailed business plans in order to play roles in DEMO, and has also catalyzed the Negril NGO community into forming an umbrella environmental organization which will also play a strong role in DEMO.</p>	1993	3	3			
	1994	6				
	1995	10				
	1996	12				
	1997	15				
	Target	1998				

Indicator 2.3.3: Key policy reform enacted					
Unit: Number of policy reforms	Baseline	Year	Planned	Actual	
Source: DEMO project data		1993	0	1	
Comments: NRCA succeeded in establishing a significant policy which guides effluent discharge from both private sector and government industries during this Action Plan period.		1994	2		
		1995	2		
		1996	2		
	Target	1997	2		
Indicator 2.3.4: Personnel trained in environmental quality and natural resource protection					
Unit: Number of personnel (GOJ and private)	Baseline	Year	Planned	Actual	
a) male		1991	-----		
b) female		1992			
c) long term		1993	a) 18 b) 8 c) 0 d) 26	a) 24 b) 4 c) 0 b) 28	
d) short term		1994	a) 13 b) 5 c) 1 d) 17		
Source: Training office and project records		1995	a) 15 b) 7 c) 3 d) 19		
Comments: This is considered critical for sustainability of environmental protection and conservation. For clarity of presentation and consistency with training data with other SOs, only US training is counted here. Hundreds of participants will receive local short-term training as well during this period but are not counted under this indicator.					

	1996	a) 13 b) 9 c) 3 d) 19		
	1997	a) 17 b) 7 c) 7 d) 17		
Target	1998			

C. Population/Health

## Healthy, smaller families

USAID/Jamaica's third strategic objective promotes the Agency's goal of "stabilizing population growth and protecting human health" by expanding the range, access and private provision of effective contraceptives; by controlling the spread of HIV and other STDs through improved diagnosis and treatment services and the use of condoms; and by supporting essential reforms of the health delivery system which assures access of the poor to vital services. The three principle thrusts of the Mission's program under this strategic objective are improving public health care, supporting a sustainable family planning program and developing an effective AIDS/STD Prevention and Control program.

Mission activities under this strategic objective have enlisted increased levels of participation as a result of decentralized management and greater community involvement in health center operations. Women, young men and low-income groups benefit from increased access to strengthened public health services, and through expansion of the availability and range of contraceptive choice, and more effective and timely STD diagnosis and treatment services island-wide for those most at risk. Young, disadvantaged urban youth will be the focus of the Mission's Uplifting Adolescents project due to begin in 1996 (see NAD), which will provide family planning and reproductive health services, literacy training, and job skills.

Performance in 1993 under the Mission's three planned program outcomes was as follows:

### 3.1: Increased effectiveness of family planning services

Jamaica's family planning program is considered a world leader, and the **Family Planning Initiatives Project** builds on 26 years of highly effective population assistance where USAID's role has been as lead donor. A 1993 survey, assisted by USAID, concluded that:

- the national program has already attained 62% contraceptive prevalence (6 percent higher than planned for this period for indicator 3.1.1.)--Jamaica's target for the year 2000. Total fertility has remained unchanged, largely due to increases in prevalence occurring in recent years, resulting in a lag between contraceptive use and fertility decline. Much of the increase in prevalence is attributable to expanded condom use, thereby underscoring the need to broaden adoption of longer-term, more cost-effective contraceptive measures, e.g., VSC, IUD, injectable;

- sterilization services have increased slightly over the year and two new longer term methods, Norplant and no-scalpel vasectomy, were introduced in the public and private sectors;

- there has been a national shift towards reliance on the private sector for the supply of contraceptives; since 1989 pharmacies have grown in importance as suppliers of condoms and birth control pills.

Other indications of 1993 performance are reflected by the following:

- the GOJ sold its contraceptive social marketing program to the private sector (which generated revenue for the public sector while relieving the GOJ of this recurrent budget item) -- a first for a USAID program worldwide -- to assure the program's sustainability and continued expansion; and
- the GOJ made its initial-year budget allotment to implement a progressive five year phase-over plan from USAID to GOJ-financing of public sector contraceptive imports-- a key sustainability measure.

Donor/NGO Collaboration : The family planning program enjoys a high degree of active donor involvement, coordination, and joint planning. In November 1992 USAID, the World Bank and the National Family Planning Board developed a global five-year strategic plan. This plan has also been shared with UNFPA and IPPF. USAID, World Bank and UNFPA managers, consultants and GOJ counterparts meet periodically to coordinate joint workplans. Since the inception of the Family Planning Initiatives Project, five donor and cooperating agency planning meetings have been held in Washington and two in Jamaica. The Washington meetings have been cited as a model by PPC which other USAID country programs are attempting to replicate. USAID remains the lead donor in family planning in Jamaica.

PVOs and NGOs have always played a small but important role in providing services to the most high risk, low income groups as well as pioneering new approaches and interventions. The two most prominent NGOs USAID supports are the local IPPF affiliate, FAMPLAN, and the Women's Center. Only 20% of the project's resources are targeted to PVOs and NGOs as the for-profit private sector currently plays a significant role in service delivery (46%) while the public sector continues to reach the majority of low income groups. This public, private, NGO mix is consistent with the GOJ's plans for sustainable family planning services.

### 3.2: Improved STD/HIV prevention services

The AIDS/STD Prevention and Control Project made considerable progress this year in upgrading STD services island-wide:

- STD testing services increased by 58% over the previous year thus detecting at an earlier stage many more STD cases;
- knowledge of AIDS prevention measures is universal, and condom use rose by 103% over the past five years;
- USAID funded the first of an innovative series of medical education courses to certify private practitioners in STD diagnosis and treatment practices. This will upgrade skills and improve disease surveillance as many STDs are treated in the private sector and do not appear in official government statistics.

Donor/NGO Collaboration : Jamaica's National AIDS Prevention and Control program has two organized fora for donor coordination in both the public sector and the private sector. The National AIDS Committee brings together local NGOs, donors and private sector groups to disseminate information about the epidemic and programs as well as coordinating the various external contributions. While USAID is the lead donor in this

area, PAHO, the GTZ, and UNDP each play important roles in aspects of the program which complement USAID support. The Mission is also working closely with AID/W and the U.S. Embassy in Japan to attract Japanese involvement in the AIDs prevention program.

Fifty percent of the USAID bilateral program is channeled to Jamaican NGOs and PVOs and it is anticipated that this percentage will increase to roughly 60% as new sub-projects are brought on line this year. The NGO sector is reaching explicit high risk target groups including commercial sex workers, homosexuals, and inner city youth. These three groups are all difficult for the government services to reach and, therefore, the NGOs are playing a critical role in service delivery, counseling and referral.

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### **Battered Sex Worker Turns Educator**

Miriam (not her real name) is now off the streets. All her life, things have gone wrong. At 16, her "stepfather" molested her sexually and when she complained to her mother, she angrily responded by kicking her out of the house.

Miriam moved from home to home, begging for accommodations. Eventually, she realized most men were interested in one thing, so she sold her sexual favors in order to survive. She worked the streets for nearly 10 years. She was occasionally beaten by her clients and other commercial sex workers (CSWs) in competition over turf. Twice she found shelter with a man, but both men physically abused her.

The people from the Jamaica Ministry of Health and the Association for the Control of Sexually Transmitted Diseases (ACOSTRAD), a USAID-financed NGO, met Miriam on the street. ACOSTRAD was implementing a research study on CSWs and asked for Miriam's participation. As part of the study, ACOSTRAD taught Miriam how to protect herself from STDs and HIV. Miriam was anxious to learn because she had witnessed two CSWs die of AIDS. The ACOSTRAD project grew from a research project to an outreach intervention which hired Miriam as a peer educator.

The only time you can find her on the streets now, is when she is out convincing the other ladies that they need to protect themselves from STDs, especially HIV infection. Some of them abuse her and taunt her, but most listen and thank her. This makes her feel worthwhile. Everywhere she goes, people see her as the "condom lady." All of this is because she stopped to listen, and realized that she was putting herself at risk and that she could again control her life.

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### **3.3: Strengthened health services through improved financial management and privatization**

With Health Sector Initiatives Project assistance, the GOJ made considerable progress in its program of health care reform:

- an important element to be measured in the HSIP program is its effect on the poor. Patient studies are currently underway, in addition to the 1993 Living Standards Survey, to assure that health care reform does not have a deleterious effect on the poor;
- cost recovery measures introduced last year in secondary care facilities have been effectively institutionalized and the GOJ agreed to allow facilities to retain 100% of their fees;
- revenue generated through hospital fees has increased from 5% of costs in 1992 to 9% in 1993;

- hospitals have begun to apply fees to innovative programs to improve the quality of patient care including incentive programs for hospital workers, the purchasing and supply of essential medical equipment and supplies, and the maintenance of hospital premises;

- in an effort to decentralize hospital management and control costs, newly organized and enhanced staff have been assigned to six emphasis hospitals; these management teams have been highly motivated and have set new standards of quality control in their institutions aimed at greater client satisfaction;

- the private sector continues to reach larger numbers of Jamaicans. A 1992 survey indicated that 60% of Jamaicans at all income levels seek care in the private sector, and 51% have insurance; and

- USAID-financed studies indicated that patients are willing to pay fees up to 22% higher than present for public sector care.

Donor/NGO Collaboration: USAID is one of four donors assisting the GOJ with its ambitious health policy reform program. The IDB and the World Bank are the lead donors in this area providing support for infrastructure improvement as well as systems reform. PAHO, with a USAID grant, is working on staff development and cost recovery to facilitate these reforms. USAID support has been designed to complement that of the multilateral agencies. While collaboration with the World Bank has been excellent, the coordination with the IDB on strategic planning and evaluation has been less effective, but appears to be strengthening recently with the appointment by the IDB of a social sector project officer in Kingston.

Ten percent of the HSIP (\$500,000) was specifically set aside to involve the private sector in health care financing and services. Of this amount a small share has been allocated to local NGOs working in focussed areas of health service delivery such as the Visiting Nurses Association, the Jamaica Cancer Society, and the Diabetes Association.

<b>Jamaica</b>	
Agency Goal: Stabilizing population growth and protecting human health	
STRATEGIC OBJECTIVE NO. 3: Healthy, smaller families	

PROGRAM OUTCOME NO. 3.1 Increased effectiveness of family planning services	PROGRAM OUTCOME NO. 3.2 Improved STD/HIV prevention services	PROGRAM OUTCOME NO. 3.3 Strengthened health services through improved financial management and privatization
Projects (Number\Title)	Projects (Number\Title)	Projects (Number\Title)
532-0163 Family Planning Initiatives	532-0153 AIDS/STD Prevention and Control	532-0152 Health Sector Initiatives
532-0177 Uplifting Adolescents	936-3041 Family Health International	
936-3035 Options for Population Policy	936-5972 AIDS Technical Support	
936-3049 Association for Voluntary Surgical Contraception		
936-3038 Family Planning Logistics Management		
936-3051 Contraceptive Social Marketing III		
936-3055 Family Planning Management Development		

Jamaica						
STRATEGIC OBJECTIVE NO. 3: Healthy smaller families						
Indicator 1: Health care for poor maintained or improved						
Unit: Percent of poor covered and satisfied	Year	Planned	Actual			
Source: OHNP/URC/MOH	Baseline	---				
Comments: This is a new indicator. Baseline data presently being collected from the field through the addition of questions and further analysis of the World Bank-funded Living Standards Survey.	1990	---				
	1992	---				
	1993					
	1994					
	1995					
	1996					
	1997					
Baseline	1998					
Indicator 2: Total fertility rate						
Unit: Number of live births per woman	Year	Planned	Actual			
Source: 1993 CPS	Baseline	---	2.9			
Comments: The 1993 CPS determined that fertility is 3.0 and not 2.9 and has not changed since 1989. The 2.9 level previously reported is now thought to have a slight error due to some problems with the previous methodology. The pattern observed, no change in fertility although there was significant increase in contraceptive prevalence, is one also seen in Costa Rica, Brazil and Panama where fertility has lagged behind contraceptive prevalence. The explanation is that while fertility has declined in couples in union, the fertility among couples not in union is still high.	1989	---	2.9			
	1992	2.7	---			
	1993	2.7	3.0			
	1994	2.9				
	1995	2.8				
	1996	2.7				
	1997	2.5				
Target	1998	2.3				

Indicator 3: HIV transmissions among STD clinic attenders					
Unit: Percent male/female					
Source: MOH/EPI Unit					
Baseline	Year	Planned	Actual		
	1986	---	.375		
	1991	---	3.7(m) 1.9(f)		
	1991	4			
	1993	6			
	1994	7			
	1995	8			
	1996	9			
	1997	10			
Target	1998	11			

Comments: Between 1986-1990 the rate of increase of HIV transmission was 10 fold in STD clinic attenders. The Ministry's comprehensive projection and USAID's intervention plan is to reduce the rate of increase to a 3 fold rise by 1996. Based on current information, if no new intervention or technology to combat HIV transmission is discovered, the MOH predicts that the prevalence rate in the target population could be about 20% by 1996.

STRATEGIC OBJECTIVE NO. 3 Healthy, smaller families						
PROGRAM OUTCOME NO. 3.1 Increased effectiveness of family planning services						
Indicator 3.1.1: Contraceptive prevalence						
Unit: Percent		Year	Planned	Actual		
Source: National Family Planning Board	Baseline	1989	---	55		
<p>Comments: The 1993 CPS has noted a significant increase in the contraceptive prevalence. Based on this outcome we project prevalence will continue to gradually increase and therefore have revised our final target upwards. 1995-1997 planned targets are estimated extrapolated from the 1993 results.</p>		1993	56	62		
		1994	63			
		1995	64			
		1996	66			
		1997	67			
	Target		1998	68		
Indicator 3.1.2: Acceptors protected by longer term methods (VSC, IUD, injectable)						
Unit: Percent of acceptors using all long term methods		Year	Planned	Actual		
Source: National Family Planning Board/ 1993 CPS	Baseline	1989	---	43		
<p>Comments: The 1993 CPS has noted a decrease in use of longer term methods from the 1989 survey. This is largely due to a large unforeseen increase in the use of condoms which caused prevalence to reach 62% but resulted in a lower share of contraceptive prevalence attributed to longer term methods. This finding will now help the WFPB to refine their future targets and to focus and concentrate on expanding the use of these methods.</p>		1993	50	31		
		1994	52			
		1995	55			
		1996	58			
		1997	60			
	Baseline		1998	60		

STRATEGIC OBJECTIVE NO. 3. Healthy, smaller families						
PROGRAM OUTCOME NO. 3.2: Improved STD/HIV prevention services						
Indicator 3.2.1: Condom access by high risk groups						
Unit: No. of retail outlets	Year	Planned	Actual			
Source: MFPB/MOH/SOMARC	1991	-----	0			
<p>Comments: A financial review of retail outlets was conducted in November 1993 and confirmed that retail stores are indeed interested in getting condoms. The name brand "Panther" was sold in 1993 which delayed expanding access to condoms.</p>	Baseline	N/A	N/A			
		500	0			
		2,500				
		2,700				
		3,000				
		3,500				
	Target	1998	5,000			

Indicator 3.2.2: Condom use by general population						
Unit: Percentage of use for (a) Contraception (b) disease prevention						
Year	Planned	Actual				
Baseline	-----	42				
1990	-----					
1992	-----					
1993	-----	a) 30 b) 40				
1994	a) 30 b) 45					
1995	a) 30 b) 50					
1996	a)30 b)60					
1997	a)30 b)65					
1998			Target			

Source: MOH/1993 CPS Study

Comments: Based on the 1993 CPS survey, we have new more accurate baseline information on condom use. 30% of the population use condoms as a contraceptive device, while 40% use condoms for disease prevention with other partners. The figure of 42% in 1990 was based on a smaller AIDS/STD survey which was not representative of the population and only assessed condom use for disease prevention. Targets for 1994 -1996 reflect a need to expand further the use of condoms for disease prevention.

Indicator 3.2.3: Incidence of primary and secondary syphilis					
Unit: Cases/100,000 (m/f in available)					
	Year	Planned	Actual		
<p>Source: MOH/EPI Unit</p> <p>Comments: The 22% decrease in 1992 was the result of extensive contact investigation work and the network of USAID assisted treatment centers island-wide. After this initial decrease, USAID will target a more modest 43% decrease to 1998 as harder to reach target populations become the focus of the program. Increased case findings from the private and public sector initiatives may result in an increase which is followed by a decrease. The total target should therefore be End of Project as declines in these diseases cannot be perceived in a very short timeframe.</p> <p>* Data based on the November/December 1993 figures which are not yet verified.</p>	Baseline				
	1991	---	426(m) 809(f)		
	1992	---	469(m) 490(f)		
	1993	2,040	445(m)* 456(f)*		
	1994	423(m) 433(f)			
	1995	402(m) 411(f)			
	1996	382(m) 391(f)			
	1997	363(m) 371(f)			
	Target	345(m) 353(f)			

STRATEGIC OBJECTIVE NO.3 Healthy, smaller families					
PROGRAM OUT No 3.3 Strengthened health services through improved financial management and privatization					
Indicator 1: Hospitals self-financing					
Unit: No. of hospitals and % of costs	Year	Planned	Actual	0	
Source: MOH/HSIP Reports	Baseline	-----			
<p>Comments: Based on HSIP reports all 22 hospitals have implemented fee collection systems and average cost recovery is now up to 9%, including 10 hospitals which exceed 10%.</p>	1990				
	1993	5 reaching 10%	10 reaching 10%		
	1994	5 reaching 20%			
	1995	10 reaching 20%			
	1996	10 reaching 20%			
	1997	22 reaching 20%			
	1998	22 reaching 20%			
	Target				

Indicator 3.3.2 Health services covered by private insurance					
Unit: % covered through private insurance					
Source: MOH/Health Insurance Report					
	Baseline	Year	Planned	Actual	
<p>Comments: Private health insurance coverage has expanded slowly islandwide. A survey of the general insurance population is underway. Reports on the insurance coverage of the working population in the Kingston Metropolitan Region indicate a 51 % coverage, however islandwide the figures are still low.</p>		1989	—	15	
		1993	15		
		1994	17		
		1995	20		
		1996	24		
		1997	25		
		Target	1998	26	

Indicator 3.3.3 : Private sector contraceptives distribution						
Unit: % of private sector distribution						
Source: 1993 CPS						
Comments: The CPS has noted an increase in the private sector distribution of contraceptives.						
	Baseline	Year	Planned	Actual		
		1989	---	20		
		1993	30	37		
		1994	38			
		1995	46			
		1996	54			
		1997	60			
	Target	1998	60			

#### D. Democracy

Following a 1991 sector assessment that rated Jamaica's democratic institutions and practices as relatively strong, USAID/Jamaica determined that it would not pursue a separate strategic objective in this area. Jamaica's positive standing among developing nations is based on several factors, not the least of which is several successful democratic transitions between its two national parties since independence in 1962. However, national elections have been marred by electoral fraud and violence including more than 500 killed in 1980. Although recent elections have been less turbulent, communities have been polarized through political affiliation. This has distorted the pace and continuity of local development efforts, even at the non-governmental level.

Electoral reform has gained prominence as a critical development issue. An example is the recent debate regarding the composition and independence of the Electoral Advisory Commission (EAC), which has pitted a non-governmental organization against the Government regarding the role politicians should play in the EAC's functioning. A grassroots desire for change is evident, and many Jamaicans appear to be willing to work together to heal communities. An example is the New Beginnings Movement (NBM), a fledgling non-partisan organization that supports electoral reform. In March 1994, USAID will be sponsoring the participation of the Agency's senior democracy advisor, Larry Garber, who has been invited to deliver the keynote address at an NBM forum. Among bilateral donors, CIDA has funded the procurement of ballot boxes, while the U.S., UK and Canada have maintained an informal dialogue with the Government over the issue.

Jamaica's democratic institutions have evolved gradually since independence. USAID is the sole donor to assist in judicial modernization, through our **Sustainable Justice Reform Project**, though our efforts have attracted potential support for other judicial administration activities in CARICOM countries including Jamaica. We have focused on court and justice administration, including activities aimed at cost recovery, docket management, courthouse consolidation, administrative policy reform, public education, and alternative dispute resolution. Success in these efforts should ultimately lead to a restored level of confidence in the justice system. Under our project, the following performance was noteworthy over the past year:

- all 16 new court administrators are in place, and they will play a crucial role in making the court system more efficient, and in allowing judges to focus on legal affairs;
- the GOJ closed five courthouses; this will allow consolidation and have an important cost-savings impact;
- GOJ approval was granted for redirecting court fees back into the justice sector--an important step towards cost recovery;
- USAID initiated a program through the United Way to promote a structured alternative disputes resolution process through the Mediation Council, a local NGO;
- work has been initiated into strengthening the management and accounting structure of the Bar Association to enable stronger private sector participation in the judicial reform.

Other donors are assisting in the area of good governance. IDB is financing GOJ administrative reform and has proposed a public sector effectiveness project. UNDP is funding a study on improving GOJ operations.

## **E. Section 118 and 119 Tropical Forestry/Biodiversity Update**

### **1. Major Conservation Challenges**

The Jamaica Environmental Strategy, prepared by USAID in 1992, identified critical environmental issues facing the nation. These were based on a ranking of ways particular issues affect human health, economic development, monetary costs and biological systems. The most significant issues were (and continue to be) watershed degradation (including deforestation); coastal zone degradation (including loss of reefs and destruction of wetlands); water pollution; and degradation of wildlife habitat. All issues have a direct bearing on conservation of biodiversity. The persistence of these issues is inextricably linked to institutional deficiencies which result in a lack of:

- \* public awareness of the importance of environmental problems;
- \* leadership within the government in establishing clearly defined environmental policies;
- \* standards, regulations, and guidelines for maintaining a desired environmental quality;
- \* trained personnel and funding in pertinent government and non-government organizations to carry out environmental improvement projects; and
- \* reliable, systematic ecological data to guide decision-making.

### **2. Progress Made During the Year**

Recent USAID efforts to assist the GOJ to reverse environmental degradation and to protect forests and biodiversity have focussed on these institutional problems, and have accomplished several significant objectives, including:

- \* **Initiated implementation of the Development of Environmental Management Organizations (DEMO) Project (532-0173), including:**

**NRCA:** Carried out NRCA organizational development activities, including preparation of action plans for key operating divisions, training of key staff, design of effluent discharge permitting procedures, design of a national protected areas system and initial drafting of an update of the Country Environmental Profile;

**NEST/NGOs:** Assisted the National Environmental Societies Trust (NEST) to prepare a business plan, conduct NGO training activities and launch a technical outreach program to aid NGOs to carry out environmental enhancement activities under the DEMO Project and with grant support from the Environmental Foundation of Jamaica;

**SITE:** Demarcated a system of protected natural areas for Montego Bay and initiated a protected areas system for Negril as well as planned activities to be financed by DEMO and other sources.

**PARC:** Formally opened and prepared management plans for two national parks: Montego Bay Marine Park and Blue/John Crow Mountain National Park under the Protected Areas Resources Conservation (PARC) component of DEMO; and

Authorized a second phase of the PARC Project that will add two new national parks, strengthen national park-related institutions and establish the long-term sustainability of the National Park system.

Continued collaboration between the North Coast Development Support Project (tourism infrastructure) and PARC projects to monitor the quality of water in the bay and around the reefs of Montego Bay.

- \* **Assisted establishment of the Environmental Foundation of Jamaica including the design of the grant program, recruitment of staff and review of grant applications.**

### **3. Recommended Follow-up**

Over the Action Plan period, the Mission will target the following activities:

**NRCA:** Assist the Division of Pollution Control and Waste Management to implement effluent discharge and EIA procedures; complete the final draft of the Country Environmental Profile update; assist the Division of Parks and Protected Areas to formulate protected areas classification system and designate at least one new protected area (Negril); and carry out the initial design of NRCA environmental information system, including strengthening the Conservation Data Center (the data center that supports biodiversity protection).

**NEST/NGOs:** Assist the Board of Directors, staff and constituent membership to provide services to NGOs participating in both the DEMO Project activities and the Environmental Foundation of Jamaica NGO grant program. A key activity will be to prepare grant proposal guidelines to be distributed to all NGOs wishing to participate in the Environmental Foundation of Jamaica grant program. Training associated with these guidelines will be carried out in several regions of the island.

**SITE:** In the initial focus area for SITE activities--Montego Bay--the emphasis will be to implement priority activities and prepare a model protected area management plan (with NRCA staff) for a selected area. In the second SITE focus area--Negril--the emphases will be to form a "Local Environmental Management Council"; carry out environmental baseline studies; prepare a draft "Action Framework" that will guide Project environmental management activities; and prepare a draft protected area system.

**PARC II:** Priority activities include: prepare the Conservation Data Center business plan and carry out plan implementation activities; initiate establishment of a national NGO to serve the parks system management role; and launch the JCDDT capital campaign designed to provide sustainable funding for parks system operations.

**F. Technical Annex:** The Mission's three strategic objectives as presented in the FY 94/95 Action Plan remain unchanged. However, there have been some changes to outcomes and indicators to more closely align our program impacts to the Agency's new goals. The consolidation has reduced the number of indicators from 49 to 45 since last year's Action Plan:

**Strategic Objective #1: Increased foreign exchange earnings and employment:**

P.O. 1.1, "Improved policy and regulatory environment for trade and investment" has been changed to "Broader, more efficient markets," to better capture the impact of the Mission's ongoing and new activities, including customs reform, fair trade enforcement and privatizations (the privatization indicator was shifted to this outcome). The indicator for Employee Stock Ownership Program legislation was eliminated as enactment is imminent and future ESOP assistance is being provided by the IDB.

P.O. 1.2, "Improved production of exports," is largely unchanged, with the exception of the consolidation of two indicators for traditional exports, cocoa and smallholder coffee production, into one indicator, and the indicator for "improved crop technology adopted by farmers" being shifted to P.O. 1.3.

P.O. 1.3, "Increased private investment" has been replaced with a new outcome, "Increased economic opportunities for low-income families," and its three indicators (microenterprise and Inner Kingston job creation, and enhanced opportunities for farmers) more closely account for the employment impacts under S.O. #1.

P.O. 1.4, "Improved tourism product," has been retitled "Improved services for tourism." Indicator 1.4.1, additional cruise ship passengers as a result of a pier extension, was dropped as a key indicator because USAID's technical oversight role in the extension is relatively minor. We also eliminated the indicator for national park visitors, which is retained under Strategic Objective #2.

P.O. 1.5, "Human resource development for the private sector" has been retitled "Trained personnel for a modernized economy." There were no changes to the indicators.

**Strategic Objective #2, Improved environmental quality and natural resource protection:**

P.O. 2.1, "Improved management of environmentally threatened growth areas," is unchanged, with the exception of a new indicator 2.1.5, "Adoption of environmentally sound onsite sewage disposal facilities," which is a new Mission target.

P.O. 2.2, "Increased conservation of natural habitats" is unchanged.

P.O. 2.3, "Improved public and private capacity for sustainable resource use" is also unchanged.

**Strategic Objective #3, Healthy, smaller families:**

P.O. 3.1, "Increased effectiveness of family planning services" is unchanged.

P.O. 3.2, "Improved AIDS/STD prevention services" is unchanged.

P.O. 3.3, "Strengthened health services through improved financial management and privatization" is unchanged, with the exception of indicator 2. "Health services covered by the private sector" has been changed to "Health services covered by private insurance" which is considered a better measure of private health care sustainability.

### **III. Portfolio Analysis: Status of Portfolio**

#### **A. New Activity Descriptions**

##### **New Activity Description**

**PROPOSING OFFICE:** Office of Health, Nutrition and Population

**PROJECT TITLE:** Uplifting Adolescents: A Project Which Focuses on Problems of Adolescent Sexuality and Literacy

**PROJECT NUMBER:** 532-0177

**FUNDING SOURCE:** 50% POP DA, 50% DA

**DURATION:** FY 1996 - FY 2001

**LOP:** \$5,000

#### **STRATEGIC FIT WITH AGENCY GOALS**

The Uplifting Adolescents Project is a focused attempt to reach high risk out-of school youth ranging in age from 12-18 in selected urban centers throughout the island with a targeted package of family planning, reproductive health, literacy, and job skills/employment services and training. The objective of the project is to prevent early child bearing and high risk births, the spread of HIV and STDS and decrease unemployment amongst out-of school youth whose potential is not developed at an early age. Vocational training would emphasize tangible alternatives to early child bearing, violent behavior, crime and substance abuse which are increasingly becoming the lifestyles which children are forced to choose. The project is consistent with the Agency's new Population and Health strategy which emphasizes the importance of reaching adolescents with a variety of services including literacy programs. The project is also consistent with the Agency's emphasis on poverty alleviation and participation through focused educational opportunities targeted to one of the most marginalized segments of society. Increased contraceptive prevalence and reduced rates of STDS, increased male and female literacy and increased employment in selected communities would serve as outcome indicators.

#### **CONSISTENCY WITH MISSION STRATEGY**

The project's primary focus is to reach out-of school youth with an effective package of services required to become responsible young adults. The project directly contributes to the Mission's strategic objective of promoting healthy smaller families as high fertility behavior and unprotected sex remain critical problems undermining the nation's family planning and AIDS prevention programs. The project is also consistent with the Mission's poverty alleviation focus as it will target youth in low income urban settings and reach them before despair has set in. Finally, the project also contributes to strategic objective one which is to increase employment.

## **ACTIVITY PURPOSE**

Although Jamaica has achieved impressive gains in fertility reduction and literacy during the past five years surveys have shown that rates of teen pregnancy, STDS, and illiteracy among young men and women forced to abandon school are alarmingly high. The 1993 contraceptive prevalence survey found that since 1989 there has been virtually no change in the percentage of mistimed births in young adults. The average age for first sexual encounter for young men is 13 and most do not involve contraceptives. In the context of Jamaica illiteracy rates amongst young men are rising higher than that of young women and are undermining efforts to expand the involvement of men in reproductive decision making and foster responsible parenting. Moreover, crime rates have begun to soar amongst teens as the only viable alternatives for urban out-of-school youth are to deal drugs, and engage in gang violence and street crime. As the situation worsens in Jamaica's cities the public sector has had increasing difficulty reaching out-of school youth with effective job skills programs and reproductive health services. In order to fill the gap a number of excellent, but underfunded nonprofit groups have begun to address the problems of young adults. This project proposes to channel technical and financial resources to these nonprofit groups.

The purpose of the project is to improve the contraceptive use, decrease the transmission of STDs and HIV, increase literacy rates and employment levels of high risk out-of-school adolescents, a highly disadvantaged segment of the society. The project would work through a variety of existing non-governmental organizations and build on the lessons learned from smaller USAID-financed projects. Examples of possible subprojects might include expanding the Women's Centers' program to delay first pregnancies through highly targeted family planning counseling, referral and job skills training. Another example of an initiative which the project might replicate and expand would be the successful youth program run by the Kingston Restoration Corporation for inner city youth which includes mentoring in the community by peer leaders in addition to focused health services and recreational opportunities.

## **ANTICIPATED IMPACT ON POVERTY ALLEVIATION, GENDER AND PARTICIPATION**

The project would have direct gender-specific outcomes as grants would be made to womens' organizations and focused men's organizations. Gender specific indicators would be developed to measure the impact of men and women. Male involvement and responsibility for family planning services, and responsible sexual behaviour would be a feature.

The project would channel resources to up to 10 existing nongovernmental organizations to strengthen and more tightly focus their existing youth programs. Multi-year subprojects would be expected to be financed in a range of \$200,000 and \$500,000 each. Mechanisms to ensure sustainability would be built into each subproject. A substantial contribution towards the project's recurrent costs would need to be borne by the organization itself in order to qualify for funding.

## **DIALOGUE AGENDA**

The project would serve as a vehicle to continue to promote important policy measures related to family planning, reproductive health and improved literacy.

## **DONOR COORDINATION**

This activity would be closely coordinated at all stages of the design process with UNICEF and the Peace Corps. UNICEF is the only other major donor working with high risk inner city youth at the present time. Peace Corps has assigned trained social workers to a number of programs designed to reach high risk youth. Those programs with Peace Corps volunteers would receive priority consideration for USAID funds under this project. The project would build on the lessons learned from smaller focused USAID and Peace Corps efforts directed to inner city youth.

## **POLICY AND DESIGN ISSUES**

A key design issue to be addressed in FY1995 is to aggregate existing data on adolescents to quantify the magnitude of beneficiary population for this project. An additional study is also required to examine the full range of youth programs as a means of identifying potential PVO/NGO recipients.

The project proposes to use a U.S. based private voluntary agency with experience in working with Caribbean communities in the U.S. to serve as an intermediary. The role of the intermediary would be to identify innovative approaches to reaching high risk youth in the U.S. which could serve as models to improve programs in Jamaica which are already on the ground.

## **MISSION MANAGEMENT**

An FSN project officer from the proposed Office of General Development would be assigned to manage the project on a half-time basis. A U.S. based intermediary would serve as the primary implementing organization to channel resources to up to 20 Jamaican non-profit organizations. The intermediary would be responsible for all financial management and monitoring thereby minimizing the amount of administrative support required by the USAID mission.

**New Activity Description**

**PROPOSING OFFICE:** Regional Housing and Urban Development Office

**PROJECT TITLE:** Sewage Improvements of Low Income Communities (SLIC)

**PROJECT NUMBER:** 532-0176

**FUNDING SOURCE:** DA

**DURATION:** FY 96-99

**PROPOSED LOA FUNDING:** \$ 5.0 million

**STRATEGIC FIT WITH AGENCY GOAL**

The USAID Strategy Paper, Protecting the Environment calls for concentrating on "impairment of human health due to air, water and soil contamination from...household activity; inadequate management of household wastes in growing urban areas; unsustainable exploitation of forests and coastal zones; degradation and depletion of water resources". The New Activity Description proposes that USAID/Jamaica allocate US\$ 5.0 million to address water pollution in coastal zone areas caused by uncontrolled urbanization in low income squatter communities. This activity also will introduce waste water disposal systems that conserve water resources.

**CONSISTENCY WITH MISSION STRATEGY**

This activity falls under Strategic Objective #2, Improved Environmental Management and Protection. The Mission strategy placed priority on protecting threatened biological and economic resources. The 1993/94 Action Plan states that development in key tourist areas is outstripping infrastructure and environmental protection services. It further states that unplanned and uncontrolled growth are hampering the government's ability to maintain sewerage collection, water supply and other services. In this Action Plan a new "pollution" indicator is being added. This new activity will focus on protecting the coastal zone underground, surface and marine resources by addressing squatting and associated pollution caused by improper disposal of waste water. It will build upon the experience gained in implementing a large pilot upgrading project funded with Housing Guarantee and Mission grant resources. This proposed NAD, if approved, will apply the experience to a much broader set of communities so the lessons learned can be applied island-wide.

## **ACTIVITY GOAL:**

The activity fits under the Mission's Strategic Objective No. 2, Improved Environmental Quality and Resources Protection.

## **ACTIVITY PURPOSE:**

Improved Management of Environmentally Threatened Growth Areas. The activity will increase the capacity of communities and government institutions to assure adequate supervision and delivery of environmentally friendly waste water facilities to low income Jamaican families. The activity will establish a methodology on how to provide on-site waste water facilities which mitigate the pollution (and adverse public health) consequences of uncontrolled squatting by low income urban and rural families. This is now widely considered to be a significant threat to Jamaica's tourist and other coastal zone areas as well as the country's water supply. This activity will promote establishment of a set of suitable, low cost on-site waste water elimination design standards, development of a set of educational manuals for self help application of such standards, technical studies to identify coastal areas at greatest risk from human pollution, training of builders in informal/squatter settlements to improve their construction of such facilities and financial assistance that would make effective a program of owner installed, environmentally appropriate on-site sewage disposal facilities. The anticipated model program would involve initial community organization and identification and training of community leaders, installation of model facilities, use of local NGOs to provide construction training, training of local public health personnel to provide oversight and monitoring of waste water disposal and the provision of funds to acquire materials and services of artisans to implement waste water facilities in highly sensitive, impact areas. Indicators would relate to:

- the capacity of local entities to monitor waste water conditions in squatter areas.
- provision of adequate on-site waste water facilities.
- public awareness of the need to properly dispose of waste water.

## **ANTICIPATED IMPACT ON POVERTY ALLEVIATION, ACCESS AND PARTICIPATION INCLUDING GENDER**

There will be an increase in the number of poor/squatter households who will have improved latrines or other waste disposal facilities which improve the public health and environmental conditions of families. It is anticipated that new disposal technologies (dry vault toilets, triple chamber septic tanks, composting toilets as well as gray water disposal techniques in areas with potable water hook ups) will be introduced nation-wide, there will be a body of community organization experience, NGOs, local government employees and artisans will be trained and low income residents will be taught about waste water and related public health/environmental issues.

## **DIALOGUE AGENDA:**

There is a series of policy issues to be addressed such as who is responsible for waste water management in squatter areas, management of uncontrolled growth, sustainability and how to price and charge for these improvements, etc.

## **DONOR COORDINATION:**

There are no donors focussing on this issue other than a soon to be concluded UNDP Typhoid Eradication Project funded with 416 Program money. World Bank and IDB efforts are geared to formal disposal of waste water through piped systems and treatment plants. However, most Jamaicans do not have the incomes to pay for these facilities and the country itself, at least, in the short and medium term will not have the capital resources to sewer low income, squatter communities. An approach to introduce less capital intensive approaches to handle waste water and environmental problems in low income communities through localized public and private sector institutions is needed and such an approach is unlikely to be the target of most other donors programs. The activity should fit nicely with IDB, IBRD and EU investments in infrastructure in locations where formal piped water and treatment are built for commercial, residential and industrial users who can afford them while the facilities provided under this NAD would be for low income families who otherwise could not pay for sewer connections and service.

## **POLICY AND DESIGN ISSUES:**

Sustainability: To the extent that facilities and services will require repayment by the target population the design will explore the need for credit, how it should be channeled, sustainability of the resource base, and institutional capacity to carry on activity after project completion.

Other Potential Issues: A number of social and cultural factors vis-a-vis the target population need to be addressed to ensure that it will value improved sanitation and environmental conditions.

Linkages to Global Bureau Resources: The activity will seek to leverage centrally funded resources and activities of the Global Bureau including PRE/H.

Management and Support Requirements: The project can be managed by one grant funded PSC under the supervision of a USDH and supported by PRE/H staff.

Timetable: There will be a feasibility and implementation design study completed during the summer of 1994. During the following year there will be additional studies on waste water pollution as well as an evaluation of the shelter and urban services project. Formal design of the Project Paper will begin the fall of 1995 for a February 1996 authorization.

Recommendations on Delegation of Authority: Mission Director can authorize this activity.

## **DESIGN/IMPLEMENTATION PROCESS**

### **A. MANAGEMENT AND SUPPORT REQUIREMENTS**

No additional Mission personnel would be required and increased monitoring requirements would be moderate. KRC financial management is excellent and gives confidence that activity will be responsibly managed and reports submitted in a timely manner after PACD. All activities proposed are either already being implemented or are in the planning stage. An important issue is the location of oversight within USAID/Jamaica if (when) RHUDO closes.

### **B. TIMETABLE AND RESOURCE REQUIREMENTS FOR DEVELOPING THE ASSISTANCE PROPOSAL**

RHUDO staff will manage preparation of the amendment to the Project Paper. PD&S funds of \$25,000 may be required for outside TA in preparing Project Paper for the amendment. Detailed appraisal and design, including strong community participation features will be initiated in late FY94 with authorization planned for early FY95.

### **C. RECOMMENDATIONS ON DELEGATION OF AUTHORITY**

We request delegation of authority to the Mission Director.

**NEW ACTIVITIES DESCRIPTION**

**PROJECT TITLE:** Inner Kingston Development Project, Phase II Amendment

**PROJECT NUMBER:** 532-0120.02

**FUNDING SOURCE:** DA

**DURATION:** FY 95 - FY 98 under USAID funding; self-sustaining thereafter

**PROPOSED LOA FUNDING:** US\$2 Million. LOP funding increased by amendment to US\$5 million

**STRATEGIC FIT WITH AGENCY/BUREAU GOALS**

The Agency strategy, "Encouraging Board Based Economic Growth" calls for USAID to adopt programs and methods that expand access and opportunity through emphasis on micro enterprise and small business development as well as support and involvement of low income, disadvantaged people in the development process. USAID Jamaica's Inner Kingston Project is directed broadly to revitalizing investment, creating jobs, renewing the deteriorated downtown area and improving income opportunities and social conditions of the resident, low income communities. This amendment will extend the PACD 2 years from FY96 to FY98. The amendment specifically addresses a shortfall in the original project design that provided modest resources (US\$250,000 over 5 years) for community development and none for micro and small business assistance. The amendment will focus on direct participation of community residents to plan and implement solutions to ameliorating poverty. It will also improve access by the community to financial and technical resources that can be obtained through better coordination with funding/technical assistance agencies.

**CONSISTENCY WITH MISSION STRATEGY**

**A. ACTIVITY GOAL:**

Increase Income Opportunities. The original Project indicators include creation of new jobs in the inner city through fostering investment. This amendment will address the small enterprise community and resident labor force. It will provide resources to upgrade the skills and capacity of businesses and people in the area to benefit from the renewal process as well as channel resources to support a participatory plan and development process.

**B. ACTIVITY PURPOSE:**

This amendment would augment financial support to Kingston Restoration Company Ltd. (KRC), a non-profit, tax-exempt entity. KRC will utilize the amendment to: (1) strengthen the capacity of micro-enterprise and small business in Inner Kingston (2) build on a successful downtown plan process by financing selected implementation actions; (3) continue a successful unique participatory community development activity and expand the reach of KRC's community development in Inner Kingston; and, (4) provide strategic technical assistance to strengthen KRC.

Specifically, the amendment will:

- 1.0 Generate Employment and Income In Impoverished Neighborhoods
  - 1.1 Assist micro and small area businesses, promote joint purchases and marketing and shared business support facilities; twin successful businesses and entrepreneurs with small business; organize a business service corps for local micro enterprise and joint venture production workshops for artisans.
  - 1.2 Initiate on-the-job training, (e.g. linking apprenticeships with businesses in the general area) and community-based business development.
  - 1.3 Assist NGO and micro-enterprise lenders to significantly expand their activity in the project area.
- 2.0 Expand Community Development Initiatives
  - 2.1 Finance sub-grants to local Community Based Organizations for social programs.
  - 2.2 Support leadership development (e.g. educational opportunities through YESS, forming community organizations, etc.) and promote community self-help efforts.
  - 2.3 Foment public/private partnerships and/or other joint ventures with donors and business.
- 3.0 Implement Redevelopment Plan and Continuation of Participatory Planning
  - 3.1 Continue broad-based community revitalization process. Support community planning and participation process to monitor and shape the future Downtown Kingston Development Plan (DKDP).
  - 3.2 Implement community/physical development projects such as affordable housing upgrading through grants to NGOs such Mustard Seed and Habitat for Humanity, Chinatown development, community parks/squares, secured pedestrian corridors and other plan recommendations.

4.0 Long-Term Technical Assistance

4.1 Continue Mission PSC technical advisor to KRC for 2 additional years.

4.2 Reinstitute long-term U.S. technical assistance to KRC for 4 years.

Examples of verifiable indicators from FY95 to FY 98 (PACD) include:

- Creation of new jobs in project area
  - increase in the number of inner city residents employed.
  - increase in the numbers of downtown small businesses.
- Increase in investment in project area businesses.
- Increase from 126 to 212 scholarships for low-income area residents to obtain secondary and in-country tertiary education over two-years.
- Number of area residents receiving direct community development benefits
- Number of residential units improved in the project area. Quantitative targets will be established as part of the amendment design. The decision on final indicators will be based on impact, available data, ease of collection, cost of collection, etc.

**C. ANTICIPATED IMPACT ON POVERTY ALLEVIATION, ACCESS AND PARTICIPATION**

The Inner Kingston resident population is among the poorest on the island. There is 60% unemployment in the project area. 55% of households are female-headed. This NAD focuses on employment generation and community development. The project area has small businesses and microenterprises that need loans and technical assistance to stabilize and expand. KRC will provide the linkage between downtown small businesses, the donor community, the big business community and property owners. For example, KRC and the Gleaner, Jamaica's leading newspaper, recently published a Downtown Artisan Business Directory that identifies many of the area's small businesses and microenterprises. There are a number of microenterprise agencies (some funded by USAID) that have a mandate covering Inner Kingston but who have not established a presence in the community due to problems of violence and poor performance by businesses themselves. KRC has been an effective vehicle to work with low income residents on social and educational programs and is viewed by the larger community as the channel to assist in employment and small enterprise development.

Follow-up to the DKDP process and plan implementation of social and small infrastructure projects will improve the quality of the environment in which low income people live as well as provide a modality through which the residents themselves can participate in the planning and renewal of their community.

The Downtown Kingston Development Plan, among other things, set in motion a broad based participatory process allowing KRC to work closely with community residents and business for a vision of the future. That participatory process will be expanded upon to promote improved relations among residents, vendors, businesses,

small and large, and politicians and to formulate proposals to mitigate crime, violence and deprivation. Gender level impact would be substantial. Major benefits would be for women who comprise a majority of participants and program beneficiaries.

#### **D. DONOR COORDINATION**

KRC will emphasize improved coordination of donor and local NGO efforts in the project area vis-a-vis small enterprise development. KRC has had growing success in attracting other-than-USAID donor support, including CIDA and local NGOs like the Rotary Club of Downtown Kingston. The amendment will allow KRC to initiate a medium-term community development program, not dependent on the vagaries and changing priorities of other contributors.

#### **DESIGN ISSUES**

- A. Sustainability of Community Development.** The Project Paper amendment will explore sustainability of community development and small enterprise efforts as well as the plan process. While there has been some other donor support for community development activities, KRC has not been able to attract sufficient support to sustain community and social activities. The Mission will explore various modalities including an endowment, local government reform legislation which provides 10% of property tax for such ventures, establishment of partnerships with large corporations in or locating back into the downtown (e.g. Multicare Foundation) among others and the like.
- B. Focus of KRC.** This amendment stresses human capital development, planning and participation. KRC has had numerous offers to broaden its mandate both functionally and geographically because of its inner city successes. The amendment will explore how KRC can strategically broaden its modest staff and other resources while carrying out strategic investments, managing building demolition and other Phase II activities authorized in 1991. Careful planning and management of community development and participatory processes are necessary.
- C. Image of the Inner City.** Despite the dramatic successes of KRC, the expansion of investment, business opportunities and employment is still threatened by a strong negative image that the larger Jamaican community has of the low income residents, downtown micro entrepreneurs, vendors, politicians, drug culture, and violence associated with the area. The amendment will look at ways to make Inner Kingston a more attractive place in which to work, live, shop and recreate and improve the Jamaican public's awareness of the strides being made in Inner Kingston.

Table 3: USAID/(Jamaica) PORTFOLIO -- PROJECT TIMELINE

PROJECT NUMBER/TITLE	FY93				FY94				FY95				FY96				FY97				FY98			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>STRATEGIC OBJECTIVE # 1</b>																								
532-0101 Hillside Agriculture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0120 Inner Kingston Development - KRC [1]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0120 Inner Kingston Development - UDC	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0128 Agricultural Research	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0129 UWI Management Education	-	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-
532-0135 Export Development & Investment Promotion [2]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0156 Microenterprise Development Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0164 Policy Reform in Support of Private Investment	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0165 Agricultural Export Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0169 Caribbean and Latin American Scholarship Program	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0168 North Coast Dev.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PL480 Section 416 Butteroil Supp	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



FY93                      FY94                      FY95                      FY96                      FY97                      FY98

PROJECT NUMBER/TITLE	FY93				FY94				FY95				FY96				FY97				FY98			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
532-0082 Agricultural Education	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0123 Crop Diversification/ Irrigation [3]	-	-	-	-	-	-	-	X	-	X	X	X	-	-	-	-	-	-	-	-	-	-	-	-
532-0155 Primary Education Assistance II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-
532-0157 Food Aid Monitoring and Support	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0175 Sustainable Justice Reform	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-
532-HG-012B Jamaica Shelter Support Private Sector	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-
532-HG-012C Jamaica Shelter Support	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-
532-HG-013 Jamaica Shelter and Urban Services	-	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PROJECTS (number)</b> (at end of FY 4th Quarter)	24				18				12				9				6 [2]				2			

[1] PACD extension proposed under NAD project amendment  
 [2] PACD extensions for EDIP and DEMO likely given scope of projects and targeted institutional change# PACD extension certain; dam construction behind schedule  
 [3] PACD extension certain; dam construction behind schedule

C. Centrally/Regionally Funded Projects By Strategic Objective--USAID/Jamaica 1993

**STRATEGIC OBJECTIVE #1**

Investments and Institutions (GEMINI) 936-5448

LAC Trade and Investment

Anti-Poverty Lending for Enterprises Matching Fund (APPLE) 940-0403

Cooperative Development Grant 938-0192

Farmer to Farmer 938-0705

Housing & Urban Projects (HUP) 940-1008

Co-operative Association of States  
for Scholarships (CASS) 598-0661

**STRATEGIC OBJECTIVE #2-- Environmental Management**

Environmental Policy Analysis and Training (EPAT)  
936-5555

Forest Resources Management 936-5556

**STRATEGIC OBJECTIVE #3-- Healthier, Smaller Families**

Options for Population Policy  
(OPTIONS II) 936-3035

Association for Voluntary Surgical  
Contraception

FHI Contraceptive Technology

AIDS/CAP - Technical Support  
Project 936-5972

Family Planning Management  
Development (FPMD) 936-3055

Family Planning Logistics  
Management 936-3038

Contraceptive Social Marketing III 936-3051

Health and Nutrition Technical Services  
Support 598-0657

Central Contraceptive Procurement 936-3057

**OUTSIDE MISSION OBJECTIVES**

International Disaster Assistance  
Project 968-2320

A.

**TABLE 4**  
**USAID/(JAMAICA)**  
**SUMMARY PROGRAM FUNDING TABLE**  
**Dollar Program**

Funding Category/	FY94 Estimated	FY95 Requested	FY96 Requested	
<b>Development Assistance</b>			75% FY95	100% FY95
<b>Mission Strategic Objective #1</b>				
(Project Numbers and Titles)				
532-0101 Hillside Agriculture	0	716,640	881,305	881,305
532-0120 Inner Kingston Development	800,000	763,650	800,000	800,000
532-0129 UWI Management Education	900,000	555,200	0	0
532-1035 E.D.I.P.	740,000	1,000,000	1,658,214	1,978,947
532-0156 Microenterprise Dev. Support	628,000	700,000	700,000	946,100
532-0165 Agricultural Export Svcs.	201,612	1,300,000	700,000	1,200,000
532-0168 North Coast Dev. Support	154,000	210,000	357,000	427,000
532-0169 C.L.A.S.P.	105,000	70,000	0	0
532-0177 Uplifting Adolescents*			187,500	250,000
<b>Subtotal</b>	<b>3,528,612</b>	<b>5,315,490</b>	<b>5,284,019</b>	<b>6,483,352</b>
<b>Economic Support Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Mission Strategic Objective #2</b>				
(Project Numbers and Titles)				
532-0101 Hillside Agricultural	0	307,132	377,702	377,702
532-0149 Technical Support for Shelter & Urban Svcs.	400,000	400,000	0	0
532-0168 North Coast Dev. Support	66,000	90,000	153,000	183,000
532-0169 C.L.A.S.P.	90,000	60,000	0	0
532-0173 D.E.M.O.	1,300,000	2,600,000	1,670,273	2,586,540
532-0176 Sewage Improv. in Low Income Communities *	0	0	262,500	350,000
<b>Subtotal</b>	<b>1,856,000</b>	<b>3,457,132</b>	<b>2,463,475</b>	<b>3,497,242</b>
<b>Mission Strategic Objective #3</b>				
(Project Number and Titles)				
532-0152 Health Sector Initiatives	600,000	950,000	527,506	527,506
532-0153 AIDS/STD Prevention & Control*	300,000	770,000	0	0
936-3972 AIDS Technical Support	0	400,000	0	600,000
532-1063 Family Planning Initiatives	1,300,000	0	500,000	591,900
532-0169 C.L.A.S.P.	45,000	30,000	0	0
Uplifting Adloscents*	0	0	187,500	250,000
532-0176 Sewage Improvement in Low Income Communities*			112,500	150,000
<b>Subtotal</b>	<b>2,245,000</b>	<b>2,150,000</b>	<b>1,327,506</b>	<b>2,119,406</b>

<b>P.L. 480 Title III</b>	0	0	0	0
<b>Subtotal</b>	0	0	0	0
<b>OTHER CONCERNS</b>				
532-0155 Primary Education Assistance II	1,082,000	623,766	0	0
532-0168 Caribbean & Latin American Scholarship Program	60,000	40,000	0	0
532-0175 Sustainable Justice Reform	552,388	763,612	0	0
PD & S	150,000	150,000	300,000	400,000
Peace Corps	30,000	0	0	0
<b>Subtotal</b>	1,874,388	1,577,378	300,000	400,000
<b>PROGRAM TOTAL</b>	9,504,000	12,500,000	9,375,000	12,500,000

\* N.A.D.

**B. Workforce/OE Narrative**

**Operating Expense Narrative:**

In spite of rising costs, USAID/Jamaica has been able to decrease consistently its operating costs. Our operating expenditures have been:

	<u>Approp.</u> <u>Funds</u>	<u>Trust</u> <u>Funds</u>	<u>Total</u>
FY 1991 actual	1,505	2,059	3,564
FY 1992 actual	1,981	1,515	3,496
FY 1993 actual	1,500	1,799	3,299
FY 1994 budget	1,500	1,628	3,128
FY 1995 budget	1,800	1,264	3,064
FY 1996 budget	2,121	300	2,421

The decreasing operating costs are due to the significant decrease in the levels of USDHs, cost-saving measures implemented at the Mission and the transfer of some project staff to project funding. The decreases have been made while absorbing consistent increases in FSN wages and office rent, our two largest expenditures.

At the present time, the GOJ has provided/committed adequate trust funds to carry us through FY94 and probably the first quarter of FY95. We have requested additional contributions. These are dependent on the GOJ budget process, but we believe it is likely that we will receive a contribution. The projection above is based on various assumptions regarding GOJ trust fund contributions (timing and amount), interest earnings on the undisbursed funds, and the value of the Jamaican dollar. The availability of trust funds is a critical issue for us. If trust fund contributions are not forthcoming or the value of the Jamaican dollar declines significantly, essential expenditures will have to be shifted to appropriated funds.

USDH staff has reduced significantly (from 18 at the beginning of FY 1992 to 12 [including the RHUDO Director] at the end of FY94). There have been limited reductions in FSN staff during this time period. With a more focused project portfolio and fewer management units, our FSN staff will reduce as well. Three FSN positions will be eliminated in FY 1994, and by the end of FY 1995, there will be a further reduction of five FSN's. During FY 1996, we are planning further reductions.

USAID/Jamaica is working with AID/W to fund construction of office space on property owned by the Mission. The estimated cost of the construction is \$680,000 plus \$70,000 for Architectural and Engineering services, which will be needed in FY94 if we receive approval to proceed. The new offices are planned to be completed for occupancy in calendar 1995. This will have significant cost savings for the OE budget as our office lease has an annual escalation of 10% and will cost \$549,000 in FY 1995. The cost will be eliminated in the second quarter FY 96, and thus generate a noticeable decrease in operating costs for FY 96.

The budgets do not include operating costs associated with potential increases in FTEs or USDHs assigned to posts. The positions under discussion which would require additional funding are:

- Regional Controller to manage transfer and consolidation of RDO/C and USAID/Jamaica accounting records and financial management for closeout of RDO/C projects. This would be a third USDH position in the Controller's Office.

- USDH to replace USPSC now managing the Agricultural Export Services Project. The change to USDH has been requested by Mission as part of its reduction in USPSC's.

- GSO on one-year excursion tour to help manage supervision of construction of additional office space.

As these positions have yet to be officially approved, we have not included the costs in the budgets. The costs associated with these positions cannot be accommodated within the existing budgets. A supplemental request will be prepared when we know which positions are approved. It should be noted that creating a regional accounting function in Jamaica will entail transfers of FSN positions from RDO/C to Jamaica as well as an additional USDH.

USAID/Jamaica has made every attempt to charge projects for their appropriate costs and to minimize operating costs in line with prudent management of the existing portfolio.

Workforce Tables  
Action Plan

Office	FY93 (EOY)					FY94 (EOY)					# Prj
	USDH	USPSC OE	FNDH Proj	OE/TF	FNPSC Proj	USDH	USPSC OE	FNDH Proj	OE/TF	FNPSC Proj	
DIR	4	1		2		2	1		2		0
OPPD/Eng	2	1	1	3	2	2	1	1	3	2	3
EXO	1	0		1	14	1			1	14	0
CONT	2	1		4	10	2	2		4	9	0
OHNP	1	0		1	2	1			1	2	3
OEHR	1	0		2	3	0			1	2	3
ONRAD	1	0	3		2	1			3	2	3
OPE	3		1		2	2			2	2	2
Mission Total	15	3	5	11	36	11	4	6	9	35	14
RHUDO	1		3		6	1			3	5	4
Jamaica TOTAL	16	3	8	11	42	12	4	9	9	40	18